



**How changes in leadership, goals and objectives can impact
an organisation's culture**

A case study of a company operating in the SaaS industry.

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Abstract

The title of this research paper is '*How changes in leadership, goals and objectives can impact an organisation's culture: A case study of a company operating in the SaaS industry*'. Despite the vast amount of research and literature available on organisational leadership, change and culture, the author would suggest that there is a gap with regards to individual case studies of Irish organisations operating in the SaaS (Software as a Service) industry. At the time of writing, the chosen company for the case study was going through a rigorous process of organisational change. The company had recently been acquired by a private equity firm and seen copious changes in leadership at C-level and middle management. These factors made it an ideal candidate to develop a case study for this research paper.

The purpose of this paper is to address the role of leadership in cultivating organisational culture during periods of change and to measure the impact organisational culture has on members during periods of organisational change. The paper uses the 'cultural web' (Johnson et al, 1998) as an academic framework to develop an overall image of the organisational culture. The framework analyses and draws links between the political, symbolic and structural aspects of an organisation. The author then conducted interviews using questions based on the six elements of the 'cultural web'. This allowed the author to construct an overall image of the existing culture within the organisation.

The findings have highlighted the importance of leadership in cultivating a healthy organisational culture. It also showed the vital role strong leadership plays during periods of organisational change. The culture within an organisation dictates the norms and behaviours of members. Therefore if leadership implements change it is crucial that the existing culture encourages members to facilitate and embrace change. The findings also highlight and discuss the importance of C-level management when implementing change.

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Introduction

This chapter provides a general overview of the goals and different topics that are explored throughout the study. This chapter also makes rational points for why the paper was completed, discusses the proposed research questions and finally the expected limitations of the study. To answer the proposed research questions, the author conducted a case study of an American software company which has its European, Middle East and African (EMEA) headquarters based in Dublin, Ireland. For privacy reasons the name of the company cannot be revealed so this paper refers to it as ‘The Company’. The chosen company operates within the SaaS (Software as a Service) industry and employs 70 people in its Dublin office and just under 1000 employees worldwide. The company is going through a period of growth as it scales and tries to improve its impact on the European market. ‘The Company’ is also going through a substantial period of change. It has changed personnel in a number of key positions, including the CEO and the Managing Director of the EMEA headquarters. The company has also recently been acquired and privatised by a private equity firm within the last year.

1.1 Dissertation Structure

This research paper is divided into five chapters. The introduction covers the purpose for this paper. It also offers a background to the research issues and topics that are covered in the paper. Finally, the opening chapter discusses specific research questions and the research limitations of this paper. The second chapter offers a comprehensive review of literature related to the primary themes and topics that are explored in the research paper. The third chapter discusses the methodology and academic framework used by this paper to conduct research. The chapter also considers alternative frameworks that could have been used to conduct the research. The fourth chapter offers an analysis of the research and highlights key themes and issues. The fifth and final chapter provides a discussion and conclusion related to the findings of chapter four and key literature discussed in chapter two. The paper also provides recommendations for future research in the final chapter.

1.2 Research Issues & Study Background

The world's societal, political and economic situation is becoming less and less predictable, from the political volatility within the United States and United Kingdom to the ample societal and economic changes occurring as a result of globalisation and enhanced technology. To many this unpredictability is a cause of concern, however, at the centre of all this change is the very essence of who we are: our values, our personality, our behaviours and things we hold important. Over these different layers, fundamental skills are formed; such as, can we build good relationships, can we learn effectively, can we take advice or criticism or be able to see things from a different point of view? From this we build technical skills and abilities, such as understanding facts, vocabulary, systems and processes, the ability to form opinions, bring new ideas, not just absorb information and regurgitate it back. The author would argue that in order to practice these fundamental and technical skills there needs to be a suitable culture established that promotes and supports such behaviours. In today's dynamic business environment, organisations and leaders need to be able to cultivate cultures that allow members to learn and develop skills that help them to cope with challenges and bring positive change to their respective organisations.

Throughout history the lack of sound leadership practice has been a root cause of the failure and demise of organisations across various industries all over the globe (Grojean, et al, 2004). Competent management and leadership is essential for any organisation to remain competitive in a modern business environment that is more complex, dynamic, and socially aware than ever before. Many businesses have fallen into the trap in which they are over-managed and under led especially during periods of organisational change. They do not develop their capacity to exercise leadership within their organisation. Leaders must be able to establish a vision for the future and set plans with a strategy in place to implement change successfully (Kotter, 1999). Management allows one to cope and bring order and predictability to complex situations, leadership is needed to deal with the different factors of change.

Large corporations that are broken up into divisions can survive and progress with good management due to their structured nature and relative stability. However, when a

company is going through a process of organisational change, the structured, stable environment of the company may be altered and under threat. This increases the need for strong leadership among management and a strong organisational culture to bring a firm through a period of change successfully.

The author would suggest that as a result of today's dynamic business climate the rate and frequency of transformational change is increasing in organisations. Lack of leadership involvement, poor planning, lack of vision and failure to acknowledge the existing culture are a few of the common mistakes made by leadership prior to implementing organisational change. This can lead to companies wasting time and resources and leave employees over-worked and frustrated. Drucker (1999) argues that change is unavoidable for businesses. Leaders can not expect to manage change, however, they can be ahead of it. Changes in business have become the norm due to many different factors, such as the internet and the increases in social connectivity for example. Today's modern work force is also vastly more dynamic and mobile than previous generations. Leaders must accept the unknown factors that come with change and anticipate the challenges this may bring.

Leadership plays a key role in promoting a healthy culture within an organisation. The existing culture within an organisation also gives an indication of whether organisational change can be implemented successfully. According to Schein (1987) organisational culture acts as a paradigm that helps employees to learn how to cope with current and future problems. Literature has also found that members of an organisation can judge positively or negatively on decisions and acts taken by leadership, based on the culture of an organisation (Maher, 1991). Some research has highlighted that there is a strong correlation between the values and norms put forward by a leader and those seen within his/her organisation (Çakar, 2004). Therefore, considering the connection between leadership and organisational culture, the author would argue that a leadership team can effectively make changes to organisational culture. This in turn can have a positive or negative influence on members when decisions are made by leadership during periods of organisational change.

Considering the influence that changing factors can have on an organisation, it is important that companies also have good change management with the ability to manage and implement processes. This research builds a case study around 'The Company' to analyse the processes and approach taken by management during the period of organisational change.

Following the recent acquisition of 'The Company' by a private equity firm the company has seen substantial change in leadership and processes. This in turn has affected the organisational culture within. With a new CEO in the US headquarters and interim Managing Director in the Dublin office, a new company vision and goals have been put in place. This paper by examining personnel from different departments within 'The Company' seeks to highlight the key components of the culture within a company and how leadership has impacted organisational change on various levels including systems, processes, structures and personnel. The results and findings of the study can offer insights to other company managers in how a strong, healthy organisational culture can help leadership successfully lead a group through periods of organisational change.

Through a series of semi-structured interviews, and the use of the 'cultural web' (Johnson, Scholes & Whittington, 1998) the author seeks to build a picture of 'The Company's' culture and develop insights into how top management and department heads can bring effective leadership during transitional periods of change.

More often than not culture tends to become the centre of attention during organisational change. When companies are merged or acquired, or when a company experiences huge growth or major changes in leadership, the existing culture may become unsuited for the current situation. Kotter (1999) makes the point that leadership is, most fundamentally, about changes. The connections between leadership, change and organisational culture and the challenges it can bring were what brought the author to look into building a study that explores these areas in depth.

Coleman (2004) discusses how the personal styles and approaches taken by great leaders can vary. They can be quiet, subdued and very analytical, or they can be loud and authoritative leading from the front. Both styles of leadership can be equally effective

depending on the situation and personnel involved. The following study looks to provide insights into how the approach taken by leaders within ‘The Company’ is affecting the change process. One key point that the author believes arises from this is the importance of emotional intelligence. Technical skills are no doubt very important, however, Coleman considers them to be simply entry level requirements for executive leadership positions. Leadership style is commonly mistaken as a function of personality rather than strategic choice (Goleman, 2000). Emotional intelligence competencies play a vital role for all leaders as they try to develop and improve their leadership skills. Jim Rohn, an American entrepreneur and author described leadership as follows, "The challenge of leadership is to be strong, but not rude; be kind, but not weak; be bold, but not bully; be thoughtful, but not lazy; be humble, but not timid; be proud, but not arrogant; have humour, but without folly" (Lin, 2017). Following the completion of the interviews, it is interesting to note whether the participants highlight emotional intelligence and relationship management as important elements of the implementation of change.

Change is always happening in business and with the constant development of new technologies and increased speeds and methods of communication it is inevitable that the rate of change in the modern business world will only continue to rise. Therefore, leaders must understand and anticipate the need for change. Organisations that are in competitive private industries such as ‘The Company’ need to embrace change in order to build an organisation that is better, smarter, and faster, that can do more with less, and can retain talented leaders and employees (Warrick, 2011). Warrick (2011) argues that the amount of change that is needed in today’s dynamic, unpredictable economic and social environment can be best performed by transformational leaders who have the desire and skills to make decisions that lead organisations to make the required changes.

1.3 Research Questions

In conjunction with the questions set out by the ‘cultural web’ (Johnson, Scholes & Whittington, 1998) framework, the following research questions are considered to shape the analysis and discussion section within this thesis.

- How do leaders cultivate a healthy organisational culture during periods of

change?

- How does a healthy organisational culture help an organisation by going through a period of organisational change?

1.4 Limitations of Research

Leadership, change and organisational culture is a wide area of study which is difficult to fully investigate. Due to time constraints the author decided to focus the study on an individual organisation to gain insights and perspective on how modern software companies are implementing processes of change throughout its organisation. By building a case study on 'The company' the author acknowledges the limitations in terms of the scope of the research and not being able to compare 'The Company's' approach to change to other similar organisations.

Through the interviews the study was only able to gather research to provide a snapshot of the organisations culture at a particular moment of time. Time constraints did not permit a long-term method of analysis aimed at painting a more detailed picture of the organisation's culture. It also proved difficult to gain access to key members within the organisation due to work commitments and various travel arrangements of certain members.

The aim of this study however is to examine specific leadership qualities needed during a process of change and to find correlations with existing literature in the field of leadership and change management.

Literature Review

2.1 Introduction

The information and insights gained from the literature review were instrumental in being able to identify the key themes and topics that helped to shape and structure this body of work. In order to achieve the goals that have been set out in the research questions it is important to offer a broad, in depth analysis of existing literature around the area of leadership, change and organisational culture. Under the guidance of journals, books and scientific articles the author was able to develop a theoretical framework in order to answer the research questions put forward in the previous chapter.

Some of the key themes relating to the research questions to emerge during the literature review with regards to leadership included, style and orientation, behaviour and climate, personal values and motives, communication, vision, innovation and emotional intelligence. The author also analysed literature that examines the critical factors that can influence the leadership of management within an organisation going through a process of change.

Literature regarding change and the processes involved are also discussed in the following chapter. With reference to appropriate literature, this section of the chapter highlights the importance and the need for change within organisations. The author considers the fundamental causes of change in business and the challenges that management face as a result. From moderate, consistent change to dramatic, unexpected change the author looks to address the impact of different levels of organisational change.

The author also explores the importance and the different effects that an internal culture can have on an organisation. By analysing previous literature and frameworks that seek to explore organisational culture in depth the author constructs an overall picture of the culture within the chosen organisation. The author focuses on different cultural areas such as company norms, behaviours, structures, systems, power structures and symbols. This helps to paint an overall picture of organisational culture and also helps to measure the impact of organisational change on the existing culture.

2.2 Leadership

A leader plays a key central role in the implementation of any change process. An interesting area that the thesis looks at is, what approaches to leadership are most effective during periods of organisational change. The following sections discuss the different styles of leadership and the effects they can have.

Strong leadership helps an organisation rise above mediocrity through a process of influencing and inspiring others to achieve common goals and give them the power or freedom to achieve those goals as an individual. In order to achieve this, leaders need to establish and exhibit certain behaviours within their organisation to maximise the potential of their followers. By establishing cultural norms and creating a set of values and beliefs for employees the leader can build a degree of credibility among their employees (Scarborough, 2011), (Achua & Lussier, 2013). Research also suggests that this in turn will create a work climate that motivates, encourages maximum performance and regular positive change and development.

It's hard to accomplish anything in business without followers, and followers in today's 'empowered' world are hard to come by. Goffee and Jones (2000) argue that in order to inspire four unexpected qualities are needed by leaders, which are: can show weaknesses selectively, can rely on intuition to appropriate action, can manage employees with tough empathy, and can reveal their differences.

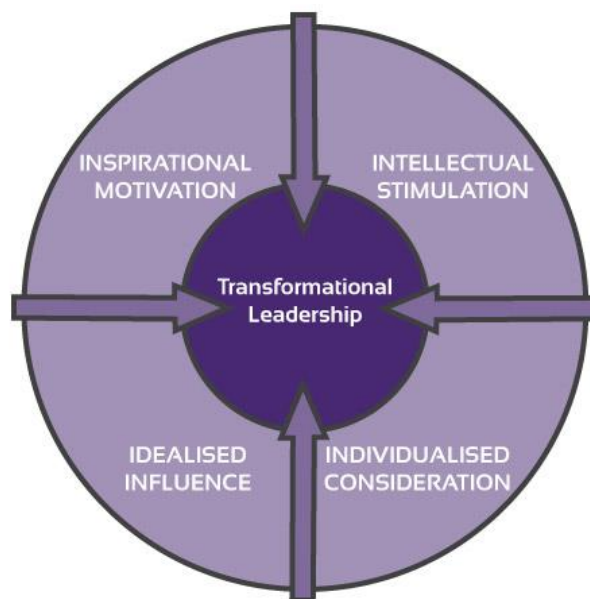
2.2.1 Leadership Style and Orientation.

A great deal of research on leadership style focuses on two primary styles of leadership, transactional and transformational leadership (Sakiru, et al, 2013). Following Bass's (1985) analysis of transactional and transformational leadership seven key leadership factors emerged which he classified under charisma, inspirational, intellectual stimulation, individualised consideration, contingent reward, management-by-exception and laissez-faire leadership.

As argued by Burns (1978), no central concept of leadership has emerged in the business world due to the different situations and unique disciplines that require specific

attention. However, he argues, through his concept of transformational leadership, leaders should look for potential motives within employees to seek higher motives to fully engage with the follower. Leaders also look to simplify new developments or approaches by understanding the goal which results in enthusiasm and stimulation to attain certain goals (Zareiha, et al, 2013). Leadership performance improves when the leader heightens the interests and concerns of the employee and is able to stir their emotions beyond their own self interest and help them focus on the group as a whole (Bass, 1990). A leader can achieve this a few different ways. The four components of transformational leadership according to Bass include, charisma, inspirational motivation, intellectual stimulation, and personal attention. The four components look to create value and meaning for employees and to look beyond short term goals to focus more on higher needs and the vision of the organisation. Transformational leadership is also extremely effective during periods of change in organisations. Change can cause anxiety and fear among employees. To counter this, transformational leadership or charismatic leaders for example can bring a degree of enthusiasm and energy to inspire and encourage people to get through difficult times.

Bass's Transformational Leader (1990)



Charisma gives a sense of mission, instils pride and helps leaders gain trust and respect.

Inspiration sees leaders communicate high expectations using symbols to give focus to important goals in a way that is simple to understand.

Intellectual Stimulation encourages employees to act rationally and to be careful in their decision making and problem solving.

Personal Attention sees leaders take on the role of a mentor or coach to employees. Employees are seen as individuals and are given time and a platform to voice concerns.

Transformational leadership has a more enduring approach and establishes a long term vision while transactional leadership is more focused on the one transaction between people. It does not create any kind of relationship between the two parties involved. Transactional leadership seeks to maintain stability within an organisation through economic and social exchange to achieve specific goals for both the leader and follower (Achua & Lussier, 2013). An example of transactional leadership would be if management gave a task to employees that had instructions on what they expect and the employee would then be rewarded or punished depending on the result. Through this method the employee is motivated by the potential recognition or reward. This method has proven successful however can be counterproductive if management only has to intervene when certain demands are not being met. A transactional leader will work within the boundaries of an existing set up or culture. Their actions and decisions as a leader will be based on preconceived organisational norms and pre-existing procedures and processes.

Bass's Transactional Leader (1990)

Contingent Reward. Leaders install methods that see employees being rewarded directly by their efforts and promise of reward and recognition for their performance.

Management by Exception (active) sees managers actively look out for discrepancies and deviations from rules and company standards by employees. The manager will then actively take corrective action.

Management by Exception (passive). This element of transactional leadership only

sees managers intervene if standards are not being met by employees.

Laissez-faire sees managers relinquish their leadership role and responsibilities by avoiding decision making in a passive manner.

Transactional and transformational leadership both have contrasting strengths and weaknesses. While transactional leadership is focused on contingent rewards and clarifying the roles and tasks of members, transformational leaders have the ability to inspire and cultivate commitment among followers. Finding the right fit or balance between the two will be key to implementing change and a healthy culture successfully within 'The Company'.

2.2.2 Emotional Intelligence

Many psychologists agree that what differentiates leaders is not so much their philosophy of leadership, their personality or their style of management (Rooke & Torbert, 2005). Rather, it is the internal 'action logic' that allows someone to interpret their surroundings and react when necessary, as discussed by Rooke and Torbert (2005). In his book *Winning: The Answers* (2006) Jack Welch suggests that when hiring new staff organisations should go for energy and for people with the ability to energise others and who have internal passion and drive. Following this, organisations can then provide training and development for the individual to help them fit into company culture and structures. This is also supported by Havard (2007) who states that leaders are not born but can be trained over time when they are willing to strive for personal excellence.

In the early years of leadership studies 'trait theory' suggested that a leader needed a certain set of traits in order to be a successful leader. These traits included intelligence, a drive to dominate others, being extroverted and having an abundance of charisma.

Today however, we see that people often point to emotional intelligence as key to achieving efficient leadership (Bawany, 2010). Research has suggested that emotional intelligence not only distinguishes outstanding leaders but is also directly connected to strong organisational performance (Goleman, 1996). Goleman suggests there are five key components of emotional intelligence, self-awareness, self-regulation, motivation, empathy and social skill. Having high intelligence/IQ and technical ability are still very

important attributes for strong leadership, however, a leader would not be complete without a degree of emotional intelligence.

Kotter (1999) highlights the difference in motivating rather than controlling people and the role emotional intelligence plays in this area. Successful motivation ensures that people have the energy and personal drive to overcome obstacles and produce better results. In relation to emotional intelligence leaders should also be aware of how they act ethically during the change process. Ethics are referred to as a set of moral norms and principles that guide an individual's behaviour (Sherwin, 1983). A leader should look to base decisions-making on their ethical principles. It builds a degree of trust with members as leaders make decisions with issues like fairness and justice at the forefront of those decisions (Northouse, 2016). By establishing trust and building a culture around that trust, leaders will find it easier to implement change within an organisation. Members who trust their leaders and believe in vision they have laid out will be less resistant to change.

2.2.3 Creating a Vision

Today, the manager's job is no longer to command and control but cultivate and coordinate the actions of others (Ancona, et al, 2007). It is only when leaders realise their strengths and limitations that they can hope to inspire and motivate others when introducing a new vision or direction for an organisation. This paper would suggest that organisations today are becoming less and less traditionally hierarchical and more collaborative. In this case leaders should be willing to let people with superior expertise take the lead in certain situations.

In order to implement a new vision or direction leaders must be able to gather a broad range of data and look for patterns, relationships, and linkages that help explain things (Kotter, 1999). By being able to complete these tasks a leader can develop a strategic direction that can be executed by his or her team. During the strategy development process managers tend to have a technical orientation towards the process and fail to recognise the necessary adaptive work (Heifetz & Laurie, 1997). Responding quickly to adaptive challenges is key in the business environment today and business leaders must

lead from the front in this area.

Vision is vital to leadership, it helps managers to create a complete and unique image of a prosperous future for an organisation (Kouzes and Posner, 2007). Leaders of organisations need a clear vision in order to know where their destination lies. A clear, well laid out vision can also help develop motivation, teamwork and inspire people within that organisation. The actions and decisions of a team should fit into the organisational vision. Kotter (1995) makes the point that a carefully laid out vision can help employees in their decision making. It helps employees make smart choices because they have an idea of the goals and set direction of the organisation that has been put forward in the vision.

Vision also plays a key role in producing effective change through directing and aligning employees in a productive manner. Vision also helps organisations to develop strategies to reach certain goals. Kotter's (1995) 'eight steps to transforming your organisation' highlights the importance of communicating the vision and empowering others to act on the vision. He suggests that management use every channel possible to communicate the new vision/strategies and to also encourage and teach new behaviours that support the vision. This is very important because if employees do not fully embrace or believe in the vision they may not be willing to make any changes to support it. Following this, in order to empower others to act on the vision, management should get rid of any obstacles to change and encourage people to take risks and create new strategies to support the change. Obstacles may be employee opinions or an indecisive manager. These must be handled and employees need to be convinced that there are no external issues as well.

Greiner's growth model (1998) also highlights the importance of employee compliance and strong leadership in times of change and organisational growth. The model posits a linear, continuous relationship between time and growth and highlights periods of incremental growth otherwise known as the evolution period and the period of explicitly defined crisis or revolution (Deakins & Freel, 2006). Leadership plays a vital role during the first couple of phases of Greiner's model. During phase 1, i.e the creativity stage and

phase 2, the direction stage, a crisis of leadership tends to be triggered. Greiner (1998) points out that creative activities are essential for a new venture to get up and going but as the company grows those activities can result in the problem. Owners can be unwilling to step aside and allow others with the expertise come into the organisation because they may fear losing control of their project.

To sustain growth an organisation can look to hire external resources or implement a process of restructuring. Once an organisation successfully navigates the first stage of growth they will face different challenges and crises such as, crisis of autonomy, crisis of control, crisis of red tape and crisis of the unknown (Deakins & Freel, 2006). However, by virtue of this study being focused on leadership and change the author primarily focuses on the crisis of leadership and how the participants of the study have experienced this stage in their own experience. Has the 'The Company' allowed new personnel to come in and help the company grow, or have management decided to keep control and potentially hold the organisation back? With all the change that has occurred over the last three months within the organisation, the author would suggest that 'The Company' has decided that, in order to sustain growth, new hires and organisational restructuring was needed.

2.3 Organisational Culture

The following section explores literature related to organisational culture. The author also looks for correlations between leadership and change and analyses their impact on company culture. Schien (1990) believes that leaders need to have a deep understanding of the identity and impact of organisation culture to be able to communicate, implement and develop strategies for new visions. This in turn results in improved effectiveness within an organisation.

A company's culture is manifested in the typical characteristics of the organisation. In a way it explains how things are done or how problems are understood in a company (Sun, 2008). Sun argues that the culture of an organisation can be defined by the rooted values and beliefs that are shared among the employees. Ogbanna (1992) eloquently states that organisational culture occurs by the interweaving of an individual into a

community and the collective programming of that distinguishes members. He goes on to state that it's the values, norms, beliefs and customs that an individual holds in common with other members of the organisation. A strong culture within an organisation can help managers to make impactful decisions. To be successful an organisation needs a culture that can attract, keep hold, and reward people for performance and achieving goals and objectives (Sun, 2008).

Organisational culture according to Brown (1995) can be described by a pattern of beliefs that have been learned and developed over a period of time within an organisation, that tend to be demonstrated by the behaviour of its members. However, in contrast, organisational culture can also be described as a set of psychological predispositions or 'basic assumptions' (Schein, 1985). He describes it as shared assumptions that have been learned and developed and seen to work for an organisation and therefore must be taught and passed on to new employees as a way to think and feel in relation to those assumptions. If culture can be used as a standard for employee behaviour it therefore has a direct impact on an organisation's survival and growth.

Organisational culture can be looked at in four main ways, culture as a learned entity, culture as a belief system, culture as a strategy and finally, a view of culture as mental programming (Sun, 2008). In order to understand these different themes in more depth Johnson and Scholes developed the 'cultural web' which is used to help the author fully understand the organisational culture of 'The Company'.

Change in an organisation can bring uncertainty and a degree of fear to a situation. Therefore, having a strong culture within the organisation is very important to counter the potentially harmful impact of change. A strong culture looks to build two things, firstly, identity and commitment among staff and secondly, a competitive edge to enable members to perform at high levels (Martins, 2000). Organisational culture can also significantly improve the efficiency of an organisation by helping to build a basis for communication and understanding between members (Furnham & Gunter, 1993).

Literature regarding organisational culture has made it quite evident that organisational culture has an impact on how organisations are run. It is important then that

organisations are built with people at the centre rather than techniques and processes. When the culture is put at the central part of an organisation it influences and helps employee motivation, morale, quality of work, creativity, innovation and employee attitudes (Campbell & Stonehouse, 1999).

The assumptions and behaviours of individuals are also influenced by the business environment of the organisation. The cultural frames of the business environment that impinge on the individual are normally subcultures from different parts of the business. This could be the differences between business functions, geographical locations or informal groups within the organisation (Johnson, et al, 1998). For instance, the national culture of an organisation has a direct influence on the expectations of the stakeholder. Organisations that operate internationally can have great difficulty in dealing with various requirements and expectations that may be unique to certain regions. It is important that managers are aware of the cultural, administrative, geographic and economic distance between organisations and regions in order to do business successfully.

The culture within an organisation is also shaped by 'work based' groups such as industry or profession. Johnson, et al (1998) describe this as the 'organisational field'. This essentially is a community of organisations that interact with each other more frequently than with other organisations outside of their field. They also have developed a shared meaning system or assumptions, norms and routines. 'The Company' operates within the SaaS industry. Through the interview process the author explores this organisational field as he learns about the behavioural norms and distinct symbols within the organisation.

Changes in contemporary society has made it difficult for business leaders to focus on what attributes of organisational culture should be central to their operations. Older approaches in fostering organisational culture are becoming dated in a more complex business world. This study with the aid of the 'cultural web' will seek to determine the most important attributes of organisational culture that need to be preserved and are most relevant in today's contemporary society.

2.3.1 Leadership and Shaping Organisational Culture

A leader plays a central role in shaping an organisation's culture. The author has already discussed a variety of leadership roles, orientations and styles, but what works best in promoting a healthy and positive organisational culture? Leadership and culture can be used together in building, controlling and improving the performance of an organisation (Nachar, 2015). Leadership according to Bass (1990), can therefore have a key influence in changing a company's culture when it's needed.

A person's ability as a leader, their traits and skills, can also be used to cultivate a successful company culture. A leader needs to be able to communicate a vision and motivate members to reach the standards set out in the organisation's culture. This can be done by,

- 1) Setting out a psychological structure for members that gives them a clear scope regarding their role and work, and that clarifies the organisation's rules, policies and processes.
- 2) Understanding the needs and preferences of members in order to build a friendly supportive work environment.
- 3) Building a participative culture in which the leadership team discuss decision making with members and listen to their suggestions and opinions.
- 4) Setting goals and being achievement orientated. This will encourage members to strive for excellence by setting challenging goals. As a result, higher standards of performance will be attained (House & Mitchell, 1974).

The behaviours and characteristics of leaders set out by House and Mitchell (1974) and Spears (2002) are important to take note of. However, leadership and culture are not static functions that can have the same fit for every organisation. A leader must have a broad understanding of different leadership frameworks and styles in order to be able to adapt and find fits for specific situations (Nachar, 2015).

It is clear that certain characteristics and skills are needed by leaders in order to shape organisational culture. Ultimately, the leadership within ‘The Company’ needs to gain the trust of members to successfully implement change. This will require a strong vision as well as emotional intelligence to understand the needs and concerns of the members within ‘The Company’. They also need to be conscious of the situation and the psychological impact of change on members. Structures need to be put into place that will help members to make the transition from old to new processes and behaviours.

2.3.2 Structures and their influence on Organisational Culture

Companies have constructed certain structures within the organisation to help achieve objectives and goals. These set goals and objectives determine how an organisation manages and allocates tasks and roles to employees. This usually results in the formation of different departments such as sales, marketing, technical support, and so on. This provides a structure to an organisation and shape to achieve its objectives and goals (Maduenyi, et al 2015). It is up to the leaders within organisations to clarify a company’s structures, policies, processes and rules.

While flat structures may seem attractive and interesting to consider the author would argue that it is not practical or scalable for larger, growing organisations. When you have smaller to medium size companies with up to 100 employees it may be possible to build an environment and culture that supports a flat structure, however, literature suggests that once a business grows beyond this point it becomes more difficult. The patterns of regular activities and interactions that people carry out and would be considered the norm constitute substantial elements of an organisation’s structure and therefore making the structure itself an important factor regarding the cultural mechanism within the organisation (Cooke & Rousseau, 1988).

In order to be successful in a competitive industry ‘The Company’ needs a structure that allows them to be able to continue to innovate and develop a product and service that keeps them ahead of their competitors. To do this their employees need to be creative, but also conform to rules, standards and behaviours that enables them to continue to

meet budget and time constraints. Depending on the requirements of an organisation, creativity may be dysfunctional to performance outcomes that need a degree of conformity and attention to systems and processes (Miron, et al, 2004). A company should look to foster a culture of creativity with innovation. Miron et al, make the point that, while creativity is vital to have, an organisation needs to demonstrate a high level of innovation in order to be able to bring new ideas to the implementation stage. Conformity seeks to reduce problems by adapting structures that increase efficiency and bring continuity and stability. While, on the other hand innovation and creativity can bring new thinking and original ideas, it does come across as undisciplined, unstructured and impractical.

Ultimately, having an appropriate organisational structure helps organisations deal with issues as it provides a basis for decision making and communication during challenging periods of change.

2.4 Change Management and Organisational Culture

The consistent nature of change is enough for management teams within every organisation to pay close attention to it. This idea that everything is in a continual state of flux is nothing new to modern day management. However, the author would argue that the pace of organisational change has increased rapidly in recent years. Today, culture has been accepted as a central part of organisational life by managers and is an essential element to many change programmes within organisations (Cooke & Rousseau, 1988).

When implementing change within an organisation it is vitally important to match the strategy and the culture (Katzenbach et al, 2012). Often, management develop strategies that do not relate to the attitudes of the existing culture during times of change.

Katzenbach et al (2012) make the point that any strategy developed to implement change needs to be aligned with the existing culture of the organisation. They argue that the strategy is unlikely to succeed unless there is a strong alignment between the culture and business goals. Change is hard, therefore strategies involving change should be

scaled correctly and only have incremental effects on an organisation's culture. A period of observation is very important prior to implementing change strategies. This allows management to take note of the strongest traits of behaviours within the existing culture. Members within organisations at all levels can sometimes dwell on the negative aspects of their culture however, by focusing on the strong, positive behaviours and aspects of their culture, change strategies will be easier implemented. By doing this management will be able to find pockets of employees who already have the desire and behaviours to engage and promote new strategies. There should also be a combination of formal and informal interventions to integrate the desired change. The informal interventions are done to reach people at an emotional level. It allows management to identify any areas of concern or anxiety among employees (Katzenbach et al, 2012).

2.4.1 Approaches and models of Change Management

Having a good understanding of the models regarding change management is important in that it helps organisations plan for change interventions. The biggest obstacle to implementing change frequently comes from the employee. Therefore, in order to implement change successfully, change management models need a focus on changing the culture of the organisation.

Transformational change management seeks to create an atmosphere and environment that gets employees to support innovation and to think 'outside of the box'. Another approach taken by organisations is strategic change management. This approach looks to introduce new behaviours into an organisation and to allow employees to observe the improvements and benefits they have on the organisation. This could lead to changes in behaviour based on this new evidence and opinions formed by the employee (Hait & Creasey 2003).

Both approaches highlight the importance of quality leadership, communication, and teamwork. However, picking the right change model for the organisation can sometimes prove difficult.

Change management looks at how organisations are constantly renewing their direction,

structure and capabilities to serve their internal and external customers (Todnem, 2005). Lewin (1946) proposed that in order for an organisation to adopt new behaviours and strategies the old needed to be discarded. This three step model involved a process of unfreezing, changing and refreezing. This model observes the need to discard past behaviour, structures, processes and culture before successfully adopting new approaches (Bamford and Forrester, 2003). The first stage of Lewin's framework (unfreezing) is to reduce forces and change attitudes that reinforce the existing behaviours in order to help members recognise the need for change. This is done by obtaining data on the initial problems and communicating the problems efficiently. The second stage (changing) looks to develop the new behaviours/attitudes and involves action planning and implementation. After a period of stabilisation, follow up will also be done during this stage and an overall assessment. The final stage (refreezing) tries to consolidate the change and support it through structures and policies. This can be done through monitoring the process and learning sessions.

Lewin's framework was based on the fact that planned change, through learning, would enable employees to be better problem solvers and perform at a higher level. His three step model allows change initiators to choose from a range of different strategies to implement the planned change.

2.4.2 Leading Change

Change is needed in order to meet the demands and challenges that new business goals and strategies bring. Kotters (1995) 8 steps of organisational change illustrate 8 essential phases when implementing change. Failure to address each stage could be extremely detrimental to an organisation and their change efforts. The change process requires a certain amount of time and skipping any of the stages may provide you with the illusion of speed however, this will not result in satisfactory results. Organisational change can come under many different banners, restructuring, right sizing, reengineering or cultural change. The fundamental goals regarding change remains the same however, and that is to make changes that help the business grow and cope with external market behaviour (Kotter, 1995).



(Web Page The 8-Step Process for Leading Change - Kotter International Date Accessed: 2017-07-18 URLS www.kotterinternational.com/8-steps-process-for-leading-change/)

Conclusion

In this section the author has highlighted certain key areas within literature that will provide an overall narrative for the remainder of this research. From the literature discussed, it is evident that there are correlations between organisational culture and the impact of change. The literature also highlights the need and application of strong leadership to cater for the high demands of organisational change.

The opening paragraphs of this chapter focus on leadership and the role of a leader during organisational change. It also highlights how different styles and orientations of leaders can help shape or hinder change to organisational culture. The research seeks to analyse what leadership styles help cultivate a positive, productive culture within an organisation with reference being made to the existing literature.

Research Methodology

The aim of the research is to gain insights and knowledge into how an organisation's culture impacts members during a period of change brought forward by leadership. The researcher adopted qualitative research methods in order to achieve the goals that have been laid out throughout this research proposal. Through a process of interviews with set questions, the researcher hoped to construct a case study that provides insights into the selected areas and themes highlighted within the study. The researcher interviewed members from different departments within "The Company" to provide different opinions and perspectives with regards to organisational culture and change. All the subjects were fully informed of the nature of the investigation via a letter of participation or consent which they were asked to sign. This letter confirmed that all personal information and data remains confidential.

Interviews themselves can be conducted in an open or structured manner (Fisher, 2010). For this study, the researcher believes that adopting an open structure to the interview serves as the best approach. Pre-coded interviews were controlled by the researcher and followed a pre-prepared script that is difficult to deviate from. Respondents were also limited in their response to a range of pre-conceived options. After considering these options, the researcher decided that engaging the participant in informal conversation about the particular area of interest was more beneficial and provided better, more fruitful insights. This also allowed the researcher pick up on cues and themes raised by the participants and helped them recognise important points of interest.

Although an open interview can provide important insights, a range of pre-coded questions can provide a welcomed change of pace and style (Fisher, 2010). The 'cultural web' (Johnson, Scholes & Whittington, 1998) acts as an academic framework for this study that the researcher uses as a vehicle to expose cultural assumptions and practices within 'The Company'. To use the framework effectively a pre-coded set of questions was needed to explore different cultural factors, however, the author still

approached each interview in an open manner so as not to limit the responses of the participants.

The study is focused on employees from different departments within the organisation including, marketing, sales, tech support, customer support and finance. The participants gained valuable insights and knowledge regarding the organisation's culture and any change they experienced over the years from operating within the business. By focusing on personnel from different departments the author was able to measure the effect or non-effect on members of different cultural issues.

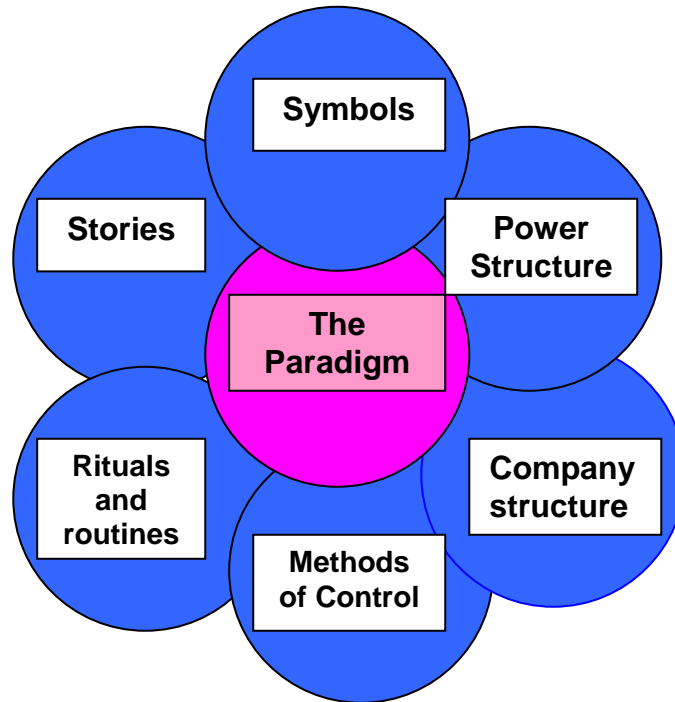
The researcher used a 'Thematic Analysis' for this study. This approach takes a more exploratory perspective and allows for new perspectives to be formed during the data analysis. The researcher recorded the interviews with a digital recorder. The interviews were then transcribed for further analysis. This method of analysis focuses on examining the emerging themes within the data. The researcher has already highlighted some of the major themes of leadership through the literature review and this aided the examining of themes during the findings section of this study.

Finally, the researcher acknowledges some limitations of the proposed approach. Reliability of the findings are a concern due to the wide array of interpretations of different people at the particular moment of time the interviews took place. It was challenging to focus in on key factors and themes due to the variety of information and insights provided by the findings.

3.1 Research Model Proposal

Martin (1992) outlines three distinct social science approaches to research on organisational culture: an integration approach which centres on that which is shared by all members of an organisation; an outlook based on differentiation which is founded on the idea that each organisation may have a series of 'tribes' within it, each holding different cultural assumptions; and a fragmentation view which centres on ambiguity and deviations in organisational norms and perspectives as a way to express the culture

within the organisation. Martin also argued that the cultural web incorporated all these different perspectives to give the most complete examination and understanding of organisational culture.



The above model helps the researcher to explore the culture of an organisation. The model focuses on six cultural elements that have an effect and contribute to the overall cultural paradigm of an organisation, symbols, power structure, company structure, methods of control, rituals and routines, and stories. The strength of this model is not only its ability to present the different elements of the cultural paradigm but the complex integration of the elements in one model. The paradigm at the centre of the model signifies and reinforces the behaviours shown across the other elements within the web (Mullins, 2010).

The cultural web helps people to draw links between the political, symbolic and structural aspects of an organisation. This in turn helps managers to develop strategies

and identify the culture within the organisation. The six elements of the cultural web can be viewed as key assumptions, beliefs, and values that are set by the leaders of the organisation. This results in a guide for employees to follow behaviours exhibited within the organisation and what conduct is and not acceptable (Sun, 2008). To measure the impact of culture on the organisation it is important to look at its impact on everyday activities and processes within the organisation, ie, 1) how the organisation organises itself, 2) its relationships with internal and external customers, 3) how it treats employees. A company needs to focus on these three activities in order to build a successful, healthy culture.

The author needed to consider other models before settling on the ‘Cultural Web’ as the most appropriate conceptual framework to meet the demands of the research questions laid out in this paper. Burke and Litwin’s model (1992) of organisational performance and change depicts change in terms of process and content and has a distinct emphasis on transformational leadership over transactional. The model analyses transformational change as it occurs in response to external environmental factors which can affect an organisation’s overall strategy, mission, leadership, and organisational culture. This in turn affects transactional factors such as structures, systems and management processes. Burke & Litwin’s model also makes a clear distinction between culture and climate. While organisational culture looks at the typical characteristics of an organisation, climate refers more to the psychological state of members affected by organisational conditions.

Although this model addresses similar factors to the Cultural Web, the author felt that the latter offered more insight and understanding of culture and the impact it has on everyday activities within an organisation. Along with the insights it offers regarding leadership and change, the author felt it offered a better fit for this paper and for the research questions put forward.

Findings and Analysis

The following section seeks to investigate and analyse the findings from the interviews conducted as part of the research (See appendices for full transcripts of interviews). As discussed in the opening chapter, the purpose of this body of work is to understand how organisational change can affect the culture within an organisation. By using the ‘cultural web’ (Johnson, Scholes & Whittington, 1998) the author was able to construct a picture of the organisation’s culture and analyse the impact of change on the culture and the role of leadership within the organisation. Following the analysis, the author discusses the findings with a central aim to find links and correlations between the research and the literature discussed in chapter two.

Change was implemented by the ‘The Company’ for various reasons. There were economic and leadership issues which acted as the main drivers for change. There was also a change in the methodology and approach taken regarding business and sales processes. The new CEO had a clear vision that the company should shift to focus on larger, enterprise transactions rather than smaller commercial deals which had been the bread and butter of the company in the past.

4.1 Data Analysis Process

The following section uses data taken from the interviews to try and establish any patterns or relationships that help answer the research questions. The source of this data comes from the interviews that were conducted based on the framework of the ‘cultural web’ (Johnson, Scholes & Whittington, 1998). As discussed in the methodology the framework seeks to paint an overall picture of an organisation’s culture by focusing on six key areas; stories, routines and rituals, organisational structures, control systems, power structures and symbols within the organisation. For each of these key areas the author asked three or four different questions in order to fully explore the different areas. The questions can be found with the transcripts (see appendices for full interview transcripts).

4.2 Analysis of Interviews

The following section is used to analyse each of the interviews conducted for this study. During this section the author looks to find important themes and correlations between participants that help to construct an overall image of the organisation's culture. The author also looks to analyse the role of leadership and how the change process is impacting the organisation.

Stories

Stories relate to past events and people that were talked about inside and outside the company. The stories can come from internal sources like staff or external sources such as the media. Stories are important, the who and what a company chooses to immortalise says a lot about what it values and identifies as appropriate behaviour.

Communication in the form of stories, reports, rumours and role expectations transmit normative information regarding organisational norms and desirable behaviour (Cooke & Rousseau, 1988).

“The new CEO’s message is the main story at the moment I feel. His core beliefs convey ideas like, everyone is at the same level, we have an open structure, everyone is pals, we work together to engage people internally and externally. This was made clear following his address to the company and a meeting with the SDR team. However, I think it will take time to really implement this” (Sales Development Representative).

“I think the stories help or hinder to build culture and build employees’ perception of the brand. I think generally, there are lots of positive stories in the media.... I fully believe that we have the best product in the market because of all the great media pieces and customer stories. Stories internally however about employees or management can definitely have an impact, negative and positive” (Senior Account Executive).

This paper would argue that stories regarding ‘The Company’ help to reveal the core beliefs of the company to its members. Once the core beliefs are translated well across to members this creates a positive attitude and environment. It also seems to give employees confidence regarding the organisation and the products they offer to their customers.

“Our core beliefs help us to be a brand or company that people look up to. Which is a software function operating at a high level” (Head of Marketing).

The internal stories seem to be more focused on the current period of change the company is going through. One participant expresses this change as a journey ‘The Company’ is currently on.

“It is a young company that is on a journey. There seems to be stories around cycles, changing cycles with a current change in leadership. There seems to be a change over two years cycles in which the company has grown” (Customer Success Manager).

The newly installed leadership teams have resulted in a degree of uncertainty among certain members within the organisation. As ‘The Company’ begins to shift and change personnel and processes, existing members within the organisation are still unsure and wary of the potential effects. However, they seem to be embracing the change and the new direction, for the most part.

The stories that come out about the company relate to both the strengths and weaknesses of the company.

“Relating to the stories we hear I think a strength is that people are willing to change and have the skills to do so and can deal with ambiguity. Weaknesses are seen as a lot of unknowns. A lot of people have moved on so that might be a weak point that people are wary of” (Customer Success Manager).

For the most part the stories relate to the strengths of the organisation with little focus being put on the weaknesses. This creates an air of positivity among staff, however, it is difficult to gauge how genuine or effective this positive energy is.

“There is a focus on marketers and we don't tend to focus on our weaknesses. Something we wouldn't hear a huge amount” (Head of Marketing).

By solely focusing on the strengths and avoiding discussion regarding the weaknesses ‘The Company’ may be limiting themselves in terms of learning from current deficiencies and past mistakes. It also limits them in terms of addressing and fixing discrepancies within the business and any future shortcomings and mistakes.

“I think generally the stories look at our strengths. Think people like to talk about positive things unless they are unhappy in their job” (Senior Account Executive).

“Stories are always related to strengths. Never on weaknesses, not even as a learning point. If they do it's only internal and for training purposes. It is very rare that we would look at past failures and address what happened. The majority of training is very positive and highlights how good the product is” (Sales Development Representative).

Another key issue that organisations go through during periods of organisational change is the change in processes and systems. Following a merger, or in this case an acquisition the new buyers of the company will more often than not bring new ideas and processes and therefore effect change on the existing models and culture within the organisation. As ‘The Company’ grows in size there has been a degree of conformity put in place and this is evident in the stories relating to the company as well.

“I'd say the stories have mostly been about conformity because the change has been driven by the acquisition. So, it's bedding in what the new owners want and their systems and processes. But at the same time. we have been able to keep a good amount of autonomy which is good” (Customer Success Manager).

“It is difficult to say because we are evolving/scaling. We are still a young company and only coming out of a start-up phase. During this period, we did have more people in the Maverick bracket. We are bringing in more people from a more corporate background who are bringing in new processes. Overall I think we are changing to a more conformist approach than maverick. But ultimately we need to find a balance between the two” (Head of Marketing).

Although a degree of conformity is necessary as organisations scale and grow, it does hinder creative thinking and mavericks to a certain extent (Miron et al, 2004). As was the case with ‘The Company’ the conformist approach was necessary but it did have an impact on members as well as the overall culture.

“When dealing with particular customer’s needs and problems you may have to deal with it in a way that requires you to think differently and maybe take a new approach. But, we do have rules and processes to follow. It would be a mistake to take a maverick approach and it would not be allowed” (Technical Support).

“I think at the moment we only support conformity and we are not encouraging any out-of-the-box thinking or any sort of a maverick approach” (Senior Account Executive).

“The company is big on conformity at the moment and people who don’t conform, rarely last too long. A positive that has come out of this is that people are encouraged to tackle problems and issues by bringing ideas or a solution. People who bring a negative attitude or just complain are not supported or they may be put on performance improvement plan” (Sales Development Representative).

From the analysis of the interviews, the stories regarding ‘The Company’ have revealed a degree of resistance to the change among some members within the organisation. This is quite a standard and natural reaction however. A degree of persuasion that is sharp and determined is needed in order to convince others to change (Spears, 2002). Resistance is natural as the human brain tends to value things like safety, security and comfort over

fear and uncertainty. It is interesting to note how ‘The Company’ helps its members to overcome these fears during the change process and how it portrays positive images and stories regarding the change process. Having a positive attitude during the change process seems to be valued by employees and management. It has been made clear that if someone is just complaining all the time and not bringing solutions or ideas to the table, they will not receive support from anyone in the organisation. They also may find themselves under pressure from management to effectively, change their attitude

“People who haven’t conformed, I would not consider them mavericks. It is usually an attitude problem, in which they just complain and don’t bring solutions. Even though a person may be correct in what they are saying it is still a bad attitude to have. Positive mavericks have confidence and know what way to approach a situation. Knowing where and when to say it and phrase it and understanding the politics behind an issue. Being able to work the system and knowing how to make your point is important” (Sales Development Representative).

Routines and Rituals

The routines and rituals of an organisation are considered to be the daily behaviour and actions of people that signal acceptable conduct. It determines what is expected to happen in certain situations, and what is valued and expected by management. They are considered the observable activities and interactions that form a social experience (Cooke & Rousseau, 1988).

Certain routines and rituals are emphasised within ‘The Company’. This in turn results in a set of normative behaviours among members. Following the acquisition of the ‘The Company’ and the new leadership team being put in place there has been change in the daily routines and rituals of members within certain departments. This has led to a degree of uncertainty and unease among members which is understandable during a period of organisational change.

“Everything is a bit up in the air following the recent acquisition. In terms of in and outbound sales, lead generation, new GDPR regulations etc, new processes and routines need to be put into place. There is pressure to get through your daily routine and complete your tasks, however, nobody seems to really understand what that is at the moment” (Sales Development Representative).

“A daily routine is encouraged. But unfortunately some of the routines they impose on us don't always result in the best outcomes and when you try to challenge the thinking behind these routines you can hit a brick wall” (Senior Account Executive).

With what the interview process revealed, the author would argue that ‘The Company’s’ leadership team are still in the initial part of Kotters 8 step process of organisational change (1995). Kotter highlights the importance of communicating a strong vision to members when trying to initiate change. A need has to be created and then communicated effectively in order for followers to respond positively and embrace the proposed change. ‘The Company’ seems to be trying to implement changes to the daily routines of the sales teams in particular without them being fully on-board and understanding the changes.

Members who have been able to embrace and see the benefits of the change consider the new routines to be emphasising measurability, productivity and being customer focused.

“There is a focus on proactivity. However, productivity is defined heavily by the results and the numbers coming in” (Customer Success Manager).

“Measurability and aligning whatever you're doing to a measurable goal is something we do” (Head of Marketing).

“I think having a strong focus on the customer and making sure they're updated” (Technical Support).

In terms of the routines being put in place and the behaviours management encourage, there seems to be a focus on behaviour that enables the newly installed processes.

“Management want the routines to encourage behaviour that goes with and enables the new processes. The routines are a good bit different from what they used to be. But it's always good to try new things because you can't expect existing routines to work forever.

But, there has to be a balance between the old and new and recognise that old behaviours were there for a reason and have brought success in the past” (Senior Account Executive).

Ideally, management are eager for the behaviour of members to reflect the psychological environment they desire for the organisation. They hope that the behaviour they encourage will help the company and new and existing employees to improve in overall performance and create an environment of personal initiative in which individuals take an active and self-starting approach to go beyond what is expected of them (Freese, et al, 1996).

Company training has taken on a more prevalent role within the organisation since the acquisition. The training is used to communicate the new processes, approach and ambitions of the new leadership team.

“The training programs do not address my role specifically as a sales person but more of an indoctrination to the company and its core beliefs” (Sales Development Representative).

“There is a heavy focus on the owner’s methodology and those processes brought in.... how we see ourselves in the market as an enterprise player not just commercial. We have seen a shift in our competitive focus” (Customer Success Manager).

“I think there is a huge amount of positivity and focusing on the product as the best in the

market.

The message is ‘go big or go home’ and this reflects the new competitive strategy being put into place” (Senior Account Executive).

Training and learning programmes are being used by management to convey their primary messages regarding the new direction the company is taking. The leadership are focused on transforming the corporate culture within the organisation. This has been made clear by their shift in competitive strategy and the type of customers they want their sales team to pursue. The training is important for both new and existing members of the organisation. The training helps to reinforce positive behaviours that will in return help the company develop and reach business goals.

Organisational Structure

The structures within an organisation includes both the structure defined by the company’s chart and the accepted unwritten channels of power and influence that indicate who has the most valued contributions of members within the organisation.

Literature has suggested that in order to implement change within an organisation, certain structures need to be put into place to act as culture-bearing mechanism (Cooke & Rousseau, 1988). It is the role of leadership to provide a physical and psychological structures that helps followers fully understand their roles within an organisation and enables them to succeed. Organisations can have flat or hierarchal structures depending on company size, industry or other business factors. Some organisations try to combine the two and create a hybrid resulting in a more fluid organisational structure.

This paper would suggest that ‘The Company’ has seen relative change in terms of its governing structures. There has been a degree of change from what was a relatively flat structure to a more corporate, hierarchal structure. The author would suggest however, that the hierarchy in place is not a hierarchal structure in the traditional sense.

“The hierarchy is there but you can reach and interact with the top fairly quickly and you are encouraged to do so....” (Customer Success Manager).

An increasing number of management levels are being put in place following the acquisition and changes in C-level management. This is giving the organisation an increasingly corporate, hierarchal structure. It may be a result of the organisations growth in terms of revenue and number of employees.

“What I used to really like about the company is that you have access to a lot of different leaders. But recently there has been a lot of people put in at different levels not only at the top but in the middle which is making the organisation more hierarchical (Senior Account Executive).

“We still have a relatively flat structure, it’s very open but you need to go through appropriate channels. There is a time and place for certain discussions. Overall it is very easy to get time with people you need to speak to. The biggest issue can be middle management” (Sales Development Representative).

“The CEO is accessible for example... That is a good culture to have in an organisation. I think most leaders (within ‘The Company’) are showing that they don't want to be untouchable” (Head of Marketing).

The author also asked the participants whether ‘the Company’s’ structures were more formal or informal as a result of the organisational change.

“Everyone has a different approach in terms of how they react to a situation. In general, it is quite informal, very open. But there are still those hidden pitfalls or politics that you need to watch out for... They're holding on to the start-up feel which is attractive to new and current employee” (Sales Development Representative).

“I would say informal but it is quickly becoming more formal. If everything is working fine

things are fairly informal however when things go wrong it becomes very formal as management gets involved” (Technical Support).

Literature suggest that formal structures and weak communication channels result in members becoming increasingly dependent on their managers, while informal structures allow for more autonomy and independence for individuals (Cooke & Rousseau, 1988). Formality brings a degree of security to a situation as members can rely on set processes to help deal with situations during times of crisis.

Finally, the author asked the participants whether the structures within the organisation support an environment of collaboration or competition. Burns (1978) highlights the importance of leadership in shaping collaborative or competitive behaviours among members. While a transformational leader will try to inspire members to work collaboratively through truth and honesty, a transactional leader will encourage competition among members to improve performance and drive results.

“We don't really have a choice in tech support, we can't solve everything by ourselves. We have people with expertise in different areas or 'champions' and we need to rely on them to solve problems as quickly as possible” (Technical Support).

“I don't think there is the intention to create more competition. But unfortunately, by putting in a lot of structures this can hinder collaboration” (Senior Account Executive).

“In terms of a European focus here in Dublin I would say probably more on the competition side. It probably relates to more of a wider culture thing we have going on here. I think we need to move more towards collaboration” (Customer Success Manager).

“From the sales side they should encourage competition, that is how sales works well. We're competitive people, we have our daily huddles, our daily targets, we compete on

the board, and we like to prove ourselves against each other” (Sales Development Representative).

From the research, competitive and collaborative environments seem to work differently within certain departments. While the technical support team need to work collaboratively the SDR’s work under a more competitive environment. The leadership of these two teams will therefore need to be different. It will require leaders with a mentality and skillset that suits and enables the two teams to succeed.

A structure that enables members to be competitive will cultivate a culture that focuses on results, performance and speed of actions. This approach would drive and improve performance within the sales team. ‘The Company’ would be risking a competitive advantage in the sales teams if they were to become too collaborative and reliant on teamwork. However, if ‘The Company’ were to implement a competitive culture across the whole organisation it could likely result in members within certain departments feeling under immense pressure and burning-out. Internal competition can also lead to tension and conflict between members. Collaboration on the other hand, requires organisations to change from rigid, often controlling structures to more flexible approaches.

An attitude of collaboration is also important when organisational change is taking place. When implementing change, a degree of patience, belief, consistency and collaboration is needed. By virtue of this, the collaborative nature of the technical support team may make them more accommodating to the overall organisational change compared to the more competitive sales teams.

It is also interesting to note how *‘the wider culture’* as expressed by the Customer Success Manager creates a competitive structure within the European office. For a possible future study, it would be interesting to conduct research that analyses the competitive nature of members within the US office compared to the European and examine the ‘competitive culture’ within both organisations.

Control Systems

The control systems demonstrate the ways that ‘The Company’ is controlled and managed. Control systems may include financial, quality and reward. The reward systems also include how it is measured and distributed throughout the organisation. The control systems can offer a structural base for change projects as long as management include the tools, techniques, metrics and operational framework to deliver the desired change (Jarocki, 2011). Drucker (1988) stated that companies are shifting from structured management frameworks that operate through command and control to organisations that rely on information and operate as a ‘symphony orchestra’. It will be interesting to note whether or not ‘The Company’ is operating like a ‘symphony orchestra’ or has it continued to rely on structured management frameworks.

In the following section the author analyses the tools, techniques and metrics of the control systems that are in place within the organisation and highlight any impact they have on the overall cultural paradigm of ‘The Company’.

“Generally, I think things are closely monitored. That's kind of evolving now, for instance, the recruitment processes is changing. The process around procurement are changing and becoming more standardised and formalised” (Head of Marketing).

“Everything is closely monitored especially things like our e-mails and calls” (Technical Support).

“Before these new structures we had a lot more autonomy and freedom. But with new structures comes new monitoring processes” (Senior Account Executive).

“There is no quality analysis, no regular checking in. Someone will look at your report and judge you off certain figures...” (Sales Development Representative).

Besides one concern regarding the loss of autonomy within her/his role there seems to be a general acceptance that close monitoring is simply part of working in a tech company. None of the participants were overtly critical of the monitoring systems being put in place however, there was some concern over what they were being monitored on. The author would suggest that management have been able to implement monitoring systems successfully which is key in leading overall organisational change. It is also key that management continue to increase their credibility among members in order to change systems that do not fit the vision they have laid out. This relates to Kotters '8 Steps of leading organisational change' (1995). Once these new systems are fully adopted and begin to improve the overall performance of 'The Company' management should be looking to consolidate improvements (Step 7) and institutionalise the new approaches (Step 8) by communicating and clarifying the connection between their new systems and corporate success.

Following a discussion regarding the control systems that were in place the author quizzed the participants on whether 'The Company' was more reward or punishment focused?

"I would say both. Everything is closely monitored we have to be particularly aware of what we do" (Technical Support).

"I don't think there is a culture of punishing people because they don't do something right. I think if something goes wrong there is a general culture to help them but at the same time not necessarily reward them (Head of Marketing).

"If you don't work a certain way you won't get paid as much because of the commission structures they have in place. It's incentivising with punishment over a reward at the moment" (Senior Account Executive).

"There are some rewards for overachieving and there are little perks we get in the office like a dinner. Commission is there like every sales job..."

They can put you on a performance improvement plan if things aren't going well. There can be a threat of punishment especially during your probation period” (Sales Development Representative).

The results are rather mixed but, the author would argue that there is no overwhelming evidence of a punishment culture within ‘The Company’. At the same time there is little evidence of a reward culture and there seems to be a balance between the two. ‘The Company’ still has a ‘start up’ environment but it is beginning to move away from this to a more corporate, structured culture. This may result in an increase of transactional systems as the company grows in size.

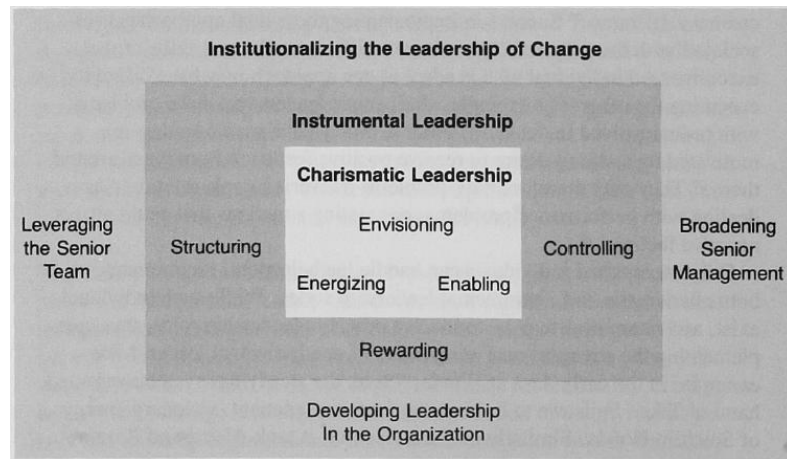
The controls that are currently in place are also beginning to see change as management move away from current strategies to new. This is certainly the case within the sales side of the organisation. The controls are based on historical strategies however, management is gradually beginning to make changes to fit their new overall strategy for the organisation. The changes in controls are beginning to take effect on members in the sales department but, the technical support side of the organisation are not feeling the impact as much.

“I think management like to believe its current strategies, however as I look through previous structures and strategies I don't see much difference” (Technical Support).

The fact that the support team has not been affected by the change being implemented by management has been a common theme through this paper. The changes in systems has had little impact on support as they seem to operate as their own entity within the organisation. Management have brought in new members in order to manage the change and structures. The structures have been put into place to measure behaviour and results. Members can then be punished or rewarded if they don’t reach their targets or behave appropriately.

According to Nadler & Tushman (1990) structures and systems enable the development of leaders during periods of change. Executive leadership is vital to the change process in implementing systems and structures. ‘Instrumental leadership’ is key to success

during this particular area in the change process.



-Outline of the leadership styles/behaviours. (Nadler & Tushman 1990, p. 88)

Power Structures

Power structures look at the central points of power within an organisation. The power may lie with the CEO and owners, a group of executives, or a particular department. To promote change and new strategies within an organisation, companies look to rely on the power of their leaders.

According to Kotter (1995) forming a powerful guiding coalition (Step 2) of influential individuals is vital to managing and leading change. This team which has a great amount of formal power needs to be committed to and supportive of the change. Following the acquisition, 'The Company' has assembled a new executive team in order to drive change. This includes, a new CEO, a interim Managing Director of EMEA, Head of Sales (EMEA), Head of Marketing (EMEA) and new middle management hires. Management can either be a real driver or blockage to change, the following section will explore this more in depth through interviews with members.

It is important to understand the core beliefs of the leadership team and the impact that has on organisational culture. As discussed in the literature review (Schien, 1990), the shared instructions, values and beliefs act as a central paradigm of organisational culture.

“On a human level they (leadership) believe in honesty, straight talking and to tell each other the truth in regards to behaviour or performance... from a business perspective they see this company has a huge amount of potential, and can grow exponentially” (**Head of Marketing**).

“This company has great potential that has not been fulfilled yet” (**Customer Success Manager**).

“Within the support side, I would say accountability” (**Technical Support**).

The challenge the leadership team seems to be putting forward to members is to fulfil ‘The Company’s’ potential. The strategies being implemented and new business goals are also reflective of this. The leadership team believe that the organisation’s new focus on larger enterprise deals will help ‘The Company’ to reach its potential. ‘The Company’ has also seen developing strategic partnerships with partners as a vital component of their growth strategy.

There has been a rather balanced approach taken with regards to how pragmatic or idealistic the leaderships core beliefs are. The executive team within EMEA have been very loyal to the message put forward by the new CEO however, individuals within the team have taken different approaches in how they convey that message to members of the ‘The Company’.

“Certain people are focused on the numbers and have a pragmatic approach. But, it varies across management... I believe our new MD will put pragmatic plans into place. We have the organisation and the beliefs in place it’s just a matter of getting going” (**Sales Development Representative**).

“I think they are pragmatic in where they see the business at the moment. I think there is a slight sense of idealism in how they're going to fulfil our potential but that's part of the learning curve” (**Customer Success Manager**).

Members within the organisation are keen to see these new plans being put into action, however, they are experienced enough to recognise that idealistic plans take time to

implement. At the same time there is a general excitement among members regarding the proposed changes. This suggests that management have successfully communicated a new, well balanced vision to members.

Power and how it is distributed across an organisation is about setting a stage for the exercise of power and authority (Zaleznik, 1999). According to Zaleznik, power distributions are central to the tasks and demands of organisational planning. The author would argue that it is also central to organisational change. Zaleznik suggests, the conservation of power is regularly the base of collusions. In relation to ‘The Company’s’ European headquarters there seems to be a focus of power within middle management. Following the dismissal of the former Managing Director there was a vacuum in relation to the focus of power within the organisation. ‘The Company’ has only recently brought in an interim MD to steady the ship and a lot of responsibility within the EMEA headquarters remains with middle management to continue to drive the company forward.

“At the moment it is distributed quite widely across middle management. People are unsure who is in charge of specific areas but they are all very approachable and willing to help as new top leadership is being put in place” (Sales Development Manager).

“They have changed the entire c-level management within the company. I guess the structures in which they wield their power are changing with individual preferences” (Head of Marketing).

“In terms of engagement there isn't many barriers. That is just the nature of the size of the organisation as well” (Customer Success Manager).

When an organisation implements change there often can be resistance and blockages put in place. Some of the the key blockages were as follows...

“Managers using an outdated system or using processes that are more corporate and do not suit our current situation” (Sales Development Representative).

“The quality of the recruitment. The background of the new hires don't align with where

we need to get to and the skill sets of those involved in some instances” (Head of Marketing).

“There is a lack of communication between people because of a hierarchical structure that has been put in place. I think the US head office might have a slightly negative view of what is going on in Europe at the moment and that brings feeling of disconnect to the European office” (Senior Account Executive).

Processes, recruitment and communication seem to be areas that are creating a block to the desired change. According to Daniels (2010), resistance to change occurs when members engage in acts to block the attempts to bring in change. The author would argue that these blocks are not as detrimental as a group resisting change or disrupting the process. While there is evidence of blocks in place, the members within the organisation seem willing and capable to work around these issues.

The issues facing ‘The Company’ have arisen as a result of the high volume of change the organisation has gone through. The author will argue that the organisation has done well in communicating their overall goals on an idealistic level, however the pragmatic plans that need to be put into place have not been implemented quickly enough. Going forward it is important that management address these issues in order to reduce the resistance to change.

The lack of communication and ‘disconnect’ between the US and European head office has acted as block to change within the sales department of ‘The Company’. However, in contrast to this ‘disconnect’ the technical support team have developed a very positive relationship with their US counterparts. This is especially beneficial when changes and decisions need to be made within their department.

“It is possible to make changes because of our good relationship with the US, there is trust between the two teams. We do not have to rely on the sales team or any other department to make changes” (Technical Support).

The independence and autonomy given to the technical support has helped them to perform at a high level. The team are ranked as the best performing technical support

team within ‘The Company’. The author would suggest that this is partly due to their autonomous nature and good communication with the US headquarters.

Symbols

The physical location, equipment, office space, company logos and branding are used to represent the organisation and its members. Symbols have meaning and value attached to them and organisations use them to reinforce behaviour and influence the way people think and act. ‘The Company’ have adopted an open floor plan within their office in which there are no individual closed offices. There are only private meeting rooms. This is done to encourage an atmosphere of collaboration. Employees can see and hear each other at all times. There is however, a physical barrier that splits the sales and HR departments and, the tech and finance departments. The lack of overlap in tasks and collaboration is the main reason for this split between these departments.

Along with logos and branding a certain type of language is used in ‘The Company’ internally and externally. ‘The Company’ regularly deals with people in marketing and therefore all members have to understand the marketers’ needs and the language, or jargon they use in order to communicate effectively.

“Given the industry we are in jargon is used a lot. Internally and in our culture we talk about one team, and speak the truth and things like that. Jargon is also needed when engaging with customers” (Head of Marketing).

“Yes, there is a certain amount of sales and marketing jargon used. Mainly to come across as professional to potential customers. We need to know the marketers’ language.” (Sales Development Representative).

“Ultimately the customer needs to understand the problem and the solution in a language they can understand” (Technical Support).

As discussed by Johnson et al (1998) companies act within industry groups or organisational fields. ‘The Company’ operates within the marketing and SaaS industry. Therefore, it is important that its members are able to communicate and understand the

shared meaning system of the industry. The routines, rituals and norms of an industry can often dictate how business is completed and it is important that ‘The Company’ acknowledges this.

The author would suggest that strategy and what is highlighted in public is also quite symbolic of ‘The Company’s’ vision and its business goals. The author asked the participants which aspects of ‘The Company’s’ strategy is highlighted in public.

“One of the key selling points of products is the users. Having customers that love us is critical and this is a key part of our strategy for growth. We support the community of users as much as we can and that is key to our strategy. Our ambition to grow is something we share as well” (Head of Marketing).

“I think it is the company’s shift from dealing with smaller commercial size companies to larger big businesses” (Technical Support).

There is a real focus here on customer and growth. ‘The Company’ wants to continue to grow and increase its revenue but the customer is still at the centre of their strategy. In terms of symbols that denote the organisation, the majority of the branding comes from the US office. The company logo and colour are used as a tool of shared meanings and symbols to connect the global operations. They allow members to connect to the wider community within the organisation through a shared meaning system.

“The mottos and pictures around the office are there to promote our values and beliefs, such as ‘speak the truth’ or ‘results first’. It all falls under this ‘company family’ idea management encourages” (Sales Development Representative).

Discussion

In conclusion to this section the author now offers a brief discussion followed by a series of recommendations. The findings from the interviews address the research questions and are compared with literature discussed in the literature review.

The author set out to answer two specific research questions during this paper.

- How does a healthy organisational culture help members and the organisation as it goes through a period of organisational change?
- How do leaders cultivate a healthy organisational culture during periods of change?

Through the use of the ‘cultural web’ (Johnson, et al, 1998) as a framework for the interview process the author was able to construct an image of the existing culture within ‘The Company’. The interviews also provided insights regarding the role of leadership and the impact of change on the organisation. The interviews took place during a period of flux or transition for the ‘The Company’. Following the acquisition by a private equity firm, a new leadership team was put in place to change organisational processes and culture. By interviewing members at different levels within ‘The Company’s’ hierarchy the author was able to address the impact the change was having on members and the organisation’s culture, at a particular point in time.

Three key areas of discussion within this paper were organisational leadership, change and culture. All three topics were key to understanding and analysing the current situation within the company. The author explored these areas in depth during the literature review and now looks to connect common themes and traits found with this papers findings.

5.1 Addressing the Research Questions

According to Schien (1990) leaders need a strong understanding of the organisation’s culture in order to implement and develop strategies. The changes in personnel and strategy within ‘The Company’ have had an impact on the existing culture the author would argue. Strong leadership is instrumental to leading an organisation through a

process of change (Greiner, 1998). It was clear that the new top executives brought in following the acquisition did not believe the current leadership team within the EMEA headquarters was capable of bringing the organisation through the desired process of change. There was a loss of confidence in the previous leader of the EMEA operation and change was needed. New personnel at top and middle management levels was required and was quickly installed. Change on many levels was imminent and this brought a degree of uncertainty to members within 'The Company'.

In order to build a healthy organisational culture, the leadership team need to be able to cultivate and coordinate the actions of its members. When introducing a new vision, a leader needs to have built enough trust with members in order to motivate and inspire them sufficiently (Ancona, et al, 2007). When participants were asked about the stories relating to 'The Company' the findings revealed certain insights regarding the vision and core beliefs laid out by the new leadership team and the new CEO in particular. One of the main messages that the new leadership team are conveying is that 'The Company' is not fulfilling its potential. It is time for 'The Company' to grow, scale and make a bigger impact on the European market especially. According to Mirion, et al (2004), when a company scales and grows a degree of conformity is needed to help cater for and build structures around the growth. This was case within 'The Company'. The majority of the participants of the study agreed that 'The Company's' structures and processes are increasingly conformist following the acquisition.

The transformational leader is able to to heighten the interests and concerns of the employee and stir their emotion beyond their own self interest and focus on the group as a whole (Bass, 1990). This requires a degree of emotional intelligence on the leader's part. A leader needs to be able interpret their surroundings and react when necessary. By acting ethically and basing decisions on ethical principles the leader can build trust with his/her followers (Northouse, 2016). Ultimately this helps leaders in shaping a healthy organisational culture. It also helps leaders when implementing organisational change. The author would argue that 'The Company's' leaders have struggled in this area. The new structures and systems that have been put in place have added another political dimension to the organisation. Management within 'The Company' are taking a more

transactional approach in how they lead their teams. By using monitoring systems that are more focused on punishment over reward, the leadership team are struggling to build trust with members. Also, the overall lack of clarity and direction regarding the new processes brought in following the change is a cause of concern for members. The new CEO of the company has displayed traits of a transformational leader. The findings have shown that his core beliefs, charisma and drive have been an inspiration to members within the organisation. However, 'The Company' has failed to transfer this energy and passion to the lower levels of the organisation. For the most part leaders at lower levels within the 'The Company' have adopted a transactional style to leadership.

Company structures are fitted in certain ways to help the organisation achieve objectives and goals (Maduenyi, et al, 2015). The adopted structure acts as a cultural mechanism that acknowledges the regular activities and interactions between members (Cooke & Rousseau, 1988). There has been an increase in the number of middle management positions which is giving the 'The Company' a more structured hierarchy. Access to management has not been affected however, according to the findings. 'The Company' has been able to keep the lines of communication open between the different levels allowing the organisation to keep elements of its pre-change flat structure.

In terms of managing the change the findings have revealed that the lack of C-level management within the European office is a real concern for members. There is a lack of direction in some aspects of the organisations strategy. Without a permanent Managing Director giving direction and leading the company forward, the organisation members will continue to feel uncertain with regards to 'The Company's' overall goals and objectives. The findings suggest that 'The Company' seem to be in the unfreezing stage (Lewin, 1946) of organisational change. New management is trying to reduce forces and change attitudes that reinforce the existing behaviours in order to help members recognise the need for change. However, without a permanent Managing Director in the office, leading 'The Company' through this stage and convincing existing members will be difficult.

New leaders were brought in at different levels of the company hierarchy and were

tasked with rebuilding the organisation's culture through the introduction of new systems, controls and structures. As suggested by Martin (2000), leaders build strong organisational culture to create identity and commitment among members and a competitive edge that enables members to perform at a high level. By developing a new culture around these new processes the leadership are hoping to cultivate a competitive edge through the enablement of 'The Company's' members. The findings offer an in depth exploration of the new structures and processes that have been put in place with the intention to improve the performance of members. The changes in 'The Company's' business model, by focusing more on enterprise sized deals over commercial has also impacted the members and organisation as a whole.

The findings have discovered that 'The Company' is implementing structures and control systems that do not directly align with the core beliefs and values of the new leadership group, as of yet. In conclusion the author would argue that 'The Company' is still in an early stage of organisational change and may take some more time to fully align organisational values and core beliefs with the structures and processes.

5.2 Recommendations

Taking the information from the findings into consideration the author would suggest that, 'The Company' needs to address the current vacuum of C-Level leadership within the European headquarters in Dublin. Following the dismissal of the former Managing Director the company have brought in numerous changes in personnel and processes. While some of these changes have been implement successfully, without a leader who can help shape and cultivate a organisational culture that accepts and prospers under changing conditions, the organisation and its members will struggle and resist certain changes.

In terms of further research, it is difficult to suggest that 'The Company' has been completely successful in implementing change across their organisation at this current moment in time. 'The Company' had not completed the current change cycle at the time of writing. Therefore, the author would suggest that further study is needed to fully measure the impact of the current change taking place. The author would suggest revisiting the interview process for analysis and to measure against future changes that will be made within 'The Company'.

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Appendices

Appendix 1

Interview with Sales Development Representative

1. Stories

- **What core beliefs do stories reveal?**

The new CEO's message is the main story at the moment I feel. His core beliefs convey ideas like, everyone is at the same level, we have an open structure, everyone is pals, we work together to engage people internally and externally. This was made clear following his address to the company and a meeting with the SDR team. However, I think it will take time to really implement this.

- **Do stories relate to Strengths or weaknesses?**

Stories always relate to strengths. Never on weaknesses, not even as a learning point. If they do it's only internal and for training purposes. It is very rare that we would look at past failures and address what happened. The majority of training is very positive and highlights how good the product is

- **Conformity or mavericks?**

The company is big on conformity as mavericks do not last long. People are encouraged to tackle problems and issues by bringing ideas or a solution. People who bring a negative attitude or just complain are not supported. They may be put on performance improvement plan.

- **What norms do the mavericks deviate from?**

People who haven't conformed, I would not consider them mavericks. It is usually an attitude problem, in which they just complain and don't bring solutions. Even though a person may be correct in what they are saying it is still a bad attitude to have. There are two different types of mavericks, a positive and a negative, are they going to help the company or are they just going to complain. Positive mavericks have confidence and know what way to approach a situation. Knowing where and when to say it and phrase it and understanding the politics behind an issue. Be able to work the system to be able to make your point seen.

2. Routines and Rituals

- **Which routines are emphasised?**

Everything is a bit up in the air following the recent acquisition. In terms of in and outbound sales, new processes need to be put into place. There is a pressure to get through your daily routine and complete your tasks, however, nobody really understands what that is at the moment. People see different specifications and there is no oversight on that. So, I think over the next few months with a new MD involved, proper processes will be put into place. It's a bit messy now because we are in transition and there was a lack of management put in place. New initiatives proposed by staff will be considered by this new management, however we are finding it difficult to convince middle management at this time. I do have confidence in our new MD and that good new processes will be put into place and that he will get stuff done.

- **What behaviour do routines encourage?**

- **What do training programmes emphasise etc ?**

The training programs do not address my role specifically as a sales person but more an indoctrination to the company and its core beliefs. You can apply your sales knowledge anywhere.

- **What core beliefs do they reflect?**

We are at the front runners, top thinkers, pushing new initiatives in marketing, the hot thing right now.

3. Organisational Structures

- **How flat/hierarchical are the structures?**

We have a flat structure, it's very open but you need to go through appropriate channels. There is a time and place for certain discussions. Overall it is very easy to get time with people who need to speak to you. The biggest issue can be middle management.

- **How formal/informal are the structures?**

Depends on the specific person or manager. Everyone has a different approach

in terms of how they react to a situation. In general, it is quite informal, very open. But there are still those hidden pitfalls or politics that you need to watch out for. So that formality is needed in moderation. The company has managed to keep its start-up feel however it is becoming more corporate following the acquisition and as it grows and scales. They're holding on to the start up feel which is attractive to new and current employees.

- **Do structures encourage collaboration or competition?**

Collaboration, which is great. From the sales side they should encourage competition, that is how sales works well. We're competitive people, we compete on the board and you like to prove ourselves against each other. However it is not personal, we don't celebrate the person who has the most sales at the end of the week with a prize, for example. This approach has helped other sales teams that I have worked with in the past. Although it's nice to work collaboratively on projects with people across different departments.

4. Control Systems

- **What is most closely monitored?**

There is no quality analysis, no checking in regularly. Someone will look at your report and judge you off certain figures like your talk time for instance. They may not look at quality of your leads, it's just a numbers game.

- **Is the focus on reward or punishment?**

There are some rewards for overachieving and there are little perks we get in the office like a dinner but, is not a reward based role we do. Commission is there like every sales job however. There is no real punishment they can give you if you are permanent. They can put you on a performance improvement plan if things aren't going well. There can be a threat of punishment especially during your probation period.

- **Are controls related to history or current strategies?**

5. Power Structures *Power in the company may lie with one or two executives, a group of executives, or a department. These people have the greatest amount of*

influence on decisions, operations, and strategic direction.

- **What are the leadership's core beliefs?**

Leadership are very concerned with generating good reports for head office in the States.

- **How strongly held are these beliefs (idealists or pragmatists)?**

Certain people are focused on the numbers and have a pragmatic approach. But it varies across management. Everyone is quite idealistic in where we need to get to however, there is no pragmatic plans being put in place reach our goals just yet. I believe our new MD will put these plans into place. We have the organisation and beliefs in place, it's just a matter of getting going.

- **How is power distributed in the organisation?**

At the moment it is distributed quite widely across middle management. People are unsure who is in charge of specific areas but they are all very approachable and willing to help as new top leadership is being put in place.

- **Where are the main blockages to change?**

Managers using an outdated system or using processes that are more corporate and do not suit our current situation. A poor on-boarding process will also make any change difficult, especially for newer staff.

6. Symbols

- **What language or jargon is used if any?**

Yes, there is a certain amount of sales and marketing jargon that is used. Mainly to come across as professional to potential customers. We need to know the marketers' language.

- **What aspects of strategy are highlighted in publicity?**

- **Are there particular symbols which denote the organisation?**

I think the open office plan tries to say something about collaboration and teamwork. Also the mottos and pictures around the office try to promote our values and beliefs, such as 'speak the truth' or 'results first'. And this all falls under this 'company family' idea they encourage.

Appendix 2

Interview with Technical Support

1. Stories

- ***What core beliefs do stories reveal?***

I don't pay much attention to the stories. I think working in tech support has an affect on this. Any stories I hear are usually related to product and other technical things. It is hard to articulate any core beliefs within my role. My conversations are usually straight to the point.

- ***Do stories relate to strengths or weaknesses?***

Mostly on weakness. Working in tech support we mainly hear about the weaknesses. It is our job to address them.

- ***Conformity or mavericks?***

Again in my role there is mainly a sense of conformity in what we do. There isn't much space for outside thinking especially because most of our Systems and processes come from the US headquarters. However when dealing with particular customers and their needs and problems you may have to deal with it in a way that requires you to think differently and maybe take a new approach. But we do have rules and processes to follow. It would be a mistake to take a maverick approach and would not be allowed.

- ***What norms do the mavericks deviate from?***

2. Routines and Rituals

- ***Which routines are emphasised?***

I think having a strong focus on the customer and making sure they're updated is something we do everyday. Also making sure we respond to queries within a certain time frame.

- ***What behaviour do routines encourage?***

I would say being fast in executing our tasks. Reactivity is important

- ***What do training programmes emphasise?***

It would be similar to what we do when I do routines and the behaviour that's encouraged.

- ***What core beliefs do they reflect?***

3. Organisational Structures

- ***How flat/hierarchical are the structures?***

Within technical support I would say flat.

- ***How formal/informal are the structures?***

I would say informal but it is quickly becoming more formal. I don't think that it is directly related to the change happening in the European Office however. The structures in tech support have been becoming gradually more formal since the start of operations here. If everything is working fine things are fairly informal however when things go wrong it becomes very formal as management gets involved.

- ***Do structures encourage collaboration or competition?***

I would definitely say collaboration. We don't really have a choice we can solve everything by ourselves. We have people with expertise in different areas or champions of different areas and we need to rely on them to solve problems as quickly as possible.

4. Control Systems

- ***What is most closely monitored?***

Everything is closely monitored, our Emails and calls.

- ***Is the focus on reward or punishment?***

I would say both. Everything is closely monitored we have to be particularly aware of what we do. So if you make a mistake you might have a meeting with management and they have all the information. We have targets and we try to celebrate our wins. We are also ranked against the other tech support teams across the globe.

- ***Are controls related to history or current strategies?***

I think management like to believe it's current strategies, however as I look

through previous structures and strategies I don't see much difference.

5. Power Structures

- ***What are the leadership's core beliefs?***

Within the tech support side, I would say accountability. It's a way of keeping us on top of tasks. We are also accountable to customers to make sure they have the best support possible.

- ***How strongly held are these beliefs (idealists or pragmatists)?***

Definitely pragmatic

- ***How is power distributed in the organisation?***

To be honest I find it irrelevant to my role. Of course I notice the change within the organisation, but as long it is not a direct manager to me it is irrelevant. I do not have contact with those people. We are not managed by the MD in European office we have our own manager in the US. This system works and we have a good relationship with the US team. Obviously there is a time difference and this may result in delays when it comes to making decisions however, it is the best solution.

- ***Where are the main blockages to change?***

It is possible to make changes because of our good relationship with the US, there is trust between the two teams. We do not have to rely on say, the sales team or any other department to make changes.

6. Symbols

- ***What language or jargon is used if any?***

It's mostly technical terms but also some marketing. It really depends on the customer and their background but, it's mostly technical. We need to be aware of the customer we are dealing with before any interaction takes place. Ultimately the customer needs to understand the problem and the solution in a language they can understand.

- ***What aspects of strategy are highlighted in publicity?***

I think it is the company's shift from dealing with commercial size companies to

larger big businesses. This has impacted us in tech support, we find ourselves dealing with more and more corporate, larger companies. So there is a difference in customers, instead of dealing with a guy with 10 employees total I will be talking to someone with the whole marketing team behind him or her.

- **Are there particular symbols which denote the organisation?**

I would say the company colour and branding. I think it has a positive effect on the organisation. The team like to have a bit of fun around it. It's cool getting the free t-shirts or 'swag' as well.

Appendix 3

Interview with Senior Account Executive

1. Stories

- **What core beliefs do stories reveal?**

I think the stories help or hinder to build culture and build employees' perception of the brand. There are lots of positive stories in the media. I fully believe that we have the best product in the market because of all the great media pieces we have on the product and the customer stories we have on the product. Stories internally however about employees or management can definitely have an impact.

- **Do stories relate to strengths or weaknesses?**

I think generally the stories look at our strengths. Think people like to talk about positive things unless they are unhappy in their job.

- **Conformity or mavericks?**

I think at the moment we only support conformity and we are not encouraging any out-of-the-box thinking.

- **What norms do the mavericks deviate from?**

There has been plenty of change brought in by new people, new management. But any time you try to challenge their new ideas or are thinking it is difficult to get a response

2. ***Routines and Rituals***

- ***Which routines are emphasised?***

A daily routine is encouraged. Unfortunately all the routines imposed on us don't result in the best outcomes. And when you try to challenge the thinking you hit a brick wall.

- ***What behaviour do routines encourage?***

They want the routines to encourage behaviour that goes with and enables the new processes. The routines are good bit different from what they used to be. But it's always good to try new things because you can't expect routines to work forever. They also try things to get better results which is important. But there has to be a balance between the old and new and recognise that old behaviours were there for a reason and have brought success in the past.

- ***What do training programmes emphasise?***

I think they are communicating a huge amount of positivity and focusing on products as the best in the market. The message is go big or go home and this reflects the new strategy being put into place.

- ***What core beliefs do they reflect?***

We need to scale up to become that billion dollar company which is the goal.

3. ***Organisational Structures***

- ***How flat/hierarchical are the structures?***

What I used to really like about the company is that you have access to a lot of different leaders. But recently there has been a lot of people put in at different levels not only at the top but in the middle which is making the organisation more hierarchical. We are now told to speak to certain people for certain situations and to use the correct channels which can be frustrating.

- ***How formal/informal are the structures?***

Definitely becoming more formal

- ***Do structures encourage collaboration or competition?***

I don't think there is the intention to create more competition. But unfortunately

putting in a lot of structures can hinder collaboration. It's not as easy to collaborate with many team members if you can't connect and have to go through the hierarchy,

4. Control Systems

- ***What is most closely monitored?***

Before these new structures we had a lot more autonomy and freedom. But with new structures comes new monitoring processes

- ***Is the focus on reward or punishment?***

I think at the moment punishment. If you don't work a certain way you won't get paid as much because of the Commission structures they have in place. It's incentivising with punishment over a reward at the moment

- ***Are controls related to history or current strategies?***

It would have to be current strategies.

5. Power Structures

- ***What are the leadership's core beliefs?***

It is to help our region to hit the numbers we were getting through new management and processes.

- ***How strongly held are these beliefs (idealists or pragmatists)?***

It's quite idealistic. Think they have these great ideas but I'm not sure if there is enough substance behind them.

- ***Where are the main blockages to change?***

There is a lack of communication between people because of hierarchical structures that have been put in place. I think the US head office might have a slightly negative view of what is going on in Europe at the moment and that brings feeling of disconnect to the European office. I think if the US had better insight there would be less blockage to change. Without an MD and an interim MD who is not based here in Dublin initiating change is difficult.

6. Symbols

- **What language or jargon is used if any?**

Yes, there is a lot of language and jargon used in my job. I work in sales but I would be talking to marketers on a daily basis so to be able use the language they use is important.

- **What aspects of strategy are highlighted in publicity?**
- **Are there particular symbols which denote the organisation?**

Appendix 4

Interview with Customer Success Manager

1. Stories

- **What core beliefs do stories reveal?**

There has been so much change. It is a young company that is on a journey. There seems to be stories around cycles, changing cycles with a current change in leadership. There seems to be a change over two years cycles in which the company has grown.

- **Do stories relate to strengths or weaknesses?**

Overall I think a bit of both. I think strength is that people are willing to change and have the skills to do so and deal with ambiguity. Weaknesses are seen as a lot of unknowns. A lot of people have moved on so that might be I weak point that people are wary of.

- **Conformity or mavericks?**

I'd say mostly conformity because the change has been driven by the acquisition. So it's bedding in what the new owners want and their systems and processes. But at the same time we have been able to keep a good amount autonomy compared to previous acquisitions made by the owners which is good.

- **What norms do the mavericks deviate from?**

2. Routines and Rituals

- **Which routines are emphasised?**

There is a focus on proactivity. However, productivity is defined heavily by the

results and numbers coming in.

- **What behaviour do routines encourage?**

Proactivity is obviously encouraged however if too much pressure is put on that can have a negative effect, if we just have to tick boxes. Nobody wants to get that stage so it's a matter of balancing that.

- **What do training programmes emphasise ?**

There is a heavy focus on the owners' methodology and those processes brought in. In terms of sales a heavy emphasis on out-bounding which would be a new approach for this company. Also how we see ourselves in the market as an enterprise player not just commercial. So we have seen a shift in our competitive focus.

- **What core beliefs do they reflect?**

We are now a big player, an enterprise company. Other companies now rely on us and we are essential to their plans.

3. Organisational Structures

- **How flat/hierarchical are the structures?**

The hierarchy is there but you can reach the top fairly quickly and you are encouraged to do so which is different to my previous role in which you could never reach the top.

- **How formal/informal are the structures?**

This structure has resulted in a more informal atmosphere.

- **Do structures encourage collaboration or competition?**

It is more collaborative because of the structure we have in place and the openness in terms of who you can reach.

4. Control Systems

- **What is most closely monitored?**

Relatively, I think activities are monitored and that's just the nature of our role. It's the outcome that's important, and that will always be monitored.

- **Is the focus on reward or punishment?**

There is a heavier focus on the reward

- **Are controls related to history or current strategies?**

I think it's a bit of both. I think we will see change over the next while.

5. Power Structures

- **What are the leadership's core beliefs?**

That this company has great potential but has not been fulfilled yet.

- **How strongly held are these beliefs (idealists or pragmatists)?**

I think they are pragmatic in where they see the business at the moment. I think there is a slight sense over idealism in how they're going to get there but that's part of the learning curve. There's big picture on the one side but how are we going to get there we'll need a more pragmatic approach. There will be as many failures as successes as we try to get there.

- **How is power distributed in the organisation?**

There is not a great deal of middle management. There are the c-level and core teams but in terms of engagement there isn't many barriers. That is just the nature of the size of the organisation as well. But the fact that it is encouraged as well, that's a good thing. There will be smaller companies that it would be far more difficult to reach the top.

- **Where are the main blockages to change?**

The change has been encouraged on all levels. With the tactics and strategies being used it's hard to tell if they will have the desired effect. So it's trial and error like all change.

6. Symbols

- **What language or jargon is used if any?**

Yes, the jargon is used by the company but by the customers as well. So, in that regard it is kind of necessary to communicate effectively using the same language.

- **What aspects of strategy are highlighted in publicity?**

I think our strategy is very transparent and a lot of information is shared.

- **Are there particular symbols which denote the organisation?**

Appendix 5

Interview with Head of Marketing

1. Stories

- **What core beliefs do stories reveal?**

It would be a brand or company that people look up to, as a marketing function operating at a high level. We have always been seen as a champion of the marketer. Helping marketers become more relevant within organisations in terms of driving pipeline and revenue. We champion the cause of the marketer.

- **Strengths or weaknesses?**

At external points we focus on marketers and we don't tend to focus on our weaknesses. Something we wouldn't hear a huge amount.

- **Conformity or mavericks?**

It is difficult to say because we are evolving/scaling. We are still a young company and only coming out of a start-up phase. We did have more people in the Mavericks bracket. We are bringing in more people from a more corporate background who are bringing in new processes. I think we are changing to a more conformist approach than maverick. Ultimately we need to find a balance between the two.

- **What norms do the mavericks deviate from?**

2. Routines and Rituals of Marketo

- **Which routines are emphasised?**

Measurability and aligning whatever you're doing to a measurable goal is something we do. Being available to measure an outcome to a business goal. Whatever we are doing is trying to align to goals and is expected in our daily routine.

- **What behaviour do routines encourage?**

- **What do training programmes emphasise ?**

Are moving toward more standardised model

- **What core beliefs do they reflect?**

Nothing springs to mind when I think of core beliefs and routines

3. Organisational Structures

- **How flat/hierarchical are the structures?**

I think it is relatively flat. We do have bit of culture where promoting people to manage small numbers of people. But generally it is quite a flat structure. The CEO is accessible for example. The fact that he is six levels above you does not stop us from feeling we can reach out to him via email or whatever. I think that is a good culture to have in an organisation. I think most leaders reflect that they don't want to be untouchable.

- **How formal/informal are the structures?**

Fairly informal I would say.

- **Do structures encourage collaboration or competition?**

Within terms of a European focus here in Dublin I would say probably more on the competition side. It probably relates to more of a wider culture thing we have going on here. I think we need to move more towards collaboration.

4. Control Systems

- **What is most closely monitored?**

Generally I think things are closely monitored. That's kind of evolving now, for instance recruitment processes are evolving. The processes around procurement. I'm changing being more standardised and formalised, I'm becoming ever more closely monitored.

- **Is the focus on reward or punishment?**

Don't think there is a culture of punishing people because they don't do something right. I think if something goes wrong there is a general culture to help them and not necessarily reward them.

- **Are controls related to history or current strategies?**

Probably a bit of both, historically it may have been a little bit loose and there are probably some issues there. We had a technical issue during the week which probably came from an historical issue.

5. Power Structures

- **What are the leadership's core beliefs?**

I think their core beliefs from a business perspective this company has a huge amount of potential and can grow exponentially. I think they believe there is a huge opportunity in an industry that isn't mature yet and were in a very strong position to capitalise on. At a human level they believe in honesty, straight talking and to tell each other the truth in regards to behaviour or performance.

- **How strongly held are these beliefs (idealists or pragmatists)?**

Pragmatic.

- **How is power distributed in the organisation?**

They have changed the entire c-level management within the company. I guess the structures in which they wield their power are changing with individual preferences. I think the distribution of power is being set by the structures they're putting in and the people.

- **Where are the main blockages to change?**

The quality of the recruitment. The background of the new hires don't align with where we need to get to and the skill sets of those involved in some instances. So I think hiring and the right talent is a blockage to the change we need to move forward.

6. Symbols

- **What language or jargon is used if any?**

Given the industry we are in jargon is used a lot. Internally and in our culture we talk about one team, and speak the truth and things like that.

- **What aspects of strategy are highlighted in publicity?**

One of the key selling points of products is the users. Having customers that love us is critical and this is a key part of our strategy for growth. We support the community of users as much as we can and that is key to our strategy. Our ambition to grow is something we share as well.

- **Are there particular symbols which denote the organisation?**

I think the branding that comes from the States translates well to our situation here in Europe.