

CHANGING ORGANIZATIONAL CULTURE THROUGH CONSTRUCTIVE CONFRONTATION OF VALUES

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Abstract *Effective organizational performance necessitates changes in organizational culture. The challenge exists in seeking productive means of providing managed change of organizational culture. The approach to guided change of organizational culture through constructive confrontation between the desired organizational values and available values of employees based on measurable results is suggested. Organizational culture change is realized due to: determination of desired organizational values; formation of employee tasks inducing individual behavior corresponding with desired organizational values; execution of manageable constructive confrontation of values; evaluation of the confrontation state through measuring task performance. Confrontation management uses results of measuring internalization of values by employees and different mechanisms of facilitation and stimulation of overcoming resistance to change. Effectiveness of changing organizational culture is determined based on measuring current states of internalization of desired organizational values.*

Keywords *Changing organizational culture, constructive confrontation, cultural values*

Achieving effective performance, growth and success of an organization requires continuous organizational changes. The productive organizational changes are impossible without prior changing organizational culture (Cummings & Worley, 2009; Sveningsson, 2009; Schein, 2010; Kotter & Heskett, 2011). Consequently, the need for constructive approaches to changing organizational culture becomes apparent and vital (Alvesson, 2002; Schabracq, 2007; Schein, 2010; Cameron & Quinn, 2011).

A core of organizational culture is represented by values (O'Reilly, et al., 1991; Hellriegel & Slocum, 2010; Cameron & Quinn, 2011). Hence, the basic problem of changing organizational culture consists in change of organizational culture values.

Organizational culture should be espoused by employees of an organization. As a result of that, they are holders of the organizational culture values. Consequently, changing organizational culture values should involve determination of desired organizational values and internalization of the values by employees. Internalization of the organizational values entails changing individual values.

The desired organizational values are revealed as a result of diagnosing existing organizational culture and creation of vision of strong organizational culture (Schein, 2010; Cameron & Quinn, 2011; Kotter & Heskett, 2011).

Organizational values shape behavior of employees. Patterns of behavior corresponding to the values encourage employees to act in accordance with those values. Hence, internalization of declared organizational values by employees can be realized through performance of the tasks engendering individual behavior conforming to organizational values. Thereby, the tasks can be called behavioral tasks. Results of behavioral tasks performance represent individual values.

The existing values of employees create obstacles to performing individual tasks. As a result, the change of organizational culture values induces confrontation between the desired values of organizational culture and the existing individual values.

The confrontation of values is caused by employee unawareness of their existing cultural values before changes in organizational culture (Cameron & Quinn, 2011), unwillingness or inability to change personal behavior. The confrontation between the desired values of organizational culture and the available individual values affects internalization of organizational values by employees. Consequently, the confrontation can be represented as a confrontation between the desired organizational values and current states of their internalization by the employees. The confrontation arises during performance of corresponding tasks.

Confrontation of the values provokes conflicts during interaction between leadership team and employees as a result of disclosing internal responses of employees to requirement to internalize desired organizational values. Consequently, an effective approach for changing organizational culture values should be based on constructive confrontation.

Constructive confrontation is a strategy directed towards decreasing conflicts caused by resistance to change (Markham, 1999; Palmer, 2003; Maurer, 2010). It fosters empowerment, recognition and accountability in the work environment (Burgess Heidi & Burgess Guy, 1996; Magee, 2001; Hoover & Disilvestro, 2005; Cummings & Worley, 2009). Constructive confrontation between a required state of the desired organizational values and current states of internalization of employee values should be realized based on measurable results of internalization process.

It will provide a possibility for managing a constructive confrontation process.

Therefore, the goal of this paper is to present the approach to guided change of organizational culture through managed constructive confrontation of values during internalization of the desired organizational values by employees.

Literature Review

The approaches, methods and models directed towards changing organizational culture are examined for possibility of realizing constructive confrontation.

Kotter and Heskett (2011) conduct analysis of how the culture of an organization influences its performance. Their quantitative study of the relationship between organizational culture and performance explains how shared cultural values can ensure success of organization and its adaptation to dynamic environment. However, the authors do not propose a method that promotes effective sharing of organizational values.

Maurer (2010) suggests what to do for overcoming human resistance to change. However, the author does not examine the specificity of resistance to change of organizational values. Consequently, he does not consider a possibility of overcoming resistance to change through congruence of internalization of desired organizational values by employees with improvement of quality of their life.

O'Relly et al. (1991) describe the method of calculation of conformity between personal and organizational culture by comparing organizational values profile with the individual preferences profile. However, forming the individual preferences profile is a subjective process which often does not correspond with the real states of individual values.

Cummings & Worley (2009) emphasize constitutive influence of changing organizational culture on the effectiveness of organizational development. The authors characterize existing values of employees as source of cultural resistance to organizational change. They also mark the need of organizing confrontation meetings that mobilize human resources for problem solving. However, the authors do not consider confrontation as a constructive tool for overcoming resistance to changing organizational culture values.

Hellriegel and Slocum (2010) examine confrontation as a cultural value providing deeper analysis of interpersonal problems. However, the authors do not use confrontation for reducing the gap between organizational and individual cultural values under a condition of changing organizational culture.

Burgess Heidi and Burgess Guy (1996) suggest a constructive confrontation strategy for resolution of intractable conflicts. However, using of the strategy for resolution of the organizational conflicts caused by the difference in cultural values is not examined. Moreover, the authors do not attend

to management of constructive confrontation based on measurable results.

Hoover & Disilvestro (2005) represent the constructive confrontation approach to decreasing conflict and increasing accountability. However, the authors do not suggest a tool for measuring the states of confrontation. Moreover, they do not apply the approach to realizing confrontation of cultural values.

An approach of Patterson et al. (2004) is based on crucial confrontation for providing accountability. However, the authors do not examine the possibility of using the approach for changing organizational cultural values.

Cameron & Quinn (2011) emphasize the need and possibility of investigating organizational culture change by means of quantitative methods. However, they do not suggest a quantitative measure which would allow to assess a dynamic process of internalizing organizational values by employees that expresses moving from the current state of values to the desired state. The authors represent the competing values framework shaping competition of different value orientations in an organization. However, the authors do not explore competition of the value orientations as constructive value confrontation process. Moreover, they do not represent a mechanism of changing employee behavior as a result of performing tasks engendering individual behavior directed towards changing values.

Schein (2010) developed a conceptual model for managing change of organizational culture. However, this model does not promote management of feelings and energies of employees by using a measure of constructive confrontation of cultural values. Moreover, the author does not represent a mechanism for managing internalization of organizational values by employees.

The analysis of the above publications shows a lack of an approach to guided change of organizational culture values based on measurable results.

Hence, development of the new approach is needed. The approach should shape the dynamic process of internalizing the organizational values by employees through managed constructive confrontation of values.

An Approach to Changing Organizational Culture through Constructive Confrontation of Values

The goal of the approach is to shape the process of guided change of organizational culture through managed constructive confrontation between the values of an organization and employees in order to face organizational challenges and accomplish effective results over the long term.

Changing the organizational culture is realized as a result of:

- Defining desired organizational values
- Forming employee tasks engendering behavior corresponding with desired organizational values
- Managed constructive confrontation between the required states of the desired organizational values and current states of their internalization by the employees based on measurable results of performing behavioral tasks.

Effectiveness of change of organizational culture is characterized by the extent of internalization of desired organizational values by employees.

Thereby, the approach involves a sequence of the following steps:

Step1: Determination of the desired values of organizational culture

The desired organizational values are determined during diagnosis of an existing organizational culture and creating a vision of an effective organization by using the methods offered in the works (Cummings & Worley, 2009; Cameron & Quinn, 2011)

Step 2: Developing a plan of changing organizational culture values

Developing a plan involves realization of the following procedures:

- Formation of an organizational covenant which is a result of a commitment of employees to follow the created vision of the desired values of organizational culture
- Building a profile of organizational culture values based on the organizational covenant
- Providing employee awareness of the desired values of the organizational culture
- Delegating accountability for changes to leadership team members. The leadership team is formed by the organization leader. The members of the leadership team provide changes in the organizational culture values
- Definition of the milestones of the change process. The milestones pave the way to internalization of the desired organizational values
- Setting temporal order of conducting change of individual values by fixing the desired organizational values which should be internalized by employees relative to the milestones of the change process

Step 3: Constructive confrontation of the cultural values

At this step, a consistent and constructive confrontation between the desired organizational values and the current employee values is realized. As mentioned above, the confrontation can be represented as a confrontation between the desired organizational values and current states of their internalization by employees. The step involves the following procedures:

- Creating constructive confrontation framework and a process through which the gap between desired organizational values and current employee values is reduced. The gap is reduced as a result of internalization of the desired organizational values by employees owing to performance of the tasks inducing individual behavior corresponding with desired organizational values. Constructive confrontation framework is represented by a plan for an employee. The plan contains a set of the behavioral tasks. Every task corresponds to a certain desired organizational value.
- The constructive confrontation process engenders persuading and inspiring employees to take part in internalizing the desired organizational values through performance of behavioral tasks.
- Defining the measure of value internalization. The measure characterizes the process of internalization of the desired organizational value by an employee. During this process the state of the value should be changed from the current state to the required one. The state of a value is evaluated through performing a behavioral task. Hence, the measure of value internalization varies from zero (the task is not performed) to one (the task is performed according to requirements). The measure equal to one characterizes the required state of the value. Internalization of values is assessed by the members of the leadership team.

Example 1

The required state of the desired organizational value v_1 equals to 1. The determined measure of value internalization is equal to 0.6. This number characterizes the current state of internalization of the value received as a result of a not suitable performance of corresponding task z_1 by an employee.

- Defining the measure of value confrontation. Confrontation of the values arising during the performance of individual behavioral tasks engenders emotional reactions. The ranged emotional reactions expressing employee attitudes caused by the need to change their values are denial, active resistance, passive resistance, indifference, passive acceptance,

active acceptance, participation, partnership, and active partnership. From this it follows that the measure of value confrontation can be introduced. Thus, the measure of value confrontation is maximal for the first element (denial) of the range and minimal for the last element (active partnership) of the range.

- As appears from the above, the measure of value confrontation can be determined during behavioral task performance. In fact, if performance of a task does not correspond to requirements (realizability of a task is minimal or close to minimal) then the measure of value confrontation is maximal (or close to maximal). Thereby, the measure of value confrontation can be expressed through the measure of value internalization. Thus, if the measure of value internalization is minimal, then the measure of value confrontation is maximal.
- Monitoring of value confrontation process.
Monitoring is determination of the states of internalization of the desired organizational values by employees with the help of the measure of value internalization. Different mechanisms of stimulating and facilitating performance of behavioral tasks provide effective realization of the internalization process.
- Formation and continuous changes of dynamic cultural profiles of employees. A profile of employee values reflects dynamics of internalization of the desired organizational values through dynamics of performance of individual tasks.

Step 4: Managing constructive confrontation

Management of constructive confrontation promotes facilitation and stimulation of overcoming resistance to changing organizational culture values. Management is based on monitoring results of value confrontation and is realized by through the following procedures:

- Adjusting the order of internalization of desired organizational values by employees to improvement in a quality of their life. It should be aligned with elevating the organization's efficiency
- Channeling diverse feelings and energies of employees emerging during performance of the behavioral tasks towards achievement of the organizational vision by using a stimulation mechanism
- Facilitating performance of behavioral tasks through collaboration
- Empowering employees to hold senior positions due to using a mechanism of rotation and promotion
- Encouraging employees to internalize desired organizational values by rewarding excellent performance
- Mentorship of employees in internalization of desired organizational values

Step 5: Measurement of results of changing organizational culture values

This step includes the following procedures:

- Measuring an employee outcome $O(e)$ of internalizing desired organizational values. Measuring an individual outcome is realized by summation of current states of internalizing desired organizational values by a specific employee. The current states of internalizing values by the employee are determined according to the introduced above measure of value internalization (Step3). Hence, the individual outcome $O(e)$ of internalizing desired organizational values should be determined by formula:

$$O_j(e) = \sum_{i=1}^n \|v_{ij}^c\| \quad (1)$$

where

$\|v_{ij}^c\|$ is a current state of internalizing desired organizational value i of employee j ,

n is a quantity of the desired organizational values

Example 2

The current states of internalizing the desired organizational values v_1, v_2, v_3, v_4 received as a result of performing corresponding tasks by two employees are $\langle 1, 1, 0, 0.5 \rangle$ and $\langle 0, 0, 1, 0.5 \rangle$, accordingly. Then, the employees' outcomes for internalizing organizational values is defined by formula (1) are 2.5 and 1.5, accordingly.

- Measuring effectiveness of changing organizational culture. The measurement fixes the gap between the average employee outcome of internalizing desired organizational values and the sum of the required states of the organizational values. Owing to this, the extent of employee internalization of the desired organizational values is determined.

Consequently, the effectiveness of changes in organizational cultural should be determined by formula:

$$O^a(e) = \sum_{i=1}^n \|v_i^r\| \quad (2)$$

where

$O^a(e)$ is the average employee outcome of internalizing values,

$\|v_i^r\|$ is a required state of organizational value i ,

$$O^a(e) = \sum_{j=1}^m O_j(e) \setminus m \quad (3)$$

m is the quantity of employees in organization

Example 3

The quantity of the desired organizational values is four. The outcomes of internalizing values by two employees are equal to 2.5 and 1.5 (Example 2). The average employee outcome determined by formula (3) is $Oa(e) = 2$. The sum of the required states of the desired organizational value is equal to 4 (the required states of the values are identical and equal to one). Consequently, the extent of employee internalization of the desired organizational values defined by formula (2) is equal to 0.5. In other words, effectiveness of changing organizational culture is equal to 50%.

CONCLUSION

The approach to guided change of organizational culture through constructive confrontation of values based on measurable results is suggested.

Constructive confrontation framework and process are created. The framework is represented by a set of behavioral tasks. Every task corresponds to the desired organizational value. The process engenders persuading and inspiring employees to take part in internalizing the desired organizational values through performance of tasks inducing behavior corresponding with desired organizational values.

Changing organizational culture is realized owing to, definition of desired organizational values; formation of individual behavioral tasks; execution of managed constructive confrontation between a required state of the desired organizational values and current states of internalization of values by employees.

The measure of value confrontation and the measure of value internalization provide measurement of the states of the confrontation and the internalization. Revealed interrelation of the measures allows to evaluate the confrontation state through measuring performance of behavioral tasks.

Management of confrontation using the results of measurement of internalization of values and different mechanisms of the facilitation and the stimulation of overcoming resistance to changing organizational culture provides effective transformation of individual cultural values.

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