Unpacking the Black Box of Culture

Scott McAllister, Vice President, Prosci
Allison Seabeck, President, Prosci
6 Dimensions of Culture

- Assertiveness
- Individualism / Collectivism
- Emotional Expressiveness
- Power Distance
- Performance Orientation
- Uncertainty Avoidance

\[ \text{GLOBE} \text{ (House, Hanges, Javidan, Dorfman & Gupta, 2004)} \]
\[ \text{Hofstede's Cultural Dimensions Theory (Hofstede, 1980)} \]
\[ \text{Trompenaar's Seven Dimensions of Culture (Turner & Turner 1997)} \]
Objectives

Identify **subsets of culture** that have a meaningful impact on effective change management

Describe **unique challenges** and **specific adaptations** necessary to drive change in varied cultural contexts

**Co-create** tangible, solution-oriented outputs through interactive collaboration and research preview
Cultural Dimensions

What does it mean?

What are the unique challenges?

What are the specific adaptations?

How will you apply these concepts?

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The degree to which a person is able and expected to advocate for their personal well-being and goals in their relationships with others.

Communication is indirect and subtle, "face saving" is both expected and practiced. Subordinates are expected to be loyal and follow executives' lead.

Communication is unambiguous and blunt and subordinates are expected to take the initiative in interactions and dealings with executives.
The degree to which people function more as individuals or more as a community

**Individualism**
A person will take their own initiative to take care of themselves and will prioritize their happiness, welfare, and fulfillment over those of a group.

**Collectivism**
A person is expected to act in a way that benefits the group; in turn that person expects the group to meet their needs.
Emotional Expressiveness

The degree to which a person is allowed, expected and encouraged to display their emotions and emotional state to others

While emotions are felt, a person does not and is expected to not display their emotions. Emotional displays in public are seen as awkward and unnecessary.

A person feels able and is encouraged to display their emotional state openly and without reservation. Emotional displays are not considered awkward or uncomfortable.

Low Emotional Expressiveness

High Emotional Expressiveness
Power Distance

How power is distributed (equally vs. unequally) and how the less powerful members of a group expect to interact with higher-level members

Hierarchies are less strict. Power distribution is more democratic in nature and a person has access to higher-level members with few formal rules governing the interaction.

Hierarchies are strictly defined. A person recognizes their place within a group and interactions with other group members are defined with rules and expectations based on hierarchy.

Low Power Distance

High Power Distance
Performance Orientation

The degree to which a person is rewarded for and expected to maintain a high standard of performance and continuous improvement.

Low Performance Orientation
- Formal feedback is viewed as judgmental and discomforting.
- Societal relationships are more valued than improving performance. Communication is subtle and indirect.

High Performance Orientation
- Training, personal development, competitiveness, and formal feedback are viewed as necessary for improving performance. Communication is direct and unambiguous.

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Uncertainty Avoidance

Tolerance for ambiguity and uncertainty

While not preferring unknown or unusual situations, a person does not avoid them and feels comfortable in them. A person will tend to be more pragmatic and tolerant of change.

A person will try to minimize or outright avoid unusual or unknown circumstances. Step by step planning, rule implementation and attention to detail precede any change.

Low Uncertainty Avoidance

High Uncertainty Avoidance

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World Café

Challenges
Adaptations
Applications
Pick the dimensions most impactful to your change management work

- Assertiveness
- Individualism / Collectivism
- Emotional Expressiveness
- Power Distance
- Performance Orientation
- Uncertainty Avoidance
The Question:

How does your location on the spectrum of this cultural dimension impact your change management work?

What are the unique challenges?

What are the specific adaptations?
Harvest (Debrief)
How will you **apply** these concepts?
CULTURE CUBE

Oosti YongJun YJ Fluctuation Angle Puzzle
What **other dimensions** of culture impact your change management initiatives?
World Café Summary

Raw outputs from discussion groups

“The Unpacking List”

Beta version tool based on the research study data and the outputs of this workshop