



EY

Building a better
working world

Case study: Leading organizational change - Cultural Transformation

Lecture description:

In a VUCA world (volatile, uncertain, complex, ambiguous)*, business professionals must be able to adapt to – and stimulate – continuous organizational change. Older procedures, labeled as ‘change management’ often represent outmoded, top-down strategies for gaining ‘buy-in’ and overcoming ‘resistance’ to initiatives. These older methods which aim primarily to control change, most often do not result in shared, long-term ownership and engagement, nor heightened readiness and flexibility in the face of continuous, emergent change – which is what the VUCA world is all about.

Leading organizational change is associated not only with transforming the world, but also transforming the culture. The ultimate goal of change leadership is often considered the creation of a truly generative, rather than merely reactive culture and organization.

This course introduces the concepts of global trends, organizational change, change management, leadership development and cultural transformation in the context of of VUCA world. The focus is on understanding the field of organizational change at large, as well as emphasizing the nature, characteristics, responsibilities, and contextual determinants that influence a leader's role in changing organizations and transforming the culture.



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Course information

Lecturer: Raluca Anca (EY)

Prerequisites:

Preferably, the students should have been involved at least once in a coordination/leadership position (e.g. student associations, volunteering activities, other projects).

Notes:

This course is interactive and materials for the case study will be provided to be studied in advance.

Bibliography:

1. Kotter, J. P. (2007, January). Leading change: Why transformation efforts fail. Retrieved from Harvard Business Review website: <http://hbr.org/2007/01/leading-change-why-transformation-efforts-fail/ar/1>
2. Kotter, J. P., & Schlesinger, L. (2008). Choosing strategies for change. Harvard Business Review.
3. Jones, Q and Human Synergetics International (2006), In great Company: Unlocking the Secrets of Cultural Transformation, Human Synergetics International
4. HBR's 10 Must Reads on Change Management
<http://www.carolinagreenhouse.com/wp-content/uploads/2014/08/HBR-10-Must-Reads-on-Change.pdf>