

White Paper Cultural Change | Spring 2018

CHUR & PARTNER

and KTC – Knowledge Transformation Center

Creating a Performance Culture.

An output oriented approach to a Cultural Change initiative.

Creating impact through sustainable change – made in Germany.

Frankfurt a. M. | Germany | Abu Dhabi | UAE



Member of the Chamber

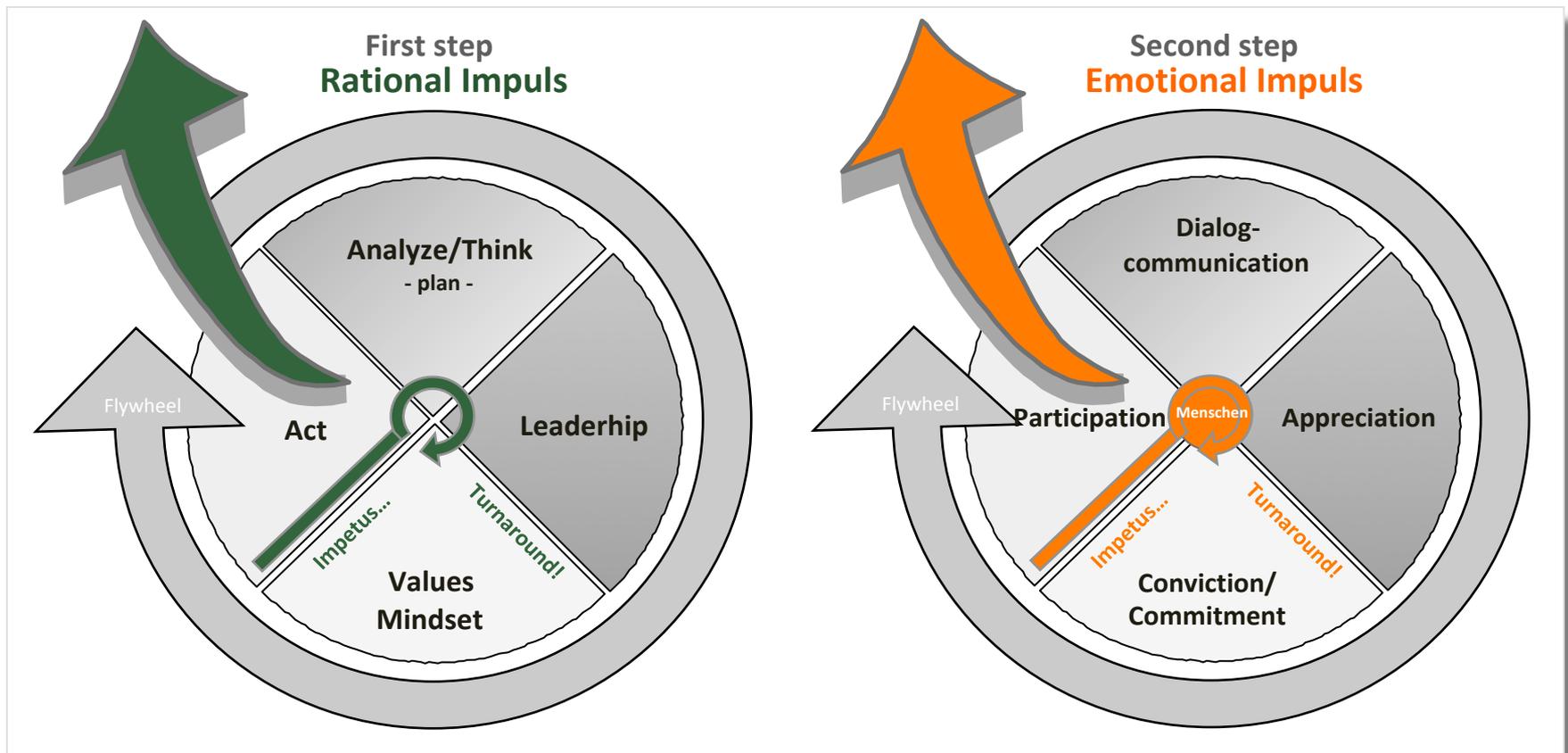


What we believe is important I 1

The fact- and the emotional-level needs to be addressed - combined

Cultural Change programs require a tailor-made approach using proven and science-based methods. To change, to initiate and to implement a corporate- or leadership-culture requires a combination of ratio / plan and emotion / human.

We follow, among other aspects, this flywheel concept by Jim Collins (Good to Great) and concepts by John P. Kotter, Edgar H. Schein, Carl Rogers, Gerald Hüther and Claus Otto Scharmer.



What we believe is important | 2

Understanding the relation between corporate culture and its principles

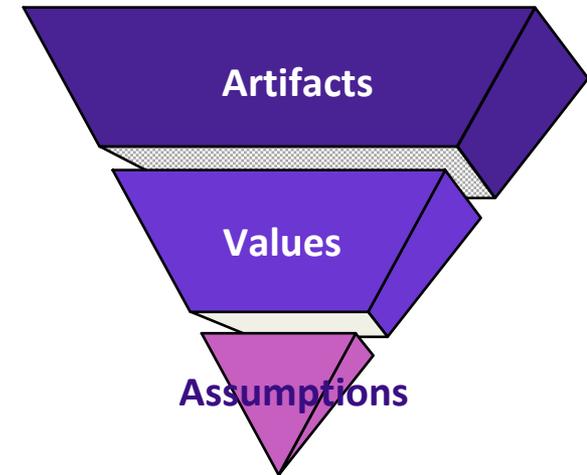
To understand an organization's culture it is important to understand its founding principles. What values does it stand for? What is its legacy, heritage and differentiation points? Edgar H. Schein's* model of organizational culture identifies three distinct levels of organizational culture.

Relevant founding principles

Artifacts: the most visible and observable level of culture, it reflects what an organization represents in the form of products, technologies, publications, processes, dress code, location, and even architecture.

Values: what a company does, its mission, and how it represents itself. This is often expressed in official philosophies and public statements of identity.

Assumptions: Shared basic assumptions are the deeply embedded, taken-for-granted behaviours which are usually unconscious, but constitute the essence of culture. These assumptions are typically so well integrated in the office dynamic that they are hard to recognize from within.



Edgar H. Schein*
Most influential organizational researcher and writer, shows how to transform the abstract concept of **culture** into a practical tool that managers can use to understand the dynamics of organizations and change.

How we understand cultural change

Academic research by John P. Kotter and our operational experience - together

According to Kotter's research and proven by our operational experience, Cultural Change requires a well-planned and managed change program.

It is important for managers to realize that change/transformation is a process, not an event. It progresses through stages that build on each other over a long period of time. By understanding the stages of change and the potential pitfalls of each stage chances are enhanced for the successful transformation.

The eight steps* to transforming organizations culture successfully

*John P. Kotter

1 Establishing a sense of urgency

Examining market and competitive realities
Identifying and discussing crises, potential crises or major opportunities

2 Forming a powerful guiding coalition

Assembling a group with enough power to lead the change efforts
Encouraging the group to work together as a team

3 Creating a vision

Creating a vision to help direct the change efforts
Developing strategies for achieving that vision

4 Communicating the vision

Using every vehicle possible to communicate the new vision and strategies / Teaching new behaviours by the example of the guiding coalition

5 Empowering others to act on the vision

Getting rid of obstacles to change / Changing systems or structures that seriously undermine the vision / Encouraging risk taking and non-traditional ideas and actions

6 Planning for and creating short-term wins

Planning for visible performance improvements / Creating those improvements / Recognizing and rewarding employees involved in the improvement

7 Consolidating improvements producing more change

Using increased credibility to change systems, structures, and policies that don't fit the vision / Reinvigorating the process with new projects, themes, and change agents

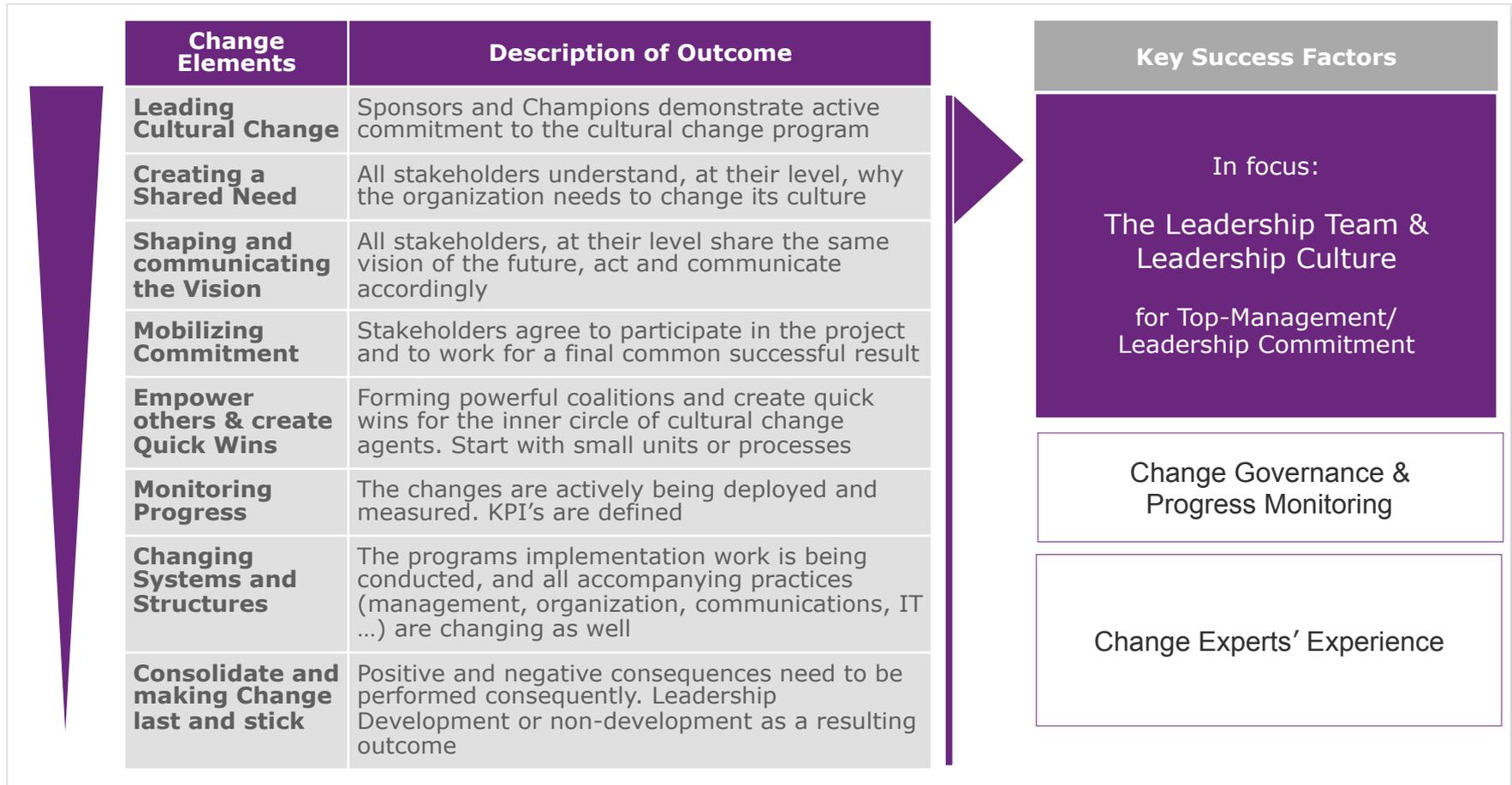
8 Institutionalizing new approaches

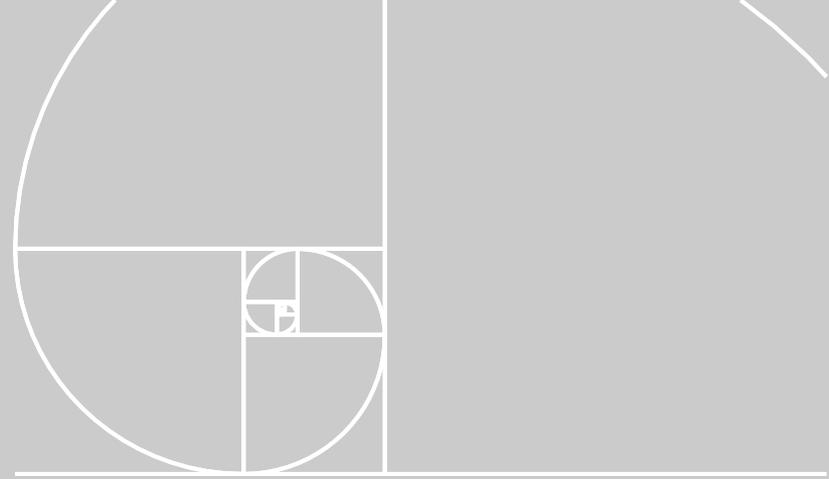
Articulating the connections between the new behaviours and corporate success / Developing the means to ensure leadership development and succession

How we start a cultural change initiative

Transforming Kotter's & Schein's ideas into a process - combined

Based on our experience, the critical success factors to manage a Cultural Change program successfully is the Management Commitment. Start with the Leadership Team. Establish a change governance & change progress monitoring deployed by experienced Cultural Change process experts.





...more about us

our spirit
our spirit

Passion, dedication and evolution

Supporting Cultural Change, renewal and leadership transformation

Dear client,

innovation, renewal and transformation are the driving forces to move organizations forward.

We are deeply committed to supporting you with respect to Cultural Change related activities over the coming months. Supporting the renewal agenda of our clients has always been of highest importance for us and we would like to provide sustainable approaches by our most experienced experts to you.

You may value our deep knowledge, collaborative approach, and the interactive design of our deliverables to change the performance culture in your organization, together with you. These aspects are the cornerstones of our interactions with our clients and are central to what we are offering.

Ultimately:

- We are passionate to working with you.
- You benefit from our line-manager expertise - knowledge clients often do not get.
- Our partner are still active as line-managers or are working in the academic-sector.
- We will provide our fresh thinking now and in the future.
- Our partner's credentials and experience are unrivalled and we are proud to serving you.

Wilhelm Borgmann | Prof. Dr. Michael Christ | Dirk Chur
Co-Founder & Owner

Anticipating tomorrow, delivering with passion today

What we provide - our USP

Academic background and business experience - together

We combine...

... German/Western and Arabic operational know-how and experience in leadership development and change management based on our former roles as line manager

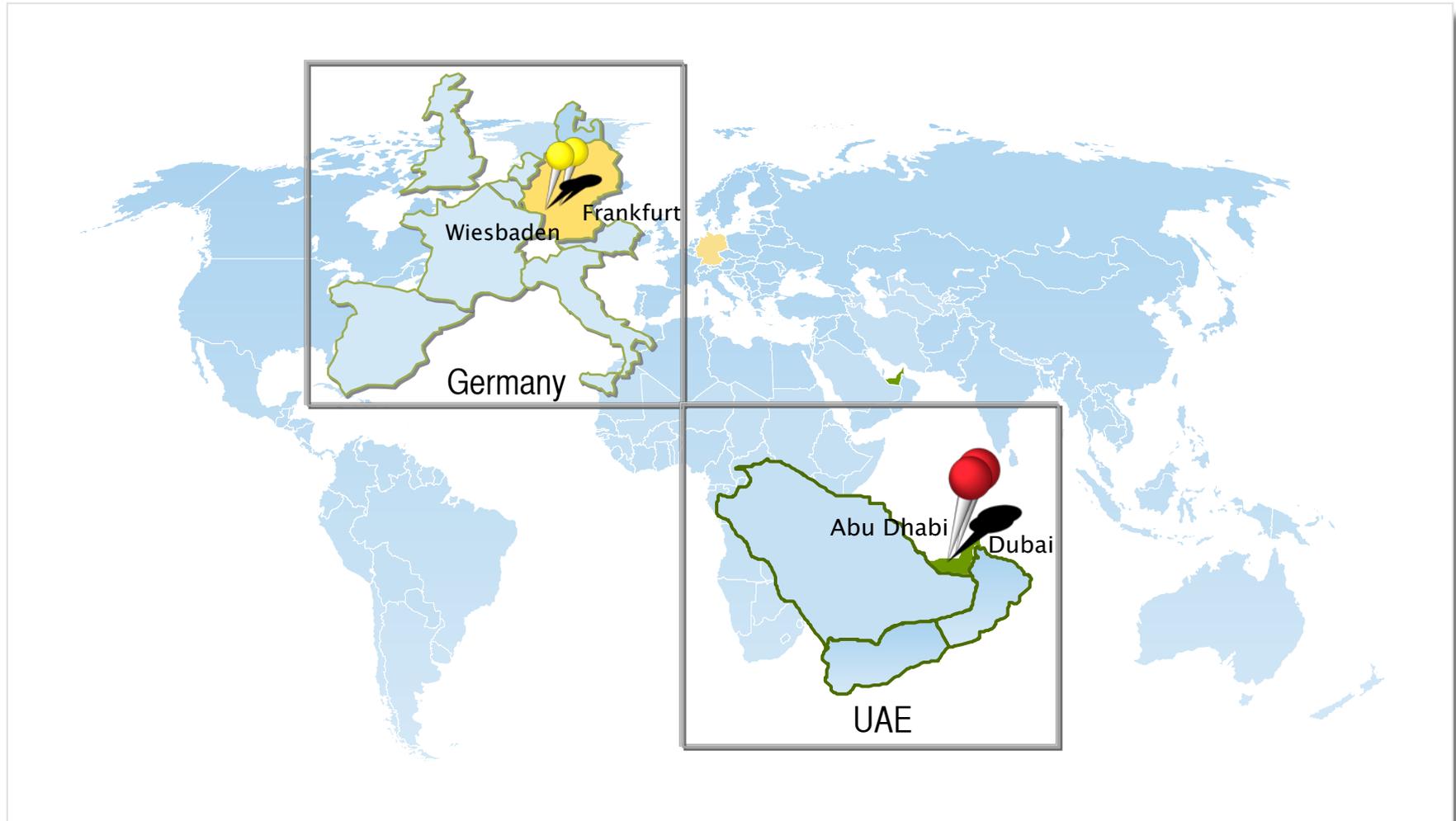
... the knowledge of academic professors, the insights from scientific research and an occupational-psychology approach to Cultural Change

...and we apply this knowledge and experience to your Performance Culture program.

We transfer academic knowledge and we share our operational experience.

Regional collaboration

”Made in Germany” and ”MENA - Culture” - combined



Collaborative expertise

Local German and MENA expertise - together



CHUR & PARTNER

Supporting clients in emerging markets with German academic background and operational know-how. We are based in the region since 2006.

Chur&Partner (CP) develops bespoke organizational change for German SMEs. We design leadership development and shape corporate performance. We create impact.

With KTC you will receive

- ◆ Innovative approach to customized people & leadership development programs
- ◆ Program design and delivery quality “Made in Germany with local UAE spirit” - combined
- ◆ European academic research & immense operational experience - combined
- ◆ Passion, commitment & capability to deliver and to leverage your ROI

www.kt-center.org

With the CP you will receive

- ◆ German know-how and experience with the concept of impact oriented cultural change as well as organizational- and people development
- ◆ We work in long term partnership oriented relations with our clients
- ◆ Even former clients join our partnership as consultants, coaches and trainer

www.churpartner.de

Contact

Where to find us

CHUR & PARTNER

KTC – Knowledge Transformation Center

United Arab Emirates

Level 14, Boulevard Plaza Tower One
Sheik Mohammed Bin Rashid Boulevard, Downtown Dubai
P.O. Box 334155, Dubai

www.kt-center.org

Germany

Wittelsbacher Allee 122, D-60385 Frankfurt

please visit also our German company site: www.churpartner.de



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