

# Organizational Culture Change: The Book

Unleash your organization's potential in Circles of 10

OCAIonline

## How to make change work this time?

Many organizational change projects do not deliver promised results because their approach is too conceptual while excluding employees and their daily habits in the workplace.

Here's the new approach: include and engage people and utilize the "sticky part" of organizational culture to make change personal, pragmatic and focused on specific behaviors in circles of 10 coworkers.

Learn this approach in the book:

"Organizational Culture Change - Unleash your organization's potential in circles of 10" by Marcella Bremer.

## Pragmatic Lessons Learned

Marcella Bremer MScBA founded OCAI Online with Marcel Lamers MSc. She works as a consultant guiding organizational culture change. She uses the validated Organizational Culture Assessment Instrument (OCAI) developed by University of Michigan Professors Kim Cameron and Robert Quinn as a starting point for change. Bremer shares her lessons learned and her frustration about change programs that didn't deliver. That is, until everyone was included and the change approach became pragmatic, personal and focused on specific behaviors in peer groups of 10 coworkers.

## Change is the New Normal

This 21st Century, change is the new normal. However, organizations tend to struggle with rapid change, unpredictability, global challenges and competition. Leaders and

managers prefer a sense of control from earlier paradigms. But in this dynamic world with ever-evolving technology and teams, people skills and organizational culture make the difference to deliver complex products and high-end services. It is time for change to become normal. It is time to become aware of human relations at work and take employees more seriously.

Bremer uses the OCAI to start the dialogue about where organizations are and where they want to be. She engages people to take ownership for their workplace in interactive workshops, combining personal and group learning to create a team where people are happy to work.

## The Messy Middle & Talking Trap

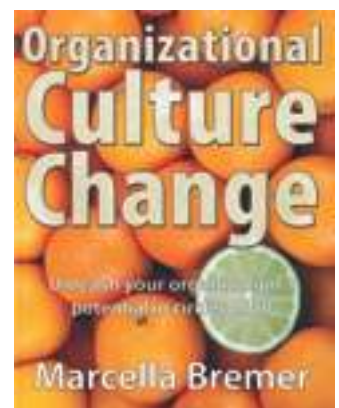
Everyone who thought that culture was too broad, should read this book. Learn how to BE the change you want to see and help the others DO it, too.

Learn and enjoy, among other things: the competing values framework (what do you value most?), the 7 conditions for change success, how to understand current culture, how to develop new behaviors that will build the new culture, how to solve "dark" behaviors in groups and how to get through the "messy middle" of change as a team. Indulge in the cases and beware of the common pitfall: to think and talk about it, but not do it.... Bremer encourages you to make it work this time with this operational approach.

## A pragmatic book on Organizational Culture, Leadership & Change

Engage and empower everyone to take ownership for and co-create necessary changes....

**Yes!**  
You can  
guide  
change, too!



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## Contents

In 24 short and easy-to-read chapters, Bremer answers these questions:

What's changing this 21st Century?  
Did you check your 7C's and 7 Steps to Culture Change?  
What is culture and why should we care?  
What are the 7 conditions for Successful Change?  
What is the power of the Competing Values Framework?  
Can you Recap the (Dis)Advantages of the OCAI?  
How much can Culture Profiles differ...?  
How to use the OCAI in your situation?  
How do you communicate?  
How to organize OCAI-workshops in your organization?  
Do you understand your Current Culture?  
What Preferred Culture do you need?  
How to Change from where we Are to where we want to Be?  
Case: at the Rehab. Is Choosing Losing?  
What are Effective and Dark Sides of the Culture types?  
How to develop Interventions and Persistence?  
Case: at the University Library. Does the "new librarian" emerge?  
Case: A Merger. Will they transcend Prejudice and Distrust?  
Why is Change Leadership a challenge...?  
Case: at the maintenance unit. How to let go of tight control?  
How to co-create Change with Positive Energy?  
Case: at a National Bank. How to wake up in a positive way?  
What does the 21st Century workplace look like?  
How to stop Reading and Talking - and start DOing...?  
Resources: Further reading & browsing

## The book will help you:

1. Assess the current and preferred culture
2. Diagnose the quantified, visual profile
3. Understand culture by adding qualitative examples, stories
4. Raise engagement, awareness and create consensus
5. Assess the future and strategy to see where we need to go and why now
6. Understand and customize the preferred culture from values down to behavior and outcomes
7. Together, create a How-to-change plan that people take ownership for because they co-created it. Work in small teams, OCAI workshops or change circles of 10 people.

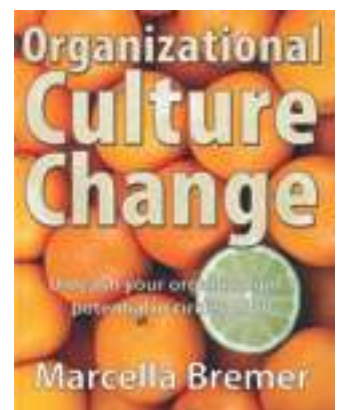
## Available

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## Competing Values Framework

Your current and preferred culture consist of 4 archetypes of culture, mapped in the CVF

