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Organizational Culture Development

Body of Knowledge

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List of Abbreviations

BCG	Boston Consulting Group
HR	Human Resources
M&A	Mergers & Acquisition
OCAI	Organizational Culture Assessment Instrument
OCC	Organizational Culture Change
OCI	Organisational Culture Inventory
PwC	Pricewaterhouse Coopers
SWOT	Strength, Weaknesses, Opportunities, Threats (Analysis)
TK	Techniker Krankenkasse

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Abstract

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Organizational culture is an important topic for organizations. It supports the sustainable success and resilience of organizations in constantly evolving environments. External and internal influences on organizational culture are more challenging than ever. That causes an urge for organizational adaption to the new conditions if organizations want to stay successful. A fitting organizational culture supports organizations by making them adaptive and resilient. Therewith, organizations should have great interest in having a fitting organizational culture. This is where guided organizational culture development helps to design the appropriate culture for organizations. The aim of this study is to provide a systematic overview of the body of knowledge about organizational culture development. Thus, organizational culture development frameworks are reviewed. The present study was based on a qualitative content analysis, and it revealed insights into organizational culture development. Firstly, a commonly shared definition of organizational culture is not prevalent. Secondly, cultural development frameworks differ based on their foundation and specification. They do not decisively differ in their general process phases. Thirdly, organizational culture development is critically reviewed, and it is difficult to assess. Nevertheless, there is consensus that systematic and guided organizational culture development is feasible and carries multiple advantages.

Keywords:
Organizational Culture Development, Organisationskulturentwicklung, Corporate Culture Development, Culture Development

Kurzfassung

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Organisationskultur ist für Organisationen von großer Bedeutung. Sie unterstützt den nachhaltigen Erfolg und die Widerstandsfähigkeit von Organisationen unter sich permanent verändernden Umweltbedingungen. Dabei sind zunehmende externe sowie interne Einflüsse Organisationskultur zu beobachten. Daraus ergibt sich die Notwendigkeit für Organisationen, sich an diese neuen Bedingungen anzupassen, um nachhaltig erfolgreich zu bleiben. Aus diesen Gründen sollten Organisationen nach einer passenden Organisationskultur streben. Dabei führt eine aktive Organisationskulturentwicklung dazu, die passende Kultur für Organisationen zu gestalten und zu erhalten. Das Ziel der vorliegenden Bachelorarbeit ist es, einen systematischen Überblick über den Wissensstand zur Organisationskulturentwicklung zu geben. Dabei werden die Modelle zur Entwicklung der Organisationskultur im Detail verglichen. Die vorliegende Bachelorarbeit basiert auf einer qualitativen Inhaltsanalyse und liefert wertvolle Erkenntnisse zur Organisationskulturentwicklung: Es gibt keine allgemein gültige Definition von Organisationskultur. Die beschriebenen Modelle zur Organisationskulturentwicklung unterscheiden sich zwar in ihrer Grundlage und in ihrer Spezifikation, nicht jedoch in ihren allgemeinen Prozessphasen. Generell zeigt sich, dass Organisationskulturentwicklung in der Literatur kritisch betrachtet wird und schwer zu messen ist. Dennoch besteht Konsens darüber, dass eine systematische und aktive Organisationskulturentwicklung möglich ist und zahlreiche Vorteile mit sich bringt.

Schlüsselwörter:
Organizational Culture Development, Organisationskulturentwicklung, Corporate Culture Development, Culture Development

1 Introduction

1.1 Problem Statement

Culture is often referred as a fashionable diagnosis for problematic organizational developments. That is problematic since organizational culture is not standardized defined in its depth,[2] and understood by practitioners in its complexity. Still, organizational culture development is proclaimed as an effective therapy and consultancies are paid enormous sums to fix organizational culture. Thus, organizational culture is a concept that is increasingly perceived as a crucial aspect of organizations.[3] With growing recognition in the corporate and organizational environment, the question arises as to what the essence of organizational culture is and why it is expected that organizational culture will be of greater importance in the near future?[4] Why should organizations care about their organizational culture at all? How do organizations orchestrate culture development without having a clear understanding of their own organizational culture? And to stay in the medical picture, how can a therapy that is not based on a solid foundation follow a structured pattern and lead to desired results?

Consequently, the relevance of this thesis is empowered by the evidence that there is indeed a multitude of relations between organizational culture and organizations success.[5] In respect to **profit**, business success cannot be explained by a single factor, especially when taking non-for-profit organizations into consideration.[6] Nevertheless, culture is inevitably and proven by studies one decisive factor for sustainable business success.[7] The importance of culture is evident in the context of mergers and acquisitions.[8] According to Bischoff, corporate culture is regularly cited as a decisive success factor for corporate mergers. Moreover, this effect is amplified when cross-border acquisitions are involved and national culture differences play a part.[9] Regarding financial performances, a recent Boston Consulting Group (BCG) study found that the rate of companies reporting a breakthrough or strong financial performance was five times higher among those that focused on culture (90%) than among those that neglected culture (17%).[10] Another BCG survey also indicates that a strong culture in corporate organizations can lead to higher financial performance. The total shareholder returns of 24% of 75 companies were about twice as high as that of companies with a weak culture. It should be added, however, that a definition of a strong culture is difficult and can also lead to disadvantages.[11] Saying this, strong cultures can increase resistance to changes.[12] In addition, a strong culture is described as less adaptable in volatile environments.[13] When thinking about globally expanding organizations this can lead to problems regarding adaptation to national cultures. With regard to the challenge of digital transformation, according to a BCG survey, 90% of the companies that paid

[2] Hofstede, G., Hofstede, G. J., & Minkov, M. (2010), p. 344; Kühl, S. (2018), pp. 7–8
[3] Deloitte (2022); Hofstede, G., Hofstede, G. J., & Minkov, M. (2010), p. 344
[4] Sackmann, S. (2017), p. 55
[5] Cameron, K. S. & Quinn, R. E. (2011), p. 19; Cole, J. & Martin, A. J. (2018); Herget, J. (2020), p. 21
[6] Stanford, N. (2010), pp. 77–78
[7] Herget, J. & Strobl, H. (2018), p. 110; Kotter, J. P. & Heskett, J. L. (2011), p. 11; Sackmann, S. (2006)
[8] Bischoff, J. M. (2007), p. 62; Schein, E. (2010), pp. 203–204
[9] Bischoff, J. M. (2007), p. 62; Hofstede, G., Hofstede, G. J., & Minkov, M. (2010), pp. 373–374
[10] Hemerling, J., Kilmann, J. et al. (2018), p. 2
[11] Hemerling, J., Kilmann, J. et al. (2018)
[12] Thokozani, M. (2020), p. 2
[13] Marker, A. (2010), p. 729

particular attention to organizational culture during this change subsequently recorded up to 5 times greater financial performance than those that did not focus on it. At least as notable, nearly 80% of these companies that focused on culture demonstrated sustained strong performances.[14]

In regard to **people,** Deloitte reveals that culture and values correlate positively with employment factors. This makes culture and values more important to employees than compensation when recommending their employer.[15] Sagmeister indicates organizational cultures ability to attract people.[16] This has positive effects on recruiting processes and job retention. A recently published Gallup study underlines that an emotional bond indeed leads to significantly higher employee retention.[17] The existing culture in a company can determine the degree of motivation and thus also the extent of identification with an organization. The integration of one's own activities into a larger whole gives meaning to one's actions and existence, which creates a sense of fulfillment in the individual. The symbolic content of activity is conveyed via the organizational culture, which therefore provides different levels of identification and motivation potentials depending on its content. If there is a high level of motivation and engagement to contribute to a particular organization and group to achieve the overriding goal, identification with this group and the organization is also very likely to be high.[18] From a management perspective, one of organizational cultures core functions is also to align groups behaviour. Thus, culture supports the guidance of organizations towards common goals and standards. In terms of compliance, organizational culture can deal as a guardrail for employees. This is of special interest when operating interculturally.[19] Moreover, culture has a strong impact on efficient communication within organizations.[20] The advantages of that can be manifold. Lastly, organizational culture has an impact on people's health. According to a Techniker Krankenkasse (TK) study in 2016, employees indicated several culture-related issues like too much work, time pressure, information overload, unfair payment system and bad team climate as stress factors that are perceived as serious.[21] Accordingly, stress is a trigger for various stress-related diseases, both physical and psychological.[22]

In the view of the **planet**, one function of culture in the organizational context is, to help orchestrate individual behavior towards a more successful relationship with its environment.[23] The vitality of the organization is hereby closely related to its adaptability to external and internal influences, which are predicted to increase in the upcoming years.[24] Moreover, it is explicitly proven that an adaptive and strong organizational culture is one key to sustainable success in this challenging environment.[25] According to a Pricewaterhouse Coopers (PwC) survey in 2018, organizational culture in a business context is considered as one decisive factor to adaptation in order for companies

[14] Hemerling, J., Kilmann, J. et al. (2018)
[15] Rich, A. M., Storr, S. et al. (2019), p. 2
[16] Sagmeister, S. (2016), p. 26
[17] Gallup (2021), p. 14
[18] HR-Today (2009); Sackmann, S. (2017), pp. 127–130
[19] Sackmann, S. (2017), p. 2174-127
[20] Homma, N. & Bauschke, R. (2010), pp. 37–38
[21] TK - Techniker Krankenkasse (2016), p. 24
[22] Sapolsky, R. M. (2007)
[23] Korte, R. F. & Chermack, T. J. (2007), p. 647
[24] Hofstede, G., Hofstede, G. J., & Minkov, M. (2010), p. 4; Korte, R. F. & Chermack, T. J. (2007), p. 650,653; Hofstede, G., Hofstede, G. J., & Minkov, M. (2010), p. 474; World Economic Forum (2022), pp. 13–14
[25] Herget, J. &Strobl, H. (2018), p. 9; Kotter, J. P. & Heskett, J. L. (2011), pp. 8–10

to succeed and grow in the coming years.[26] A concrete example of external influences is climate-related risks which are increasingly affecting business operations as can be derived from the Global Risk Report 2021 of the World Economic Forum.[27] There is also proof, that the financial impact of those effects can be reduced by an adaptive culture.[28] The Covid 19 pandemic recently presented another such challenge to the vast majority of organizations.[29] In this regard, organizational culture can also create awareness of important organizational issues. A current example of this would be environmental sustainability.[30] Thus, the progress in sustainability processes in corporations can be immensely supported by the right culture.[31] With its guiding function, organizational culture could play an essential role in organizational transformations towards operations within the frame of planetary boundaries.

But what is the right culture? The right organizational culture fits the organization and its environmental demands. For that, it is important not to misinterpret fitness as strength. A fitting culture for an organization is described as one that can reflectively transform itself in a changing and challenging social and legal environment[32] because each organization is dependent on its surrounding environment.[33] The optimal organizational culture state is to be evaluated for each organization individually and thus finds further separate explanations in the course of this work. About the nature of culture it must be noted that as long as groups have a shared history,[34] cultures arise out of the interaction of groups' members and it is evident that no group can escape from cultural processes.[35] Thus, any social group is exposed to the emergence and development of cultural processes.[36] This cultural evolution is a natural process and it does not require any active influence for development.[37] But unguided natural evolution of organizational culture could have positive as well as negative effects on the organization itself.[38] Negative effects on organizations should be avoided. That is why guided organizational culture development should be considered.[39] Hofstede Insights indicates that a lack of guided development leads to related negative consequences. For example, a culture without suitable alignment can lead to disorganization through a lack of communication, which causes higher turnover and leads to insufficient customer relations.[40] To minimize negative consequences in general, an organization should aim for cultural development towards its most appropriate organizational culture.[41]

A crucial question for this work is now whether organizational culture can be designed and developed in such a way that every organization can find its optimal culture? For

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[26] PricewaterhouseCoopers (2022)
[27] World Economic Forum (2022)
[28] World Economic Forum (2022), p. 11
[29] Mostert, R. & Kern, J. (2021), p. 292
[30] Fietz, B. & Günther, E. (2021), p. 36
[31] Linnenluecke, M. K. & Griffiths, A. (2010), p. 357
[32] Heskett, J. L. (2012), p. 142; Homma, N. & Bauschke, R. (2010), p. 131
[33] Barnhill, C. R., Smith, N. L., & Brent, D. O. (2021), p. 84
[34] Schein, E.H. (1990), p. 111
[35] Hofstede, G., Hofstede, G. J., & Minkov, M. (2010), pp. 11–12; Sagmeister, S. (2016), p. 60;
[36] Hofstede, G., Hofstede, G. J., & Minkov, M. (2010), pp. 10–13; Kotter, J. P. & Heskett, J. L. (2011), p. 7;
[37] Stanford, N. (2010), pp. 171–172, 244; Groysberg, B., Lee, J., Price, J., & Cheng, J. Y-J. (2018); Sagmeister, S. (2016), p. 30, 165
[38] Cole, J. & Martin, A. J. (2018); Sagmeister, S. (2016), p. 167
[39] Cameron, K. S. & Quinn, R. E. (2011), pp. 21–30
[40] Hofstede Insights (2022c)
[41] Herget, J. & Strobl, H. (2018), p. 5

that, proof that organizational culture can be managed, changed, maintained or developed is existent.[42] Organizational culture development can be initiated with the implementation of appropriate interventions and methods.[43] This assumption is also based on the fact that culture and its underlying patterns of attitude and behavior are learned. Thus, cultural development is basically the relearning of a new culture.[44] The validity of this proof is the crucial condition on which the usefulness of this research is based.

However, considering the development of organizational culture, the following should be considered. It must be emphasized that organizational success is only driven by an organizational culture if the culture fits the organization, its strategy,[45] and if it is adaptive to external influences.[46] Heskett notes that organizational culture should always be aligned with organizational strategy and vice versa.[47] By this means, strategy or corporate structure should also not be confused with culture.[48] All too often, managers and leaders seem to confuse these three different things. In the case that the culture does not fit the organizations strategy, active corporate culture development is necessary and useful.[49] In regard to strategy, the need for development is expressed through great discrepancy between the expressed, values, norms or strategy plan of an organization and their actually shown organizational behavior.[50] Stanford highlights here that organizational culture is fundamental for an effectively executed strategy.[51] Organizational culture development requires determination and consistency.[52] The complexity of such culture development projects should not be underestimated.[53] That is why a systematic approach to organizational culture development carries advantages,[54] as the application of the underlying systematic framework principles and processes produces more reliable and repeatable results. A systematic approach also includes addressing holistic organizational structures, not just individuals, as such efforts are likely to fail.[55]

Although the multitude of positive effects of the optimal organizational culture on organizational success should have become obvious, this immense importance is still not reflected by organizations representatives, yet.[56] For organizational members, active organizational culture development could provide many advantages. Responding

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[42] Hofstede, G., Hofstede, G. J., & Minkov, M. (2010), p. 20; Herget, J. (2020), p. 39, 110; Bischoff, J. M. (2007), p. 100; Cole, J. &Martin, A. J. (2018); Hemerling, J., Kilmann, J. (2013), p. 3; Marker, A. (2010), p. 728; Sackmann, S. (2017), p. 289
[43] Herget, J. (2020), p. 110
[44] Homma, N. &Bauschke, R. (2010), p. 16
[45] Heskett, J. L. (2012), p. 149; Hofstede, G., Hofstede, G. J., &Minkov, M. (2010), p. 373; Linnenluecke, M. K. & Griffiths, A. (2010), p. 362; Mostert, R. & Kern, J. (2021), p. 294; Sackmann, S. (2017), pp. 100–104; Sagmeister, S. (2016), p. 31
[46] Herget, J. (2020), p. 13; Korte, R. F. & Chermack, T. J. (2007), p. 650; Herget, J. & Strobl, H. (2018), p. 5
[47] Heskett, J. L. (2012), p. 297
[48] Kotter, J. P. & Heskett, J. L. (2011), p. 4
[49] Herget, J. &Strobl, H. (2018), p. 5
[50] Sackmann, S. (2017), p. 231
[51] Stanford, N. (2010), pp. 82–84
[52] Barnhill, C. R., Smith, N. L., &Brent, D. O. (2021), p. 64
[53] Heskett, J. L. (2012), p. 297
[54] Barnhill, C. R., Smith, N. L., &Brent, D. O. (2021), p. 87; Herget, J. (2020), p. 6; Krafft, A. (2006), p. 26; Rich, A. M., Storr, S. et al. (2019), p. 14; Slack, T. & Hinings, B. (1992), pp. 114–132
[55] Korte, R. F. &Chermack, T. J. (2007), p. 646
[56] Deloitte (2022); Homma, N. & Bauschke, R. (2010), pp. 30–31

quickly to changes in the internal and external organizational context is more important than ever. And an adaptive organizational culture is decisively responsible for this.[57]

For all the above-mentioned reasons, this research aims to provide answers to the following research question:

> *What is the current body of knowledge in regard to organizational culture development?*

Hence, this research organizes an overview of current organizational culture development frameworks and provides a structuring view of the specific phases of organizational culture development.

1.2 Aim of Research

As can be inferred from the previous chapter, this research aims to review the current literature on organizational culture development. Thereby, it will present the current state of research in the field of organizational culture. For this purpose, a qualitative content analysis is used to review, analyze and categorize the most current sources.

This bachelor thesis will begin by addressing what is meant by culture, organizational culture, what role organizational structures play in the development of culture, and ultimately, what are the basic considerations about systematic organizational culture development. The literature will shed light on the extent to which organizational culture development is understood in its complexity and whether this topic is appropriately examined on a systematic, process-related and content-related level. Attention is also paid to how the interdisciplinary topic of organizational culture development is treated in business administration and what conclusions can be drawn from it for application in organizational contexts. This work will also help to make clear the particularly critical aspects of dealing with organizational culture.

[57] Homma, N. & Bauschke, R. (2010), pp. 34–35

2 Theoretical Framework

2.1 Culture

Culture represents the main foundation for this research. A clear understanding of culture therefore is very important, in order to proceed with a clean further analysis.[58] At first, a clear concept about organizational culture needs to be defined, because superficial descriptions will mitigate any further considerations in this regard.[59] There is no generally accepted definition of this term,[60] but most of the literature reviewed have relied on the following definition of organizational culture by Edgar Schein which the author will use as a working definition from now on:

"Culture is a pattern of shared basic assumptions, invented discovered, or deployed by a given group, as it learns to cope with its problems of external adaption and internal integration, that has worked well enough to be considered valid, and, therefore, is to be taught to new members of the group as the correct way to perceive, think, and feel in relation to those problems".[61]

Culture is a social phenomenon and people learn culture when interacting in the specific environment.[62] Once the groups and their phenomena are considered, their organization and their various manifestations must be taken into account.[63] Culture is an expression of social interaction which is the thematical subject in many diverse disciplines. Anthropology, Sociology, Social Psychology and Philosophy are the main academic disciplines which are reviewing culture, its aspects and associated processes.[64] This fact should always be remembered when evaluating organizational culture development from a business and organizational perspective. Due to the research's focus on organizational culture, the author focuses on culture concepts mainly used in publications referred to as organizational studies, which includes corporate organizations. Therewith, a business context is comprised. For that, Cameron and Trompenaars and Hampden-Turner build a descriptive concept. They describe culture on multiple levels from a global frame to local expressions of culture.[65] The broadest relevant level includes national cultures or world religion cultures.[66]

Due to broad academic consensus, this research will build on Trompenaars and Hampden-Turner's concept of **culture**. They clearly focus their research on the broadest scope of culture, national culture.[67] It is also respected in the business environment, because of its relevance in international management, internationalization projects, and intercultural management practices. The onion model of culture is respected as a reliable model to describe culture (**Figure 1**).

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[58] Gorton, G., Grennan, J., & Zentefis, A. (2021); Kühl, S. (2018), pp. 7–8
[59] Alvesson, M. (2016), p. 40
[60] Ogbonna, E. &Harris, L. C. (2014), p. 668; Trompenaars, F. & Hampden-Turner, C. (2020), p. 28
[61] Schein, E. (2012), p. 313; Schein, E. H. (1990), p. 111
[62] Hofstede Insights (2022a), p. 1; Homma, N. & Bauschke, R. (2010), p. 16
[63] Schein, E. (2012), p. 313
[64] Hofstede, G., Hofstede, G. J., & Minkov, M. (2010), p. 368; Schein, E. H. (1990), pp. 109–111
[65] Cameron, K. S. & Quinn, R. E. (2011), p. 17; Trompenaars, F. & Hampden-Turner, C. (2020), pp. 9–10
[66] Cameron, K. S. & Quinn, R. E. (2011), p. 17; Trompenaars, F. & Hampden-Turner, C. (2020), p. 9;
[67] Trompenaars, F. & Hampden-Turner, C. (2020), p. 10

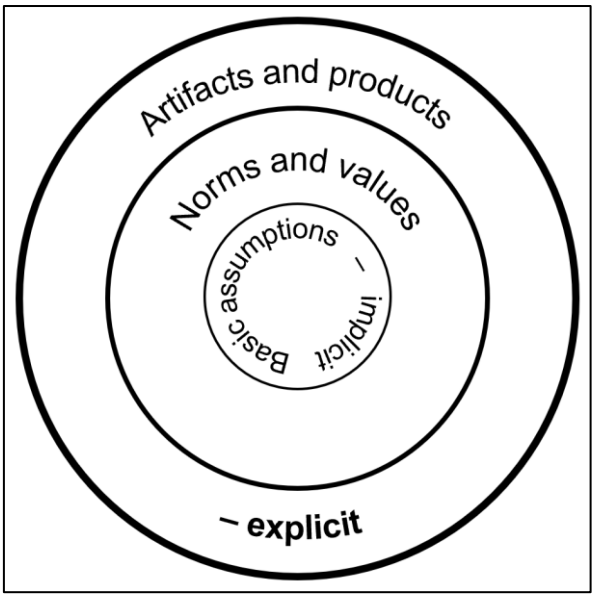

Figure 1 - Culture Onion Model[68]

The outer layer comprises “Artifacts and products”. They are more explicit from an observing point of view than the layers closer to the core of the onion. Artifacts and products are for instance “language, food, buildings, houses, monuments, agriculture, shrines, markets, fashions and art”.[69] They can be seen as expressions of more basic levels of the culture.[70] The middle layer comprises “Norms and values”. They are less obvious for perception. “Norms are the mutual sense a group has of what is ‘right’ and ‘wrong’. Norms can develop on a formal level as written laws, and on an informal level as social control. Values, on the other hand, determine the definition of ‘good’ and ‘bad’ and are therefore closely related to the ideals shared by a group”.[71] When norms are built upon the values carried by the group, the corresponding culture is solid.[72] The core layer is about “Basic assumptions about existence”. They are hard to discover and are implicit. Basic assumptions root in our nature as human beings. Trompenaars trace the description back to the origin of the word culture - “colere”, which is Latin for cultivating soil. Basic assumptions do not cover the aspects of how the soil is cultivated, but that and why the soil is cultivated in the first place. As explained in the onion model, this layer remains mainly subconscious and implicit. It reflects the subconscious effective handling of the environment that has surrounded the respective group for years.[73]

Further, Trompenaars analyzes different cultures by their “specific solutions to certain problems that reveal themselves as dilemmas”.[74] The author categorizes culture in the parts where problems arise in the interplay of different cultures: In their relationship with people, in their perception of time and their relation to the environment. A further classification of each category can be derived from **Figure 2**.

[68] Trompenaars, F. & Hampden-Turner, C. (2020), p. 29
[69] Trompenaars, F. & Hampden-Turner, C. (2020), p. 29
[70] Trompenaars, F. & Hampden-Turner, C. (2020), pp. 28–29
[71] Trompenaars, F. & Hampden-Turner, C. (2020), p. 30
[72] Trompenaars, F. & Hampden-Turner, C. (2020), p. 30
[73] Trompenaars, F. & Hampden-Turner, C. (2020), p. 31
[74] Trompenaars, F. & Hampden-Turner, C. (2020), p. 10

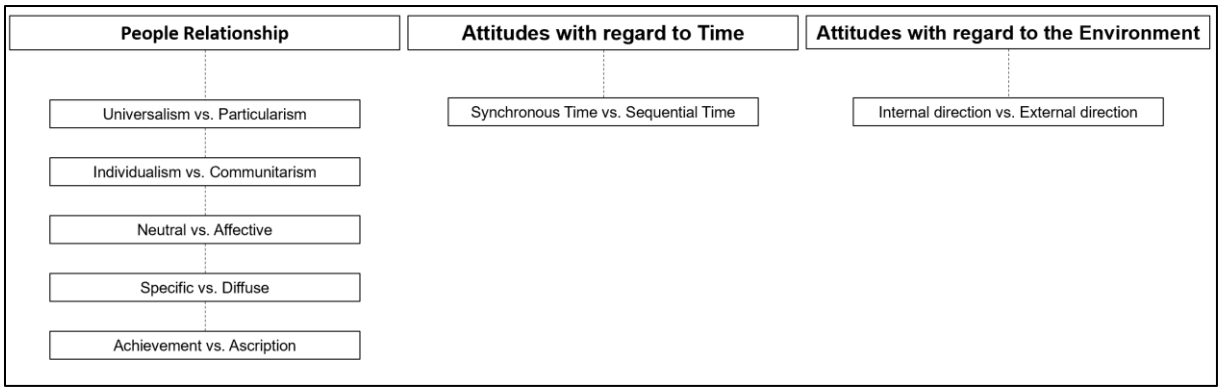

Figure 2 - The Basis of Cultural Differences[75]

As mentioned at the beginning, culture can be further subdivided. A further subdivision into less general levels of culture continues with gender-based cultures, occupational cultures, regional cultures and industry cultures. They are also partially intertwined and depended on each other. Which means, that a clear subdivision by clear layers would not picture the cultures frame sufficiently. That is one sign for the complexity in the study of cultures. Characteristic of each culture is that it is reflected by unique language, symbols, rules and ethnocentric feelings. On one of the less general levels, organizational culture can be localized.[76] Every single organization, as described at the beginning, has its unique culture, based on the more general levels of culture. It is impossible for organizations to not have a unique culture.[77] Particular functions of organizations such as marketing, research and development or personnel are the furthest breakdown of organizational cultural structures according to Trompenaars.[78] In organizations, they are also described as subcultures.[79] Trompenaars illustrates very clearly that national culture has a clear influence on business operations. Especially national culture interferes with global business activities of organizations and can reduce effectiveness of those. He also points out that many international managers are not aware of these cultural differences, which can also bring risks, especially in a world that is understood as globalized. A misconception here, however, is that corporate culture can simply be universally implemented in an internationally operating company, because especially corporate goals, policies, products, or services and other aspects of doing business have different meanings in different cultures. This aspect in itself supports the relevance of culture in the business environment.[80]

Figure 3 represents the structure of culture levels in a simplified way and partly neglects the not possible clear separation of the levels. Nevertheless, all of the following considerations are based on organizational culture. Organizational culture emerges within organizations due to humans interacting closely in such organizations.[81] Moreover, it can be stated that all cultural considerations also are considerations about different types of organizations, such as nations can be perceived as organizations of a great number of human beings with more or less shared languages, symbols, rules and ethnocentric feelings.

[75] Own illustration based on: Trompenaars, F. &Hampden-Turner, C. (2020), pp. 10–14
[76] Cameron, K. S. & Quinn, R. E. (2011), pp. 16–18
[77] Hofstede, G., Hofstede, G. J., & Minkov, M. (2010), pp. 11–12
[78] Trompenaars, F. & Hampden-Turner, C. (2020), pp. 9–10
[79] Sagmeister, S. (2016), pp. 60–61
[80] Trompenaars, F. & Hampden-Turner, C. (2020), pp. 3–4
[81] Sagmeister, S. (2016), p. 11

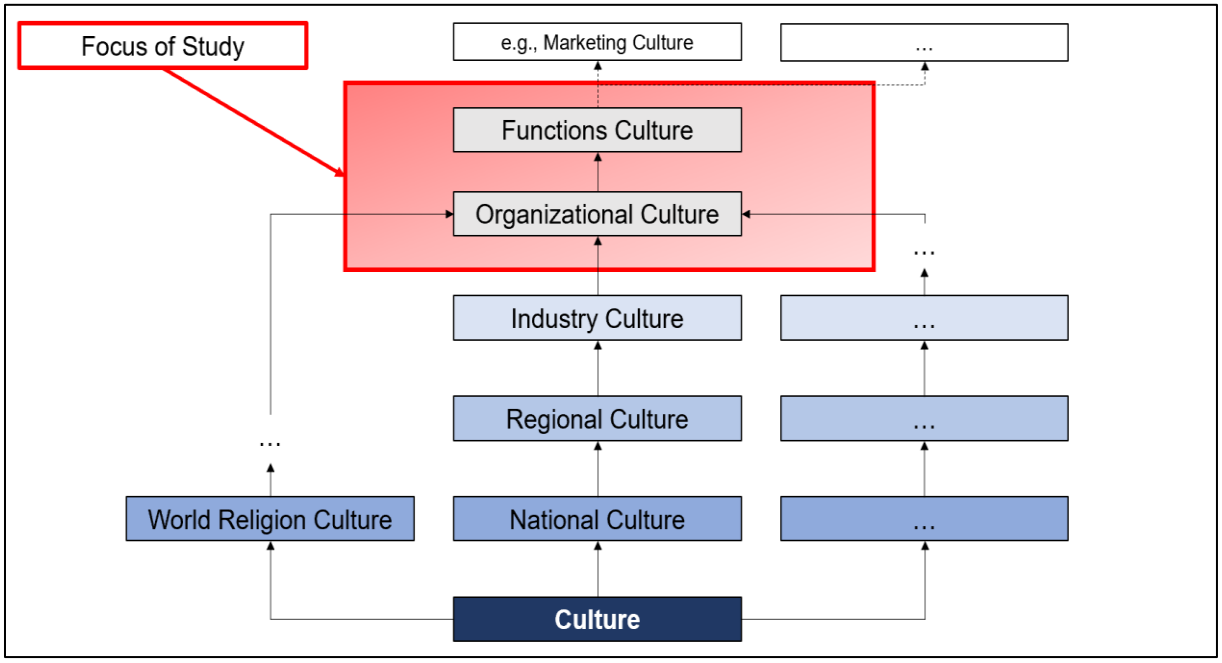

Figure 3 - Culture Levels[82]

2.2 Organizational Culture and Organizational Structure

In respect to organizational culture, authors of the reviewed literature regularly claim, that organizational culture is an often-cited phenomenon but rarely exhaustive explained and defined.[83] This can be proven, in cases when publications suffice and proceed with superficial definitions like “culture is the way we do things around here”, or similar.[84] These definitions help to establish a common understanding of the complexity of organizational culture, but clarifying the concept of work is critical to apply a systematic process for developing organizational culture.

Therefore, the author decided to work with Edgar Schein’s definition of **organizational culture** as a sub-category of culture. It is similar to the logic of Trompenaars definition of culture in the extent, that Schein describes culture in different levels (**Figure 4**).[85] Because of the similarity in the fundamental assumptions about culture, the author only highlights the aspects, which are emphasized by Schein.

[82] Own Illustration based on: Cameron, K. S. & Quinn, R. E. (2011), p. 18; Hofstede, G., Hofstede, G. J., & Minkov, M. (2010), pp. 346–347; Trompenaars, F. & Hampden-Turner, C. (2020), p. 9
[83] Homma, N. & Bauschke, R. (2010), p. 15
[84] Hemerling, J., Kilmann, J. (2013), p. 3; Heskett, J. L. (2012), p. 17; Mostert, R. & Kern, J. (2021), p. 277
[85] Schein, E. H. &Schein, P. (2018), p. 15

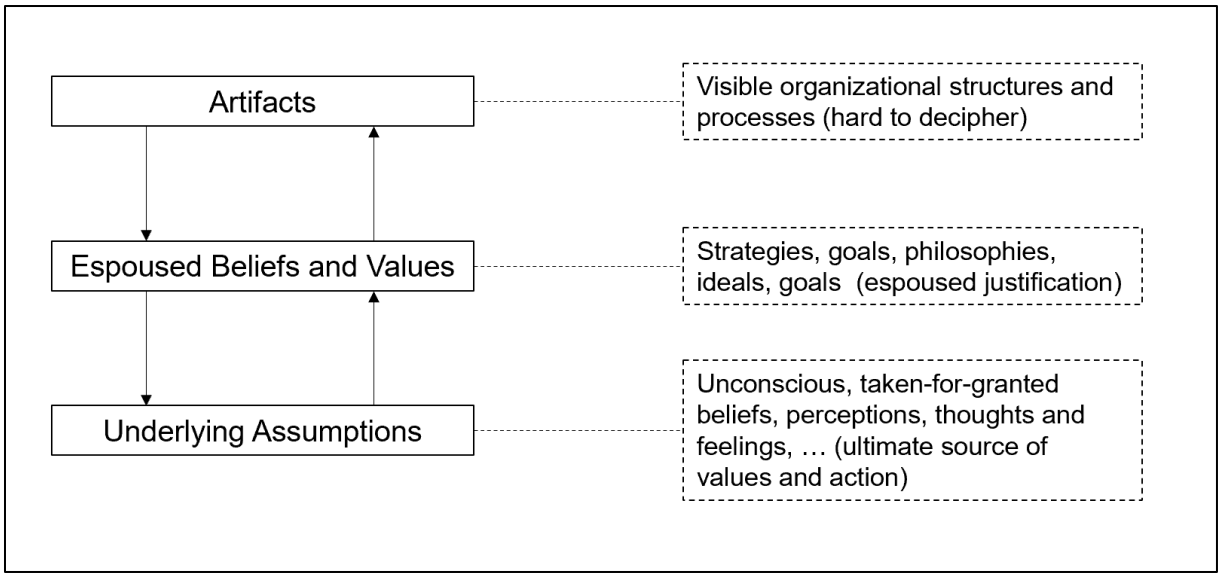

Figure 4 - Edgar Schein - Organizational Culture Model[86]

In his model, "Artifacts" are relatively obvious objects for observers of organizational culture, whereas the lowest level, underlying assumptions, remain invisible. Important to note about artifacts is that they are relatively easy to be observed but difficult to decipher for foreigners. This causes difficulties for foreigners to make sense of it in the short term.[87] For the "Espoused Beliefs and Values", Schein lays out a noteworthy aspect which is of importance when reviewing organizations and their culture. Schein states, that beliefs and values initially derive from the founders of a group or of those who are later considered as the group's leaders, if no beliefs or values already exist or are commonly evident.[88] "Underlying Assumptions" represent the deepest level of an organizational culture. For most of the members, these assumptions remain unconscious but decisively guide their common behavior. As can be seen in **Figure 4**, all levels are interconnected and can influence each other. This process is illustrated in this subchapter using an illustrative example.

Before discussing the different types of organizational culture, it is important to mention the functions that organizational culture has within organizations. Organizational culture functions can be differentiated in primary and secondary functions. Depending on the specific interpretation and thus the content, they can be either supportive or hindering for the success of organizations:[89]

Primary Functions	**Secondary Functions**
Order	Complexity reduction
Orientation	Organizational adaptability
Stabilization	Internal coordination
Conveying meaning	Motivation and identification

Table 1 - Organizational Culture Functions

[86] Own illustration based on: Schein, E. H. & Schein, P. (2018), pp. 25–36
[87] Schein, E. H. &Schein, P. (2018), pp. 14–15
[88] Schein, E. H. &Schein, P. (2018), pp. 15–16
[89] Sackmann, S. (2017), pp. 59–62

As will become clear in the following, Herget again points to the adaptability to internal and external influences as the most important function of an organizational culture.[90]

There are different types of organizations.[91] In the following study, only organizations consisting of "groups of people working in interdependence and making specific contributions to a common goal or purpose" are considered in more detail.[92] Following Trompenaars, companies are included in this sense, because they consist of “a group of people working together”. They have social relations with other people and with the organization.[93]

Four types of organizational culture according to Hofstede insights exist. Optimal culture, actual culture, perceived culture and ideal work environment. The optimal culture represents the perfectly suitable culture for the respective type of organization that is adapted to the organization’s strategy as well as its environments restrictions such as laws and economic environment. The actual culture is the current state of the organizational culture. The perceived culture differs from the actual culture. It results out of what the members think of the culture they are integrated into. Lastly, the ideal work environment is what the members of the organization define as the future state of their organizational culture.[94]

Based on this consideration, organizational structure is critical to assessing the optimal future state of organizational culture and should therefore be considered before implementing organizational culture development measures.

The most frequently cited division of organizational culture types in a corporate view comes from Trompenaars & Hampden-Turner. They distinguish four corporate culture types (**Figure 5**). These four types differ significantly in how they think and learn, transform, motivate and reward themselves, and how they solve problems.[95]

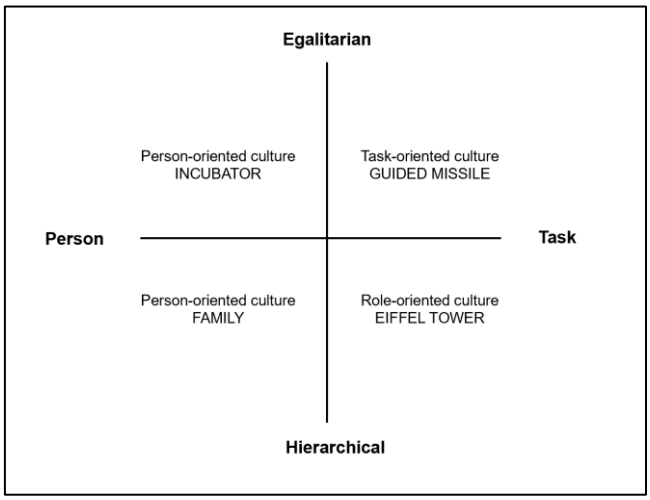

Figure 5 - Corporate Images[96]

[90] Herget, J. (2020), pp. 7–8
[91] Hofstede Insights (2022a), p. 3
[92] Barnhill, C. R., Smith, N. L., & Brent, D. O. (2021), p. 13; McShane, S. L. & Glinow, M. A. Y. von (2018)
[93] Trompenaars, F. & Hampden-Turner, C. (2020), p. 22
[94] Hofstede Insights (2022a)
[95] Trompenaars, F. & Hampden-Turner, C. (2020), p. 194
[96] Trompenaars, F. & Hampden-Turner, C. (2020), p. 195

The importance of this distinction for organizational culture and its development is related to the fact that organizations are ideally or less ideally suited to organizational cultures. Linnenluecke and Griffiths exemplify the importance by describing how organizational culture change toward a sustainability-conscious culture has failed because of rigid organizational structure.[97] This subdivision also indicates differences in the organizational structure underlying the organizational culture. Barnhill uses the degree of specialization of work, departmentalization and the size of the organization as distinguishing characteristics for organizational structures. Furthermore, he distinguishes organizational structures into simple, hierarchical or bureaucratic matrix-organizational, and fluid structures.[98] Schein distinguishes between coercive organizations, utilitarian organizations and normative organizations. He argues that these types exist in every society and develop fundamentally different organizational cultures.[99] Thus, it becomes clear that different organizational structures and types exist and that these have a significant influence on organizational culture.

Figure 6 summarizes the previous considerations and holds four key assumptions: Firstly, the environmental challenges are constantly evolving (1). Therewith, these challenges represent different challenges for organizations and their embedded culture. Secondly, Herget explains that in this evolving process, the importance of different organizational culture functions is also constantly changing, based on what is important to withstand the new conditions.[100] This has been described in the introduction with the adaptability for external influences (2). Thirdly, organizational structures, like described in this chapter, also fit better or worse with the associated organizational culture. Not every organizational structure fits to every organizational culture and vice versa (3). Lastly, as the connection point of organizational structure and environmental challenges, it is organizational culture which represents the relevant factor for adaption[101]. In sum, to develop such an adaptive and flexible organization, culture should be in the focus of any organizational culture development projects.[102]

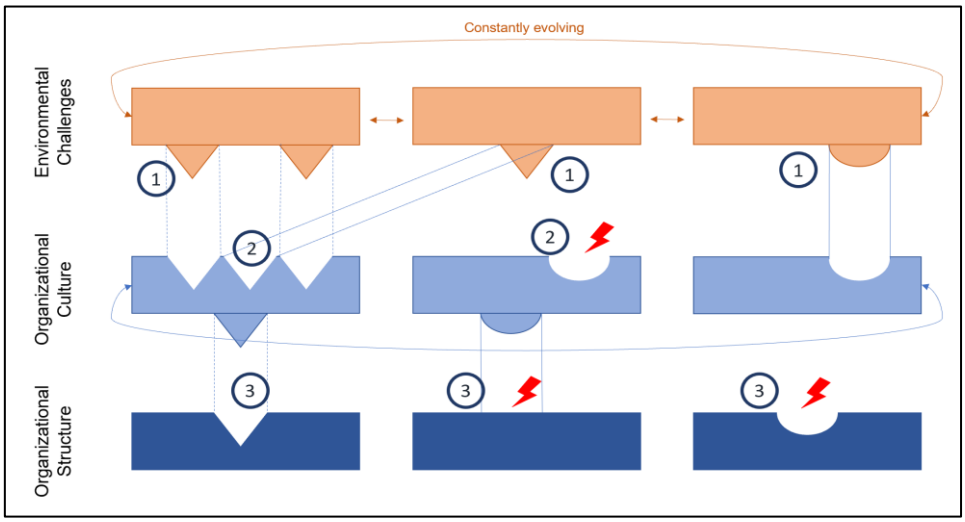

Figure 6 - Role of Organizational Culture and Organizational Structure[103]

[97] Linnenluecke, M. K. &Griffiths, A. (2010), p. 364
[98] Barnhill, C. R., Smith, N. L., &Brent, D. O. (2021), pp. 18–20, 41-44
[99] Schein, E. H. & Schein, P. (2018), pp. 227–229
[100] Herget, J. (2020), p. 100
[101] Herget, J. (2020), pp. 7–8
[102] Homma, N. &Bauschke, R. (2010), p. 131
[103] Own Illustration

2.4 Organizational Culture Development

With reference to **Figure 4**, organizational culture development is precisely the change of different layers of culture that, in the end, make up the particular culture structure. The structure in the illustration is exactly the one that needs to change in order to either better fit the organizational structure or to be able to adapt to environmental conditions. The crucial assumption about organizational culture development can be described with the concept of learning. Schein's three level model perfectly supports the description of the development process in **Figure 7**.

Due to the fact, that cultural evolution in organizations is a natural process which no organization can escape,[104] organizational culture development should be focused from the very beginning of the existence of organizations. The multitude of possible negative influences on organizations have already been outlined in the introduction. In addition, however, explicit occasions are described in which organizational culture and its development could be particularly challenged. By means of an example, the effect of a suitable organizational culture is described in **Figure 7**. The considerations are based on **Figure 6**. It should be clear that the goal of development should clearly be the organizational culture state in which the organization can best exploit its potentials in its respective environment:[105]

The environmental challenge (1) in **Figure 7** can be any kind of problem or new situation, an organization may face internally or externally. Homm names general market trends, competitor actions in strategy or product adjustments, consumer expectation shift, situation of suppliers or technology development as examples.[106] It could also be, that the organization is growing quickly with effects on organizational structure and culture. In the authors explanation case, it could be the threat of an unprecedented change in legislation which has effects on the production processes of a company. If existing strategies, which are objects of the second level of Schein's model, to solute the problem are in place, immediate action plans can be executed. They are already founded in the deepest level of Schein's model. If solutions are not available, the individuals of the organisation reflexively evaluate options based on their personal compass of morals and values. They draw on habits that are already individually culturally anchored and mentally available. In the next step, the organization defines for this situation new assumptions about the solution process. For step (2) in the illustration, these convincing assumptions or values repeatedly need to lead to successful results. If that happens, these assumptions establish in step 3 as underlying assumptions. Schein explains it as something that will be perceived as the natural way, things are. This establishing of the new underlying assumptions happens in step (3). Taking the example of the change in legislation affecting production methods, this would mean, for example, that all products must now be packaged in cardboard instead of plastic before being sold. A fundamental change for an organization that has packaged its products in this way since its founding. But after an effective solution is found and it works sustainably (2), the thinking will become established (3) that this sustainable packaging of products is a given. Especially if the time frame is appropriately long. This in turn leads to the values and basic assumptions about the production process manifesting themselves (4) and becoming visible in the artifacts (5). Production processes visually have been changed. This is ultimately the organization's reaction to changing

[104] Herget, J. (2020), p. 7; Hofstede, G., Hofstede, G. J., &Minkov, M. (2010), pp. 11–12
[105] Herget, J. (2020), p. 7
[106] Homma, N. &Bauschke, R. (2010), pp. 77–78

environmental influences and describes the process of developing a partial aspect of the organizational culture.[107] This can be said, because the initial cultural state has been developed toward a mental social program of the mind of the organization, which allows them to take effectful action, although environmental circumstances decisively have changed.

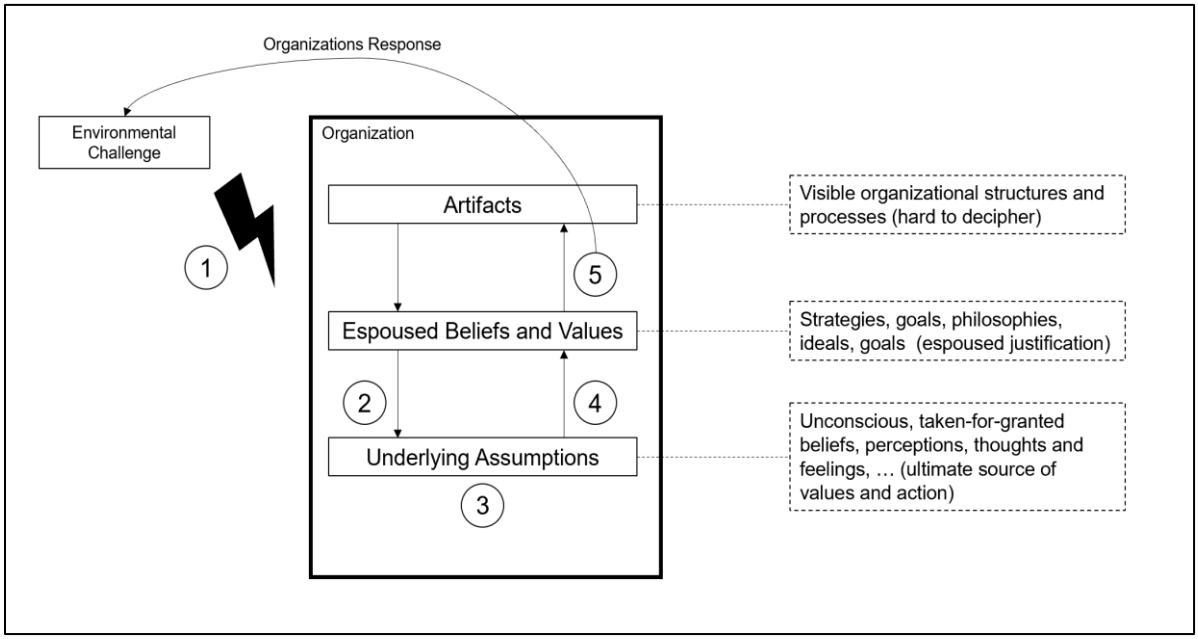

Figure 7 - Process of Organizational Culture Development[108]

Summarizing the illustration, organizational culture development, according to Schein, is a transformation of artifacts, espoused beliefs and values or the underlying assumption. Because these levels are interconnected, it often cannot be clearly distinguished where the development has had an impact.

The development of organizational culture development can be differentiated in levels. Barnhill describes four different development types. On the one scale there are incremental change and radical change. On the other scale there are revolutionary change and evolutionary change. Incremental change is a slow change, subdivided into many action blocks. It is a step-by-step approach. Radical change is quick and applies many adjusting points at the same time. They both describe the scale of change. Revolutionary change is characterised by a quick transformation and is fundamental, whereas evolutionary change is slower and more continuous. Both describe the intensity of time.[109] Alvesson reiterates the division into revolutionary and evolutionary development distinction. He further elaborates that revolutionary changes refer to several organizational dimensions at the same time which could include “organizational culture, management control systems, organizational structure, reward systems and leadership”.[110] The extent of effect refers up to basic strategic levels and could end up in a completely new organizational culture. Evolutionary change remains on the operational level and happens within existing organizational culture and strategy. It effects only

[107] Schein, E. &Schein, P. (2018), pp. 15–21
[108] Own illustration based on: Schein, e. H. &Schein, P. (2018), pp. 14–19
[109] Barnhill, C. R., Smith, N. L., & Brent, D. O. (2021), pp. 82–83; Greenwood, R. &Hinings, C. R. (1996)
[110] Alvesson, M. (2016), p. 17

part-aspects and does not result in a completely new organizational culture identity.[111] Overall, the scope of organizational development projects is determined by the extent by which organizational culture has been developed in the past. The more active organizational culture has been already developed and managed, the less revolutionary taken measures must be.[112]

Another important consideration is that the types of organizations mentioned in the last chapter help determine which development methodology should be used. This is due to the fact that a very complex structured organization with several hundred people has a different demand on the development approach than four-people organizations.[113]

With regard to the literature review, the author models the phases of organizational culture development on existing change and transformation processes and comes up with five phases (**Error! Reference source not found.**) which are further explained in the deduction of the category system in the methodology chapter. Based on the literature organizational culture development can also be perceived as change or in the sense of transformation, depending on whether an organization already existed, and a culture has already been established, or whether an organization newly formed. Systematic transformation processes in organizational studies typically follow a certain pattern. This pattern is: Plan, Do, Check, Act. It is renowned as the PDCA Cycle.[114] Another model in change management includes: Evaluating, analysing, developing a plan, implementing the plan, evaluating the changes.[115] The five phases are shortly introduced in the following paragraphs:

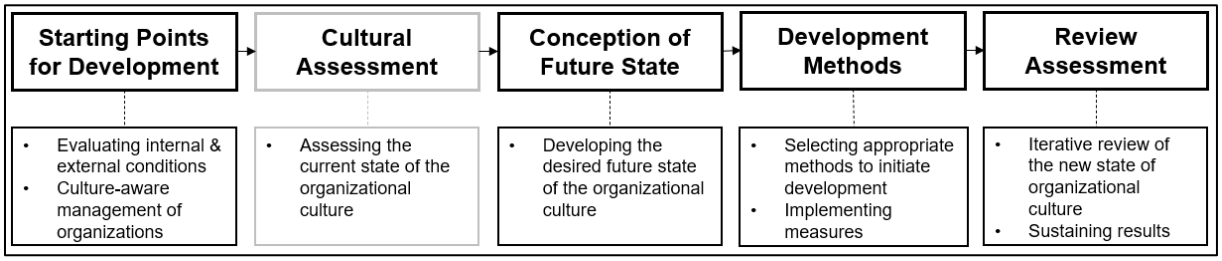

Figure 8 - Phases of Organizational Culture Development[116]

Starting point for development is the first step in guided organizational culture development. Referring to the introduction, it is recommended to constantly develop the organizational culture. In addition, there are special situations in which organizational culture comes into focus. Initial reasons for the need for organizational culture development are very diverse. There are examples related to external and internal environmental changes. These can be existing and anticipated environmental changes. A comprehensive list of various motives can be taken from **Figure 14** and does not claim to be complete.

[111] Alvesson, M. (2016), pp. 16–18
[112] Sagmeister, S. (2016), p. 167
[113] Trompenaars, F. & Hampden-Turner, C. (2020), pp. 203–204, 207-209, 213-214, 216-217
[114] ASQ - American Society for Quality (2022)
[115] Alvesson, M. (2016), p. 50
[116] Own Illustration

The second step is a **cultural assessment of the current culture state**. This step enables a holistic perspective on the current state of the underlying organizational culture. There are many different methods in place to collect necessary data. Cultural assessment is a decisive aspect of a successful realization of organizational culture development, because it clearly uncovers cultural components and helps to clearly identify the starting points for the respective development methods.[117] If cultural assessment is embedded into such a broad systematic approach and deals as a method to create awareness, it increases the success rate of organizational culture development projects.[118] In the case of a newly formed organization, there is no existing culture to evaluate. In this case, this phase is not applicable for these types of organizations.

The third step is based on the previous clear analytical foundation and comprises a **visionary and idealistic planning of the future organizational culture state.** According to Sackmann, a careful planning is very important in successful development processes.[119] The future culture state must be aligned with the strategic orientation of the organization. Once the strategic direction for the future is clearly defined, the evaluation if the current organizational culture state supports this strategy needs to follow. In the cultural dimensions, where a mismatch is obvious, methods for guided organizational culture development need to apply. The comparison can be easily conducted with visualization on diagrams.[120] Ideally, a conceptual design of the future organizational culture state is strategically based. A SWOT analysis can also help to create a catalogue of measures based on the available resources that will lead to sustainable optimization of the organization's culture.[121] For newly formed organizations, this is where the planning process for organizational culture development begins.

In the fourth step, **effective methods and development initiative measures are selected** that are aligned with achieving the selected goals. Methods in this research include all types of development initiators. Methods for guided organizational culture development can be diverse and a diverse spectrum is also helpful in order to tackle the problem multifacetedly.[122] It is useful to add that the application of methods not always leads to the desired results. With regard to **Figure 6**, the organizational culture might not (anymore) adapt to the environmental challenges or might not (anymore) fit to the organizational structure. Additionally, it must be stated that the method planning is clearly depended on the allocated budget and resources of the organization.[123] For the application, the scope and way of conduct of methods are dependent on the urgency of development measures. Thus, the approaches can have more evolutionary or revolutionary character.[124]

The fifth step is about **reviewing the organizational culture development project** and if the taken measures led to the desired results. This last step might happen in a regular basis, as culture is a vivid construct and is subject to constant change.[125] Sackmann values the constant review of development success as very important, because development processes could also provoke unintended side effects, where quick

[117] Sackmann, S. (2017), pp. 208–209; Herget, J. & Strobl, H. (2018), p. 191
[118] Pfeffer, J. & Sutton, R. I. (2008)
[119] Sackmann, S. (2017), p. 247
[120] Sackmann, S. (2017), pp. 231–233
[121] Herget, J. (2020), p. 104-105
[122] Sackmann, S. (2017), pp. 159–160
[123] Herget, J. (2020), p. 105; Sackmann, S. (2017), p. 232
[124] Sackmann, S. (2017), pp. 251–253
[125] Hofstede, G., Hofstede, G. J., & Minkov, M. (2010), p. 376; Werther, S. & Jacobs, C. (2014), p. 152

counter action is necessary. In addition, she adds that successful organizational culture development is only completed when performance reviews are conducted with sufficient time lag to ensure lasting success.[126] The regular review of the change process also plays a crucial role when it comes to the sustainability of the development. Hence, this last phase is just as important as any other subphase in sustaining development success.[127] Hofstede condenses the importance by saying “if the process [of organizational culture development] was started by a culture diagnosis, it is evidently useful to repeat this diagnosis after sufficient time has passed for the planned changes to become noticeable”.[128]

[126] Sackmann, S. (2017), p. 247
[127] Homma, N. & Bauschke, R. (2010), pp. 115–121
[128] Hofstede, G., Hofstede, G. J., & Minkov, M. (2010), p. 376

3 Methodology

3.1 Methodical Approach

This bachelor thesis examines the body of knowledge in organizational culture development. It is based on an explorative approach. The chosen method approach is the literature content analysis[129]. The literature content analysis is a method which allows the author to review the most recent literature in a structured and systematic way. A literature content analysis as an empirical approach offers also advantages in terms of understanding and describing the underlying concept of organizational culture development.[130] It helps to structure, interpret and compare the described frameworks, which are expressed verbally or visually in diverse types of publications.[131] Especially in terms of structuring, the qualitative content analysis is an appropriate.[132] The deconstruction of the actual frameworks is supported by the use of categories, which helps to reduce complexity. Through that, systematic comparisons of respective organizational culture development phases can be made.[133] In respect to the underlying object of research, a qualitative analysis is preferable to a quantitative. It is clearly not the aim to proof certain characteristics with quantitative measures.[134] In contrast, the complexity of organizational culture developments is to be described and analyzed. The actual value of a literature content analysis lies in the structured comprehension of the reviewed sources.[135]

3.2 Literature Content Analysis and Conduct of Research

Three techniques to conduct a qualitative content analysis can be selected. Mayring names them comprehension technique, explication technique and structuring technique. The technique is to be selected based on the research question. In order to deconstruct single organizational culture development frameworks, the structuring technique is to be preferred. This technique is also supported by a mostly deductively derived category system as presented in this work (**Figure *10***). Furthermore, the structuring technique can be applied with a focus on formal structure, content structure, typifying structure and scaling structure.[136] Here, the author focuses on a content structuring approach but also applies the formal structuring partly. The content structuring focus allows the author to comprehend the content with the use of paraphrasing within the categories.[137] Formal structuring makes it possible to take a detailed look at the individual development phases of the organizational culture. Then the phases can be viewed in their entirety with a sharpened understanding of the general structures.[138]

These techniques of the literature content analysis are applied on a structured and extensive literature review. The literature is reviewed in an iterative process with

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[129] Brosius, H.-B., Haas, A., & Koschel, F. (2016), p. 137
[130] Brosius, H.-B., Haas, A., & Koschel, F. (2016), p. 139; Hussy, W., Schreier, M. & Echterhoff, G. (2013), p. 256;
[131] Hussy, W., Schreier, M. & Echterhoff, G. (2013), p. 192
[132] Bortz, J. &Döring, N. (2006), p. 332
[133] Früh, W. (2017), p. 44
[134] Brosius, H.-B., Haas, A., &Koschel, F. (2016), p. 4
[135] Bortz, J. &Döring, N. (2006), p. 332
[136] Philipp Mayring (2010), p. 66
[137] Philipp Mayring (2010), p. 96
[138] Philipp Mayring (2010), pp. 94–95

increasing focus on relevance and details. The details of the research conduct are presented in the following.

First, the literature "corpus" of the content analysis has to be selected.[139] A general overview was provided by the research in internet databases and university library catalogues.[140] Google, Google Scholar, ResearchGate and the "HOBSY" catalogue of Hanover's universities allowed a first overview. In the second step the author conducted a thorough research on the following data bases: WEBSCO, Science Direct and Web of Science. The list was supplemented by the content of organizational consulting firms McKinsey, BCG, Bain, KPMG, PWC, EY and Deloitte. However, none consultancies provided additional sources for the research. As a first result, all relevant publications were listed systematically in an MS Excel table, which enabled a detailed overview[141]. This table was complemented by sources which were referred to in relevant literature.

Secondly, the content items were scanned for relevance in the mentioned topic and discarded based on their actuality, which is a typical step in a literature content analysis.[142] Actuality is given if the publication has been published since 2010 or the content is still considered a classic in the academic research field. Further selection is caused by the language of publications, which only respected English and German. It is noteworthy that textbooks and publications are included where organizational culture development was not the main aspect of the source. This is rooted in the connection between organizational culture development and organizational culture itself. Thus, sources with an organizational culture or organization-related background were often relevant to the topic. Sources that only contain insights on partial aspects of organizational culture development were integrated into the chapter **4. Findings** and the overview of critical process steps of organizational culture development. During the selection process, the number of relevant sources for the detailed literature content analysis decreased, as shown in **Figure 9**. Therewith, the final units of analysis were defined. The MS Excel table is used as the foundation for the development of the category system (**Appendix B).**

[139] Philipp Mayring (2010), pp. 52–53
[140] Bortz, J. & Döring, N. (2006), p. 47
[141] Bortz, J. & Döring, N. (2006), p. 47
[142] Kitchenham, B. & Charters, S. (2007), p. IVI

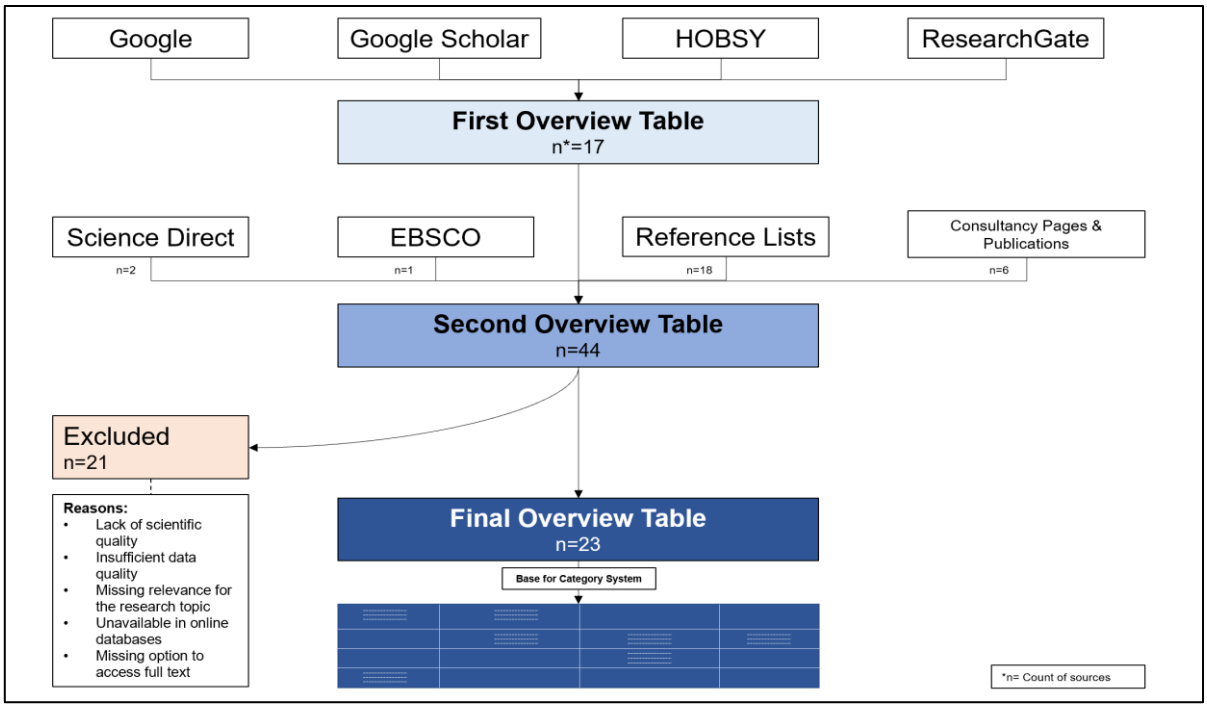

Figure 9 - Origin of Sources

For the entire research process, the key search terms were predefined. The key search terms were: Organizational Culture Development, Organisationskulturentwicklung, Corporate Culture Development and Culture Development. The latter terms were respectively searched in British spelling.

After the corpus of the literature content analysis has been defined, the selected literature was processed in detail. Here, the frameworks are categorized in order to be able to compare them with each other in a meaningful way afterwards. A category system is used to make the division comprehensible for further research. Still, the interpretation and analysis of the variety of qualitative data remains more difficult than in quantitative data tables.[143] The specific conduct is also individual for each concrete research problem and therewith can only follow a general orientation guideline.[144]

3.3 Category System

A qualitative content analysis is characterized by the categorisation of the reviewed content items.[145] Classification and categorization can reduce the complexity of the underlying concepts,[146] and enable a thorough description and comparison of the content. This method is commonly used in qualitative research.[147] The categories chosen must therefore be as appropriate as possible for the analysis of content.[148] Thus, these category characteristics specify what the literature content analysis aims at.[149] They build the core foundation for a valuable analysis.[150]

[143] Kuckartz, U. (2019), p. 183
[144] Philipp Mayring (2010), p. 59
[145] Kuckartz, U. (2016), p. 26; Philipp Mayring (2010), p. 59
[146] Früh, W. (2017), p. 42
[147] Kuckartz, U. (2019), p. 181
[148] P. Mayring (2000)
[149] Brosius, H.-B., Haas, A., & Koschel, F. (2016), p. 153
[150] Kuckartz, U. (2019), p. 182-183; Berelson, B. (1952), p. 147

In order to specify categories, they are always developed in relation to the research question and the actually reviewed sources.[151] Categories are defined as “basic concepts of cognition, [which] are - generally speaking – a commonality between certain things: a term, a heading, a label that designates something similar under certain aspects”.[152] Due to this variable definition the categories are adapted based on the needs of the reviewed content. Considering the decisive subtle differences in the reviewed organizational culture development phases, categories can be subcategorized. Thereby, according to Kuckartz the distinction of the categories inheres in the following subcategories: Factual categories, thematic categories, evaluative categories, analytical categories, theoretical categories, natural categories and formal categories.[153] Based on this classification, the subcategories of the category system are listed in **Figure 10**.

Category System - Organizational Culture Development		
	Category Description	**Deductive/Inductive**
	Formal Categories	
Main Category	**Information about Reviewed Literature**	
Sub-Category	Medium/Category	Deductive
Sub-Category	Publication Date	Deductive
Sub-Category	Language of Publication	Deductive
Sub-Category	Authors Academic Background	Deductive
Sub-Category	Books Academic Background	Deductive
	Thematic Category	
Main Category	**General Notes**	
Sub-Category	Underlying Organizational Culture Definition	Deductive
Sub-Category	Focus of Culture	Deductive
Sub-Category	Title of Framework	Deductive
Main Category	**Phases of Organizational Culture Development**	
Sub-Category	Evaluating Starting Points for Development	Inductive
Sub-Category	General Notes: Current Culture Assessment	Deductive
Sub-Category	Methods: Current Culture Assessment	Inductive
Sub-Category	Conception of Future State	Deductive
Sub-Category	Initiation/Methodes for Development	Deductive
Sub-Category	Review Assessment	Deductive
Sub-Category	Notes about the Source	Deductive

Figure 10 - Category System[154]

Figure 10 also lists the way, how the categories have been developed. Typically, there are three ways to develop categories. The concept-driven “deductive” development, the data-driven “inductive” development and the mix of both developments.[155] The concept-driven “deductive” development of categories is based on theory and the literature. This development of categories relies on existing systems which are built, before the sources are reviewed.[156] The data-driven “inductive” is characterized by a method, where categories are derived from the underlying sources. In scientific logic, the term "inductive" refers to the abstract conclusion from empirically observed things to a universal rule.[157] The author makes use of the mix of concept-driven and data-driven

[151] Philipp Mayring (2010), p. 59
[152] Kuckartz, U. (2019), p. 184
[153] Kuckartz, U. (2016), pp. 34–35
[154] Own Illustration; Based on Kapsalis, J. K. (2021), p. 60
[155] Kuckartz, U. (2019), pp. 184–185
[156] Kuckartz, U. (2019), pp. 184–185; Brosius, H.-B., Haas, A., & Koschel, F. (2016), p. 168
[157] Kuckartz, U. (2019), p. 185

development of the categories of the category matrix. With this approach, the predefined categorization is refined as the literature is reviewed to ensure that the category system closely matches the theory being mapped.[158] A well selected category system is the foundation for a thorough qualitative content analysis like the literature content analysis. Each category must be clearly distinguishable,[159] and defined (**Appendix A**).[160]

Figure 10 lists all categories and subcategories of the category system of the present thesis. The first categories are formal. They cover further information about the publication and the author. The next main category comprises information about the underlying focus of culture of the publication and is named: General Notes. Here, the sources underlying culture definitions and focus of culture is noted. If an own developed organizational culture development framework is described in the source, the title is listed there as well. The last main category contains information about the described organizational culture development approach. This category is subdivided into subcategories. All subcategories are derived in a mixed method. Mainly, the subcategories are defined deductively. These subcategories reflect the single process phases of the organizational culture development.

The last crucial part of a systematic literature content analysis is to filter the sources and classify detailed aspects into the associated categories. This part can also be described as coding.[161] The method of qualitative content analysis is usually conducted in an iterative process as described in **Figure 11**. Part of this process is the continuous development of an increasingly sophisticated category system with subcategories.[162] The entire process is always guided by the underlying research question (1). The first scan of the sources is based on the deductively derived categories and subcategories. Based on this, the category system is complemented and builds the coding frame for the detailed coding of the sources. Due to the iterative coding process, additional coding categories require additional reviews of the content, some of which has already been reviewed (2). Kuckartz describes this as the deductive-inductive category development.[163] Saldana explains the process as first circle coding and second circle coding, whereas the total number of coding is not fix (2).[164] The category system is set, when no further subcategorization is appropriate.[165] Once the coding process is finalized and the category system is set, the structured content is laid for further analysis. The analysis may then in turn require further targeted reviews as well (3). Overall, qualitative criteria are derived from methodical standards of quantitative content analysis to ensure objectivity, reliability and validity in this qualitative content analysis approach.[166]

[158] Kuckartz, U. (2019), pp. 185–186
[159] Brosius, H.-B., Haas, A., & Koschel, F. (2016), p. 160
[160] Kuckartz, U. (2016), p. 67
[161] Kuckartz, U. (2019), p. 185
[162] Kuckartz, U. (2019), pp. 186–187
[163] Kuckartz, U. (2018), p. 95
[164] Saldaña, J. (2016); Kuckartz, U. (2019), p. 186
[165] Brosius, H.-B., Haas, A., & Koschel, F. (2016), pp. 159–160; Kuckartz, U. (2019), p. 191;
[166] Kuckartz, U. (2018), p. 202; Philipp Mayring (2010), pp. 51–52

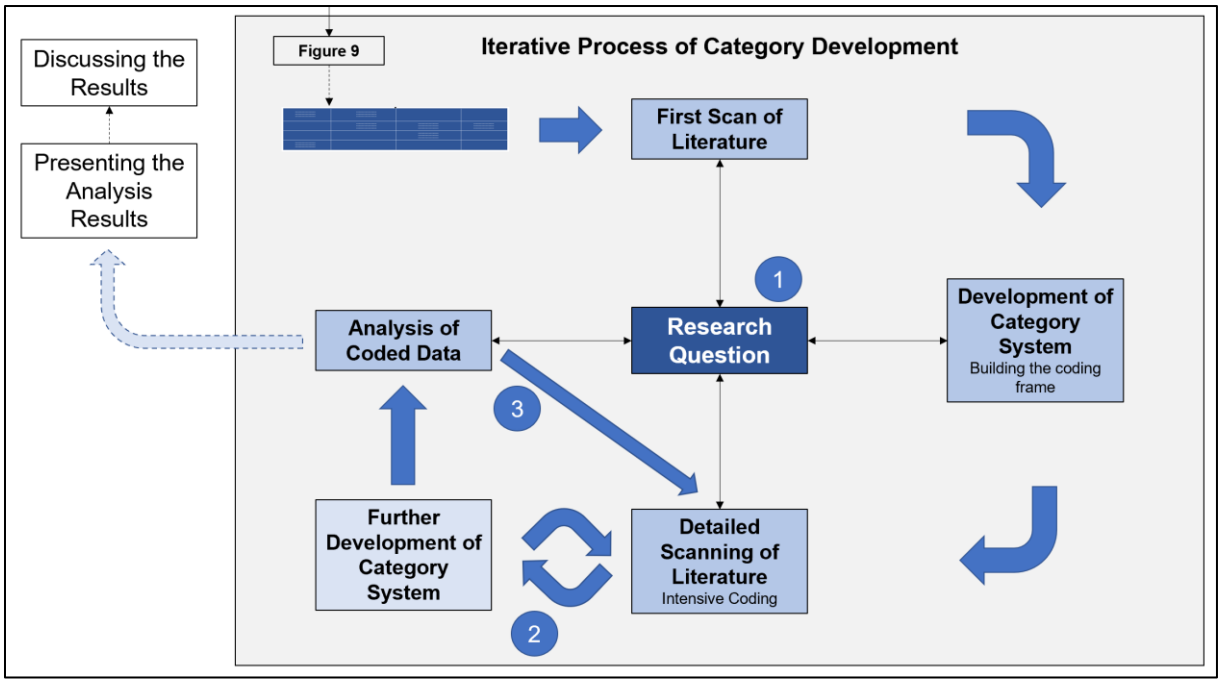

Figure 11 - Iterative Process of Category Development[167]

The following should be noted with regard to the coding process in particular. The selected data must be coded completely. Completeness is sufficiently ensured when the sources have been coded with a clear focus on the research question (1). This means that parts of the qualitative data that are not in the focus of the research can be disregarded.[168] The sources differ in their type and extension. They need to be deconstructed and then contained into the system of categories and subcategories. For that, paraphrasing, a typical instrument for analysing the qualitative content, is part of the decoding procedure.[169] Paraphrasing allows the author to formulate original text passages in his own words. In doing so, the original content can be condensed, which significantly increases the clarity and comparability of the category content.[170] Also, content can be linguistically aligned. Besides to paraphrasing, visualization is also deployed in the analysis of the qualitative data in order to structure data within one category.[171] Here, visualization especially highlights the structure through the comprehension of different sources of one category. Influencing factors, effects and relations can be perfectly mapped.[172] These instruments of the qualitative content analysis are extremely useful, because they create cognitive digestible overviews as well within the category table as in the deconstruction of the individual units of analysis. The critical aspect for both is that the quintessence of the qualitative expressions is not distorted.

The final aspect of the analysis phase in the described method of qualitative literature content analysis is the presentation of results.[173] In this phase, the analysis methods mentioned in the last paragraph converge. In this stage, it is up to the author to present the thematic context in a meaningful way.[174] Concerning the analysis of the results, the content is reviewed in a “category-based” and “case-oriented” analysis. Here, the

[167] Own Illustration; Based on Kuckartz, U. (2019), p. 186
[168] Kuckartz, U. (2019), p. 195
[169] Kuckartz, U. (2019), pp. 193–194
[170] Philipp Mayring (2010), pp. 67–68
[171] Kuckartz, U. (2019), pp. 193–194
[172] Kuckartz, U. (2019), p. 194; Vaismoradi, M., Turunen, H., & Bondas, T. (2013), p. 403;
[173] Vaismoradi, M., Turunen, H., & Bondas, T. (2013), p. 402; Kuckartz, U. (2019), p. 194
[174] Vaismoradi, M., Turunen, H., & Bondas, T. (2013), p. 402

“category-based” analysis allows a comparison of the content within one category or respective subcategory. The “case-oriented” analysis enables the evaluation of several categories of the same source.[175] This allows the author to evaluate the predefined category levels of different organizational culture development approaches within one category. For a thorough evaluation of described organizational culture development frameworks, the “case-oriented” analysis provides further value. This is because a framework partially interlocks and builds on each development phase. The analysis of entire frameworks thus requires consideration in connection with the connecting parts of the organizational culture development phases. The combination of the two methods of analysis of the category system lays the foundation for enriched descriptions of the organizational culture development and its phases of systematic development.[176] It is precisely in the description of how the individual framework components interact that there is a great gain in insights.

[175] Kuckartz, U. (2019), p. 186
[176] Kuckartz, U. (2019), p. 187

4 Findings

4.1 Reviewed Literature

The reviewed literature of the qualitative content analysis contains 27 sources. They consist of 15 monographs, 4 journal articles and internet documents each, 2 articles in collective publications, one grey literature and one edited book (**Table 2**). As described in the methods section, 23 sources are exclusively those that have been thoroughly analyzed using the category system. The remaining sources were drawn back into the subchapter focused considerations

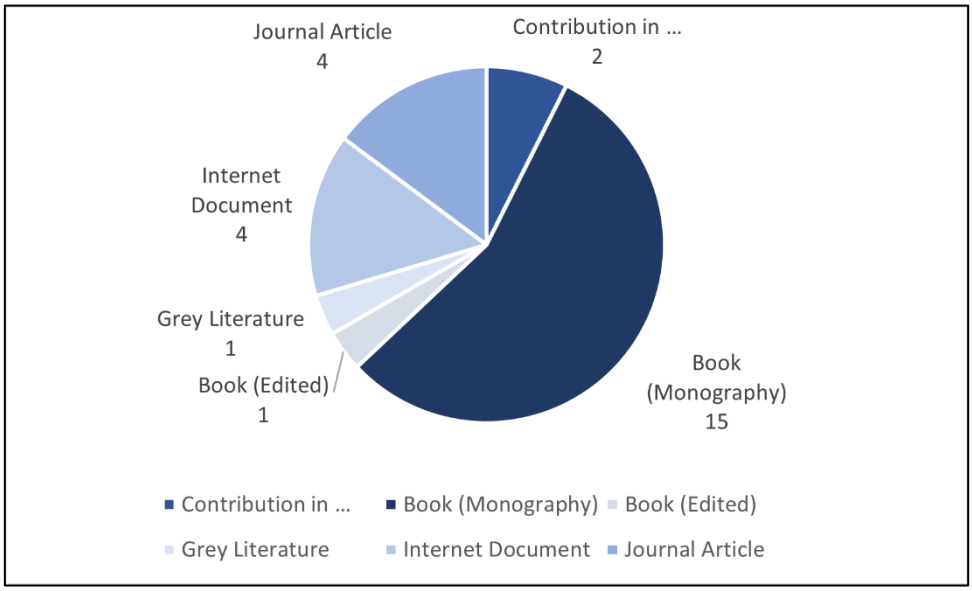

Table 2 - Reviewed Literature - Type of Sources[177]

Table 3 does not show a clear trend that would indicate a significant increase in publications in recent years. Rather, the internal references of the sources show that relatively old literature is still being referred to with respect to organizational culture development. With expanding international business operations and increasing environmental influences on organizations such as climate change and Covid19, the author assumes increasing interest in the field of organizational culture and organizational culture development. This might be first noticeable in increasing numbers of publications in journals about this topic. Publications by Edgar Schein and Kurt Lewin are referred to as classics in organizational culture studies and change. With regard to national culture and in the business context, Hofstede and Trompenaars and Hampden-Turner are frequently mentioned sources. Five of 27 sources have been published in German, whereby English is clearly the language of publication in the field of culture science.

Particularly striking is the large number of monographic publications. Monographs from the area of organizational studies also cover the topic of organizational culture development. Nevertheless, among the sources there are 14 that mainly deal with organizational culture development.

[177] Own Illustration

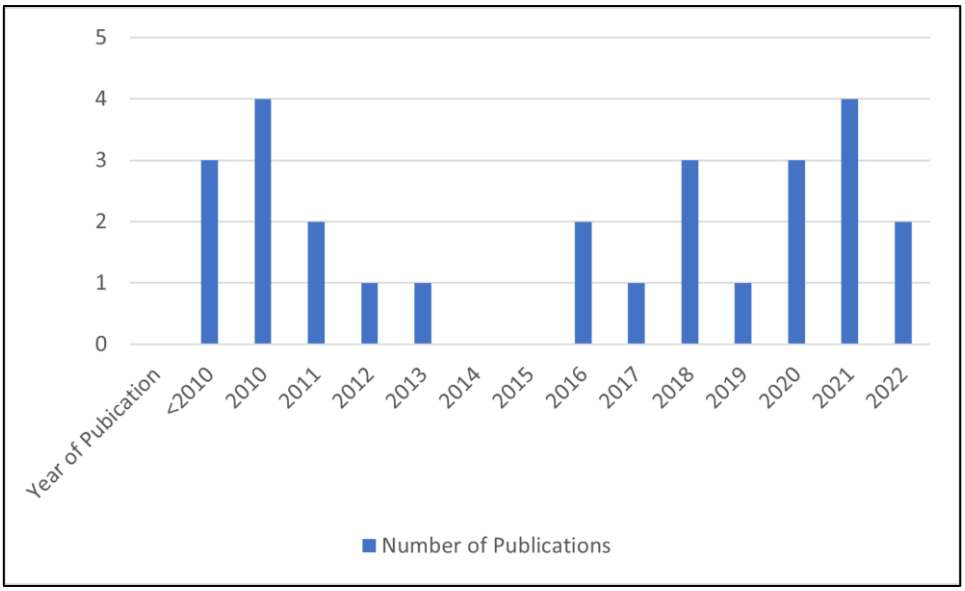

Table 3 - Reviewed Literature – Year of Publications[178]

It is worth noting that the background of 10 authors and co-authors is in consulting. The publications of the larger business consultancies will certainly have involved many more consultants. In the case of the latter, the author was prevented to review the details of their approaches to organizational culture development, as there was no response to explicit inquiries.

Furthermore, the consideration of the academic background also provides valuable insights. Culture, as mentioned in earlier chapters, is a topic that needs to be looked at from interdisciplinary perspectives. However, only 7 of at least 42 authors involved in the reviewed literature have a background in psychology, social psychology, social sciences, sociology, organizational studies or similar academic backgrounds. The exact number of involved authors could not be precisely determined but 42 are those presented as the main authors of the reviewed literature. The vast majority write on the topic of organizational culture development from the perspective of business and management. It must at least be pointed out that there is a risk that these authors apply the models of their science, but disregard the entirety of the culture issue.

4.2 Definition of Organizational Culture

The derivations of definition of culture of the underlying reviewed literature reveals that 10 of the 27 sources are based on corporate culture. Of the 27 sources 3 focus mainly on culture at the national level and based on this provide insights into organizational culture. Only 14 sources clearly refer to organizational culture in their definition of culture. Since these are identical phenomena despite different perspectives, this does not detract from the comparability.

In general, it can be stated that a commonly accepted definition of the term organizational culture is not in place.[179] **Appendix B** lists the used definitions of organizational culture in the literature. It is irritating that authors mainly agree that a clear understanding of organizational culture is necessary for developing organizational culture, [180] but

[178] Own Illustration
[179] Ogbonna, E. & Harris, L. C. (2014), p. 668; Trompenaars, F. & Hampden-Turner, C. (2020), p. 28
[180] Gorton, G., Grennan, J., & Zentefis, A. (2021); Kühl, S. (2018), pp. 7–8

remain unprecise in exactly this aspect of their works. Sackmann emphasizes on the importance in regard to cultural assessment.[181] The lack of a clear definition does not only complicate a detailed analysis of the current state of organizational culture, but also makes it difficult to apply the right tools and methods for organizational culture development. Regardless of disagreement, these three definitions of organizational culture have been referenced most often in the literature (**Figure 12**).

Source	**Definition**
Edgar Schein[182]	“Culture is a pattern of shared basic assumptions, invented, discovered, or deployed by a given group, as it learns to cope with its problems of external adaptation and internal integration, that has worked well enough to be considered valid, and, therefore, is to be taught to new members of the group as the correct way to perceive, think, and feel in relation to those problems.”
Hofstede[183]	"Every person carries within him- or herself patterns of thinking, feeling, and potential acting that were learned throughout the person's lifetime. […] such patterns of thinking, feeling and acting mental programs [will be called] software of the mind. […] A customary term for such mental software is culture”
Kotter & Heskett[184]	“Organizational Culture refers to - at the deeper and less visible level - values that are shared by the people in a group and that tend to persist over time even when group membership changes. At the more visible level, culture represents the behavior patterns or style of an organization that new employees automatically encouraged to follow by their fellow employees. Each level of culture has a natural tendency to influence the others.”

Figure 12 - Organizational Culture Definitions

Although Schein critizes the use of conceptually vague definitions like “culture is the way we do things around here”,[185] the author still evaluates this kind of definition as valuable in order to outline the overall concept and make it perceptible in some relations. What has become obvious is that organizational culture definitions do not differ from national culture definitions or culture definitons. They are universally applicable, which also indicates in some degrees the validity of possible cross references.

4.3 Phases of Organizational Culture Development

The reviewed literature provides consensus on the process steps or phases of organizational culture development. The single steps may be differently denoted but in the main sense they are equal. Moreover, the suggested steps for organizational culture development do not differ from conventional transformation processes as can be seen in **Figure *13***.

[181] Sackmann, S. (2017), p. 209
[182] E. Schein (2012), p. 313
[183] Hofstede, G., Hofstede, G. J., & Minkov, M. (2010), pp. 4–5
[184] Kotter, J. P. & Heskett, J. L. (2011), p. 4
[185] Schein, E. (2012), p. 312

Source	Sackmann[186]	Herget (Culture Excellence)[187]	Homma & Bauschke[188]	Hofstede, Hofstede & Minkov[189]	Cameron & Quinn (OCAI)[190]	**Conventional Development Process:** Alvesson[191]
Development Phases	1. Culture analysis (Current) 2. Culture analysis (Future) 3. Evaluation 4. Risk analysis of intended development 5. Planning of development process 6. Implementation of development measure 7. Controlling of development 8. Sustaining culture	1. Analysis of relevant factors 2. Diagnosis and prioritizing 3. Analysis of potentials 4. Strategy development 5. Method selection 6. Implement & control	1. Preparation 2. Analysis 3. Conception 4. Roll-out 5. Sustaining results	1. Map the culture of the organization 2. Evaluate strategic choices 3. Implement changes on: People, structural and process level 4. Monitor the development	1. Reach consensus on the current culture 2. Reach consensus on the desired future culture 3. Determine what the changes will and will not mean. Identify illustrative stories. 4. Develop a strategic action plan 5. Develop and implementation plan	1. **Evaluating** the situation and determine the goals and strategic directions 2. **Analysing** the existing culture and sketching the desired culture (**Gap analysis**) 3. **Developing** a **plan** for developing the culture 4. **Implementing** the plan 5. **Evaluate** the changes and **sustain** the results

Figure 13 - Reviewed Organizational Culture Development Phases

[186] Translated by the author: Sackmann, S. (2017), p. 248
[187] Translated by the author: Herget, J. (2020), p. 48
[188] Translated by the author: Homma, N. & Bauschke, R. (2010), pp. 64–65
[189] Condensed by the author: Hofstede, G., Hofstede, G. J., & Minkov, M. (2010), p. 377
[190] Cameron, K. S. &Quinn, R. E. (2011), pp. 90–104
[191] Alvesson, M. (2016), p. 50

Thus, the author's choice of organizational culture development phases (**Error! Reference source not found.**) can be considered as justified. The provided phases do all include 5 major steps. The development process starts with a thorough analysis of organizational culture and its environment. This is followed with a conception of the desired future state of culture. Derived from a gap analysis, a plan for the development process is created. Planned measures are taken and implemented. Lastly, the organizational culture development process is regularly reviewed. With describing organizational culture development in process steps, it can be stated that most of the reviewed literature understands the organization culture development as a process. Further, from the management perspective, this process can be rolled-out in form of a project.

4.3.1 Starting Points for Development

Evaluating the starting point for organizational culture development is the first step in an organizational culture development project.[192] Hofstede deducts the starting point of organizational culture development from the history of evolution. In the face of an evolving environment, (organizational) culture constantly adapts in order to cope with the new situation in the best possible way which has been a vital human capability to survive in the past million years.[193] The permanent adaptation to changing circumstances is therefore essential for organizations. The process of adaptation can also be seen as development and should therefore generally be as permanent as the permanent development of the influences surrounding the organization. Sackmann sees permanent culture aware management as the ultimate end stadium of every organizational culture development process.[194] Therewith she implies that culture is to be managed on a daily basis and not only, if conditions are threatening for the organizations.

Nevertheless, the majority of literature does not refer to the aspect that organizational culture should be developed from the foundation of an organization. More precisely, the reviewed literature provides solely explicit occasions, in which organizational culture development should be considered in particular (**Figure 14**). They are all somehow threatening for the organization. These conditions can result from external environmental changes or be internal in nature.

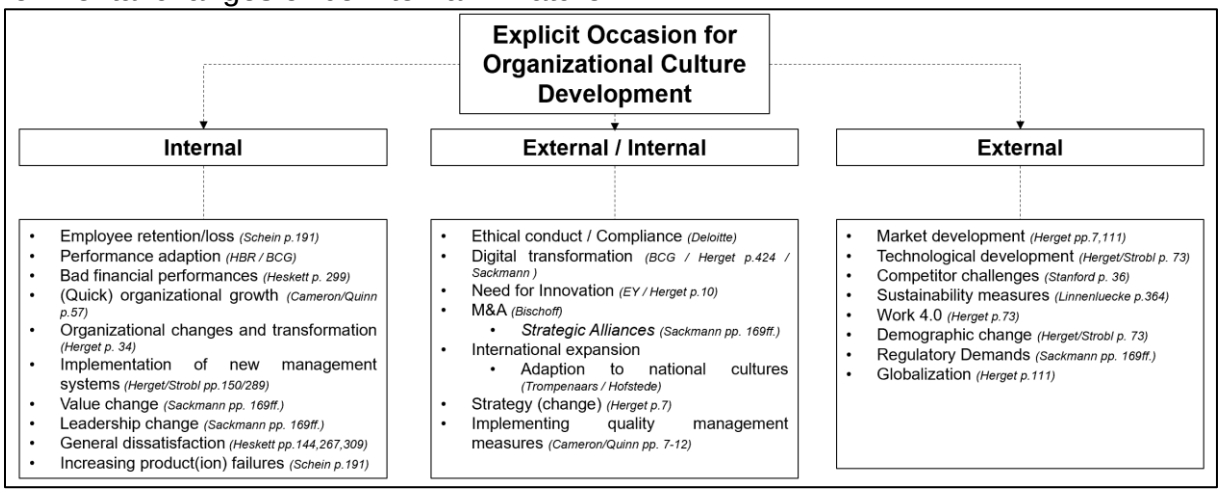

Figure 14 - Overview Starting Points for Organizational Culture Development[195]

[192] Heskett, J. L. (2012), p. 297
[193] Hofstede, G., Hofstede, G. J., & Minkov, M. (2010), pp. 474–475
[194] Sackmann, S. (2017), pp. 289–290
[195] Own Illustration

4.3.2 Assessment of Culture

Whereas there is still disagreement on the starting point for organizational culture development the assessment of culture is commonly evaluated as important.[196] It is obvious, that this phase is only applicable if organizations have an existent culture. Nevertheless, for newly formed organizations, these aspects are of equally importance since the development process will be regularly revised in a systematic approach. According to Schein, a thorough assessment reveals information about how the current organizational culture hinders or supports general organizational development intentions.[197] This phase of development is characterised by data collection, analysis and interpretation. Data collection methods have advantages and disadvantages so that a decision for the ideal method must be weighed up in advance.[198] The reviewed sources differ in their approach to culture assessment. Hence, they can be classified into three different categories (**Appendix A**).

The first group unrelatedly lists instruments and methods to collect data. They mention that the choice of methods should be done carefully, but they do not deal with the complexity of this procedure in detail. A separate position is represented by the consulting companies, which hint at a more comprehensive methodology, but do not disclose any detailed information about it.[199] It is also noteworthy that 10 of these sources do not deal with the topic of culture assessment separately at all. This may be partly due to the fact that some of these sources are journal articles, some of which focus only on a particular aspect of organizational culture development.

The second group is characterized by the fact that they approach the complexity of culture assessment with a more comprehensive approach. This group addresses the need to choose qualitative and quantitative methods for data collection.[200] They also provide a selection of methods for this purpose.[201] In regard to complexity, Kühl points out that organizational culture is also expressed in informal and difficult to measure levels. Thus, he recommends more elaborate survey instruments such as participated observation and observation interviews.[202] Furthermore, this group includes rough procedural structures for the implementation of culture assessment, which should be of greater added value for those interested in applying it.[203] Finally, this classification also includes sources that base their culture assessment on classic management models, which are used to measure various management processes. Examples of this are the OCAI by Cameron and Quinn.[204] This approach is embedded in the so-called Competing Values Framework.[205] Herget lists standardized methods such as the Denison Model.[206] These models go much further in their structuring than the mere application of data collection instruments, but their analysis criteria are not designed for the complexity of the culture as they are designed for managing general business processes. Thus, there remains a strong doubt that unadopted models for different organizational

[196] Sackmann, S. (2017), pp. 208–209
[197] Schein, E.H. &Schein, P. (2018), p. 221
[198] Sackmann, S. (2017), p. 208
[199] Deloitte ; Hofstede Insights (2022b)
[200] Stanford, N. (2010), p. 33, 50
[201] Herget, J. (2020), p. 75; Homma, N. & Bauschke, R. (2010), pp. 81–85; Kühl, S. (2018), p. 45
[202] Kühl, S. (2018), pp. 44–45
[203] Homma, N. & Bauschke, R. (2010), pp. 80–83
[204] Cameron, K. S. & Quinn, R. E. (2011), p. 23, 26-30, 31-51
[205] Cameron, K. S. & Quinn, R. E. (2011), pp. 26–30
[206] Herget, J. (2020), 48, 55-57

cultures are suitable to capture them in their details. However, the application is advantageous when cultures are to be compared within industries or economic sectors.[207] Those models rely on great historically grown survey data. It can build a robust basic assessment of the organizational culture and allows correlative assumptions based on this great data base. In respect to national cultures comparability, Hofstede's IBM study represents a fitting example for the advantages of the use of pre-defined dimension to set cultures into relations.[208]

The third group studies organizational culture assessment in detail. Here, the works of Sackmann,[209] Bischoff,[210] and Schein deserve special mention.[211] The latter in particular is considered an excellent reference in the study of organizational culture. Schein brings in an anthropological perspective, which relates clinical outcomes to organizational history. This group is characterized by the fact that it builds on the explanations of the second group. They refer to the organized selection of different survey instruments and the use of standardized models.[212] However, Schein clearly adds, that the sole use of questionnaires with pre-defined dimensions would not lead to an adequate assessment of the complex terrain of culture.[213] Furthermore, he points out that the decoding process cannot be standardized. The difference lies in how the different results are classified and evaluated afterwards.[214] She adds the fact that an analysis result requires an extensive evaluation which serves as the actual source of valuable insights.[215] In this respect, Stanford highlights the positive impact for efficacy when the evaluator has experience with the surveyed culture.[216] Basically, it can be stated that this group is characterized by responding to the particular importance and complexity of the cultural analysis project. They describe culture assessment on a processual, conceptual and content-related level. In the contrary, the limitations of this undertaking are also clearly classified and possible solutions to them are provided.

In terms of data collection, systematic cultural assessment methods can be differentiated in three main groups. Herget describes the first as standardized methods. They are highly standardized and allow benchmarking between the assessment objects.[217] Those are the ones of Denison, Human Synergistic (OCI) or the OASIS questionnaire.[218] With two million applications, the OCI tool is globally probably one of the most used approaches to cultural analysis.[219] Hofstede's Culture Compass, which builds upon his national culture model, is also a relevant option in this category.[220]

The second group consists of flexible methods. Still in a standardized frame, they assess every organization based on their individual demands. They are the ones of

[207] Sackmann, S. (2006)
[208] Hofstede, G., Hofstede, G. J., & Minkov, M. (2010), p. 31-33
[209] Sackmann, S. (2017), pp. 207–240
[210] Bischoff, J. M. (2007), pp. 78–91
[211] Schein, E.H. & Schein, P. (2018), pp. 209–258
[212] Herget, J. (2020), p. 75; Kühl, S. (2018), p. 45; Sackmann, S. (2017), pp. 208–209; Stanford, N. (2010), pp. 29–33
[213] E. Schein (2012), p. 311
[214] Schein, E.H. &Schein, P. (2018), pp. 233–235, 210, 215-217
[215] Sackmann, S. (2017), pp. 230–237
[216] Stanford, N. (2010), p. 42
[217] Sackmann, S. (2006)
[218] Sackmann, S. (2006)
[219] Schuster, C. (2006), p. 20
[220] Schein, E.H. &Schein, P. (2018), p. 235

Sackmann, Repertory Grid or the Culture Excellence Model.[221] The Repertory Grid enables through a social science-based procedure the determination of basic cultural characteristics of the company and their dynamics, the attitudes, motives and expectations of managers and employees. Possible subcultures that have developed in single departments and areas of the company can also be detected.[222]

The third group is the most progressive. Big Data analytics and Software-as-a-Service provider developed technical based cultural assessment alternatives. Schein states TinyPulse, Glint, CultureIQ, RoundPegg and CultureAmp as some of the most relevant in the last decade. These platforms offer a wide variety of different opportunities for organization. Specifically, this refers to the potential of artificial intelligence and machine learning.

In the overarching perspective, some preliminary considerations still need to be taken into account. Firstly, Hofstede indicates, that organizational culture and national cultures are different and therewith cannot be measured with the use of the same questionnaires or survey.[223] Secondly, when organisations are complex, there might be existent subcultures within different departments. Then, a technical pre-evaluation must be made in regard to the size of the survey object.[224] In small organizations, all members must be surveyed. In larger organizations, members of all horizontal and vertical levels need to be included for representative survey results if not only subcultures but the whole organizational culture is to be the subject of the organizational culture development project.[225] Thirdly, Sackmann points out the cleaning of the data regarding influences of other culture influences. Since many influences are unconscious to the respondent, the cultural elements of his or her nationality, region, or profession may mix and have influences on further stages of development.[226]

Lastly, assessment of organizational culture is overall reviewed as highly difficile if not impossible in detail. [227] The problematic aspect lays in the nature of the survey subjects itself. As the roots for organizational culture are in the underlying assumptions, especially long-time organization members may be unaware of aspects of their own organizational culture. This could have influences on the results of the cultural assessment and therewith distort the starting point for the conception.[228] Also, surveys take only a limited view of culture and its variables (norms, attitudes, values, behaviours, etc.) and therewith do not picture the holistic framework.[229] Schein further elaborates about the cultural bias that could lie in standardized dimensions. In his opinion, category systems are systems, learned by individuals to make sense of every kind of phenomenon. They reduce complexity. The process of learning relies on cultural processes, which may influence in the end an objective analysis based on such category systems.[230]

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[221] Herget, J. (2020), pp. 55–57
[222] Krafft, A. (2006), p. 26
[223] Hofstede, G., Hofstede, G. J., & Minkov, M. (2010), p. 43, 47
[224] Hofstede, G., Hofstede, G. J., & Minkov, M. (2010), pp. 364–366; Linnenluecke, M. K. &Griffiths, A. (2010), p. 364; Sackmann, S. (2017), pp. 82–83
[225] Sackmann, S. (2017), p. 211
[226] Sackmann, S. (2017), p. 224; Stanford, N. (2010), p. 41; Fietz, B. &Günther, E. (2021), p. 37
[227] Schein, E. (2010), p. 69
[228] Sackmann, S. (2017), pp. 211–212
[229] Stanford, N. (2010), pp. 27–28; 161-162
[230] Schein, E.H. &Schein, P. (2018), p. 222

Followed by the assessment and evaluation of the current organizational culture state, the plan of the desired future culture state must be concepted.

4.3.3 Conception of Future State

The reviewed literature reveals importance for the detailed planning of the future state of organizational culture. According to the main body of the comprehensive literature in this category, the conception of the future state of the organizational culture should focus on three dimensions. The future state of the organizational culture needs to be aligned with the results of the current culture assessment, environmental needs and strategic orientation of the organization.[231] Derived from this insight, sources are considered as comprehensive if they reflect the importance of this triplet. Only the source of Sackmann provides comprehensive insights in this category. 11 sources do not consider the conception of the desired future state at all.

It is a shared opinion that the previous step of cultural assessment is not valuable at all if a desired development goal is not defined. Thus, the planning of the future state of the organizational culture is highly dependable on a detailed **cultural assessment**.[232] If the concepted future state of the organizational culture is close the current state, the need for drastic organizational culture development measures can be denied since the initiation of organizational culture development also needs to be evaluated from a risk perspective. According to Sackmann, the greater the difference between the visionary future state and the current state of organizational culture, the greater risks for failure of the development. This failure could result in economic risks for organizations.[233]

Environmental factors should be strongly integrated into the conception at this point in order evaluate the external conditions within organizations are competing. A SWOT analysis should help to sustainably optimize the future state according to the respective environment.[234] Respecting environmental evolution, every organization should aim for adaptiveness and flexibility. This should always be considered as highly valuable cultural dimensions to be developed despite the fact that organizational culture must always be individually tailored for each organization.[235]

Organizational culture must be evaluated regularly in concert with **strategy** and core principles in order to have positive influences on business performances.[236] Strong considered cultures that do not fit into the strategic context of an organization are seen as likely to negatively impact business performance.[237] Finally, leaders who want to build a high-performing organization are puzzled by culture. In fact, it is a common practice that they do not mange culture or to leave it to HR. Managers may design detailed plans for strategy and execution, but because they do not understand the power and dynamics of culture, their plans get derailed. Thus, strategy must be

[231] Hofstede, G., Hofstede, G. J., & Minkov, M. (2010), pp. 371–372; Homma, N. & Bauschke, R. (2010), p. 99; Sackmann, S. (2017), pp. 248–250; Sagmeister, S. (2016), p. 31
[232] Cameron, K. S. &Quinn, R. E. (2011), p. 83; E. H. Schein &Schein, P. (2018), p. 221
[233] Sackmann, S. (2017), pp. 248–250
[234] Alvesson, M. (2016), p. 76; Herget, J. (2020), pp. 99–105; Hofstede, G., Hofstede, G. J., &Minkov, M. (2010), pp. 375–376
[235] Homma, N. &Bauschke, R. (2010), p. 131
[236] Harvard Business Review (2019); Stanford, N. (2010), pp. 82–84
[237] Linnenluecke, M. K. &Griffiths, A. (2010), p. 362

supported by culture and vice versa.[238] Two strategic approaches for method selection can be chosen. Evolutionary development processes or revolutionary development approaches are the options. The evolutionary approach is to be selected if the state of urgency is small. The revolutionary approach is to be selected if the state of urgency is big. If it can be decided, the evolutionary approach is preferable to the other. Moreover, increasing time pressure also impacts the selection.[239] Herget also points to the type of organization that helps determine the selection of methods. According to his example, relatively conservative organizations with rigid structures tend to be less receptive to agile methods he presents.[240] Based on this upstream strategic consideration of how the development process should be designed, the process moves toward the methodological approaches as such to apply the development plans.

In the roll-out, organizational culture development frameworks make use of project management concepts that originated in management theory. Herget claims that project management is a proven way to systematically accompany the development process from now on. The now envisaged goals are formulated according to the SMART principles.[241] This holistic view of the cultural development project thus forms the basis for designing a strategic catalogue of measures to address the change.

4.3.4 Development Methods

Building on the last subchapter, the following subchapter deals specifically with the methods and tools which are selected to initiate organizational culture development in the desired direction. Methods and instruments are used as an umbrella term which contains taken measures to initiate organizational culture development.

To better understand how change-methods work, it is important to keep in mind that social systems are to be changed. As described in this research, there are different layers of culture. Each methodical intervention usually affects one of these cultural layers.[242] Particularly the deep layers are rooted in human brains through repetitive actions, expressed by routines and habits. If those underlying assumptions are to be changed, people can be extremely stressed. People lose some of the security they have gained through routines and habits. This feeling is reinforced by the feeling of losing competence which was linked to their routines. In addition to the expectation of additional effort to be taken to change these routines, resistance to change is not rare.[243] Thus, development processes and the implementation of methods are highly sensitive processes which cannot be realized without individual commitment of organizational members.[244] Here, Schein highlights the importance to create psychological security for the change process in the first place.[245]

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[238] Groysberg, B., Lee, J., Price, J., & Cheng, J. Y-J. (2018), p. 46; Herget, J. (2020), p. 99; Herget, J. &Strobl, H. (2018), p. 203; Heskett, J. L. (2012), p. 297; Sagmeister, S. (2016), p. 31
[239] Sackmann, S. (2017), p. 251, 288
[240] Herget, J. &Strobl, H. (2018), pp. 252–254
[241] Herget, J. (2020), pp. 99–105; Homma, N. &Bauschke, R. (2010), p. 66
[242] Herget, J. (2020), p. 122
[243] Barnhill, C. R., Smith, N. L., &Brent, D. O. (2021), p. 85
[244] Alvesson, M. (2016), p. 49; Cameron, K. S. &Quinn, R. E. (2011), p. 117; Hofstede, G., Hofstede, G. J., &Minkov, M. (2010), p. 376, 142
[245] E. Schein (2010), p. 267

In the review process it became obvious that methods and instruments for organizational culture development can be categorized and sorted by organizational culture layers that is tackled by them (**Figure 15**).

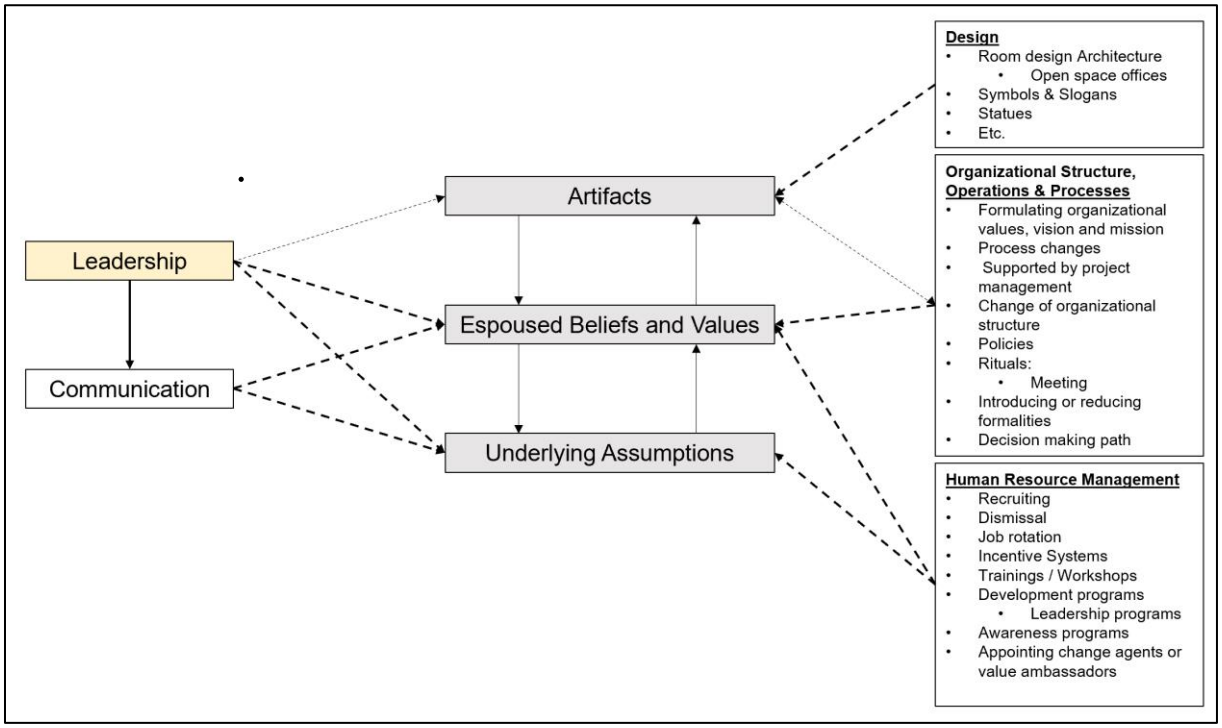

Figure 15 - Influencing Factors for Organizational Culture Development[246]

The application of single methods is commonly agreed as useless. It is agreed that an extensive application of methods lead to the greatest possible effects[247] whereby available resources and budget limit the selection of the methods and instrument.[248]

Artifacts, symbols and rituals are the most visible layers of culture and easiest to be developed.[249] Here, room design and architectural implementations can already have an impact. Changing this environmental architecture provokes unconscious and repeated behaviour. This decision-making context of individual organizational members has a significant influence on their behaviour. The repetition anchors the behaviour as a routine. This is called nudging, which takes advantage of this mechanism and triggers the downward process in culture development (**Figure *7***).[250] This method is associated with relatively rapid development results.[251] Alvesson refers to this method as the “reframing of everyday life”.[252]

An important player in organizational culture development for corporate organizations is the Human Resource (HR) department (**Figure 15**). HR has relevant intersections

[246] Own Illustration
[247] Sackmann, S. (2017), pp. 259–260; Cameron, K. S. & Quinn, R. E. (2011), p. 142
[248] Sackmann, S. (2017), p. 232
[249] Hofstede, G., Hofstede, G. J., & Minkov, M. (2010), p. 376; Mostert, R. & Kern, J. (2021), p. 292
[250] Hemerling, J., Kilmann, J. (2013), p. 7; Herget, J. & Strobl, H. (2018), p. 252
[251] Herget, J. & Strobl, H. (2018), p. 252
[252] Alvesson, M. (2016), p. 52

with many layers. Recruitment can play an important role in culture development,[253] as well as dismissals. [254] New organization members are selected based on organizations new set of values for instance. Selecting new organizational members can be important for both maintenance and reshaping organizational culture.[255] Within the HR responsibilities could also lie the decision of promotion or job-rotation. In this circumstances, organizational members could be allocated to positions most suitable to their capabilities[256] which impacts their flow experience and well-being. Reward systems are another effective way to trigger development in corporate organizations. This is because underlying assumptions are deeply rooted in humans. Rewards are instruments that could also trigger deeply rooted areas in humans and could lead to relearning of behavioural patterns. Hence, reward and recognition systems, such as compensation offers, should be targeting toward the desired state of behaviour. Reward and recognition go far beyond monetary compensation but should also include non-monetary acknowledgements of desired performances.[257] Referring to the culture development model (**Figure *7***), the incentive system applies at unconscious levels of humans and therewith are also deeply located in the culture model with high impact on culture development. Finally, organizational culture is also strongly linked to organizational structure, which has been shown in **Figure 6**. Thus, recruitment of new organizational members is an example of how formal structures of organizations can be changed.

Agile methods such as Kanban or Lean have recently been associated with organizational culture development. They change processes in organizations and have an impact on norms and values. A change in the underlying assumptions thus only occurs through repeated application at the process level until routines in behaviour establish.[258] Similar to Kanban or Lean, Herget also lists a variety of other agile methods and concepts such as Co-Creation and LEGO® Serious Play®. However, the agile approach rather describes the newer approaches in organizational culture development, and they are not yet widely described in the literature.[259]

The sources clearly reveal that leadership and communication have superior functions in organizational culture development. Especially leaders and leadership heavily influence organizational culture development.[260] Herget points out that leaders in particular have a duty to play a key role in initiating the selected methods in their areas.[261] As part of their role model function, leaders are particularly responsible for communicating the values of the organizational culture, exemplifying these values and initiating consistent actions in the event of disregard for the newly defined cultural factors.[262] But it is not just the communicator role. According to Schein, leaders should also ensure that systems and procedures are adapted. Here, managers are often unaware how routines trigger reinforcement mechanisms for cultural development.[263] Hofstede underlines:

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[253] Cole, J. & Martin, A. J. (2018), p. 4; Kotter, J. P. & Heskett, J. L. (2011), p. 99; Mostert, R. & Kern, J. (2021), p. 293; Sackmann, S. (2017), pp. 265–268
[254] Alvesson, M. (2016), p. 50; Barnhill, C. R., Smith, N. L., &Brent, D. O. (2021), p. 85
[255] Barnhill, C. R., Smith, N. L., & Brent, D. O. (2021), p. 66
[256] Sackmann, S. (2017), pp. 268–271
[257] Mostert, R. & Kern, J. (2021), p. 293; Alvesson, M. (2016), p. 50; Barnhill, C. R., Smith, N. L., & Brent, D. O. (2021), p. 65; Mostert, R. & Kern, J. (2021), p. 292; E. Schein (2010), p. 268
[258] Herget, J. & Strobl, H. (2018), p. 252
[259] Herget, J. (2020), pp. 122–130
[260] Heskett, J. L. (2012), 298, 309-312; Kotter, J. P. & Heskett, J. L. (2011), p. 84; E. Schein (2010), pp. 187–188
[261] Herget, J. (2020), p. 115
[262] Alvesson, M. (2016), p. 50
[263] Schein (2010), pp. 162–163

“Without doubt, the values of founders and key leaders shape organizational cultures. But the way these cultures affect ordinary members is through shared practises. Founders’ and leaders’ values become members practises over time.”[264]

In the last decades, both the concepts of leadership and organizational types evolved. Because of that, the role of leadership in organizational culture development must also be constantly re-evaluated.[265] The basis for such reassessment lies particularly in the development organization types as described in **chapter 2.2.**. In respect to national culture and organizational culture, leaders must adapt their behaviour and leadership skills, in order to initiate desired changes. According to Trompenaars and Hampden-Turner, also the other mentioned methods and instruments (**Figure 15**) must be adopted to the existing national and organizational culture.[266]

Leadership is supported by effective communication. Communication is an essential part of guiding organizational culture.[267] According to Herget, three points in particular must be clearly communicated. The starting point must be made clear, the future direction as orientation and the "why" of the development project.[268] Cameron and Quinn highlight the communicated transparency.[269] Especially the choice of words can be of importance when desired behaviour should be provoked whereas the words can be expressed verbally and non-verbally. Examples are annual statements, onboarding materials or mission statements. Here, it must be noted that these measures increase their effectiveness, if consistency of word and behaviour is given.[270] Kühl emphasizes how formal guidelines for communication can also have an influence on organizational culture.[271] Historically connoted are stories as examples used to pass on glorious behaviour of an organization or individual members to future generations.[272] This type of cultural transmission is a historically evolved phenomenon and can still be effective today in (re)animating particular facets of organizational culture.[273]

This phase is also critically considered among the sources as organizational systems do not follow clear rules and implemented measures. Sackmann critiques the fact that newly designed organizational charts or a rhetorical change often only result in superficial changes, but do not change profound structures. She sees many advocates and leaders praising themselves with symbolic actions but not effecting real change.[274] It becomes obvious that organizational culture development is to be managed seriously or not at all.

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[264] Hofstede, G., Hofstede, G. J., & Minkov, M. (2010), p. 348
[265] Herget, J. (2020), pp. 157–163
[266] Trompenaars, F. &Hampden-Turner, C. (2020), pp. 193–220
[267] Herget, J. (2020), pp. 112–115; Hofstede, G., Hofstede, G. J., & Minkov, M. (2010), p. 375; Homma, N. &Bauschke, R. (2010), pp. 124–128; E. Schein (2010), p. 270
[268] Herget, J. (2020), pp. 112–115
[269] Cameron, K. S. &Quinn, R. E. (2011), p. 99-100
[270] Barnhill, C. R., Smith, N. L., &Brent, D. O. (2021), p. 63, 67
[271] Kühl, S. (2018), p. 55
[272] Barnhill, C. R., Smith, N. L., &Brent, D. O. (2021), p. 64; Heskett, J. L. (2012), p. 90; Schein (2010), p. 165
[273] Cameron, K. S. &Quinn, R. E. (2011), pp. 93–97
[274] Sackmann, S. (2017), p. 247

4.3.5 Review of Development Process

Traditional development or change projects also include project controlling and a review. In this way, the sustainable success of the development projects can be ensured. In contrary, organizational culture is not a fixable construct, but a construct that is in continuous movement. For that, sustaining measures need to be taken as well.[275] However, when reviewing the literature, it becomes clear that little attention is paid to this last phase. Only 9 of the 27 sources deal with this aspect in detail or less. Only four sources, namely those of Sackmann, Herget, Homma and Bauschke and the one of Hofstede, illuminate this phase appropriately. Based on the review, it means that the most informative sources have an understanding of the peculiarities of the culture in the development process. Furthermore, they recognize the need for permanent monitoring of the development process.

Those authors agree upon that culture development projects do not end with a revision of the development process. Due to the nature of organizational culture as a vivid phenomenon, organizational culture development is a constant process which cannot have a defined end.[276] This is where organizational culture development projects differ decisively to classic organizational development or change projects. It is emphasized on the importance that organizational culture development projects lose their project status in order to embed culture changes into routines of everyday life.[277] Especially, when development efforts decrease, a potential risk occurs that people within the organization fall back into old behaviour patterns and routines.[278] That is why culture development asks for persistence as well as sustained attention. There is agreement that development success must be ensured through regular reviewing.[279] If necessary, corrective measures can be taken.[280] Again, leadership is seen as playing a significant role in this context. Leaders should take on clear responsibilities to maintain a high level of commitment to the desired future state of the organizational culture.[281]

[275] Heskett, J. L. (2012), p. 305
[276] Homma, N. & Bauschke, R. (2010), pp. 115–116
[277] Herget, J. (2020), p. 133; Homma, N. & Bauschke, R. (2010), p. 120
[278] Homma, N. &Bauschke, R. (2010), p. 115
[279] Hofstede, G., Hofstede, G. J., & Minkov, M. (2010), p. 376; Sackmann, S. (2017), pp. 289–290
[280] Herget, J. (2020), p. 50; Heskett, J. L. (2012), p. 91
[281] Herget, J. (2020), p. 133; Homma, N. &Bauschke, R. (2010), p. 117

5 Conclusion

5.1 Concluding Considerations

Organizational culture is a phenomenon that is not uniformly defined. Therewith, organizational culture development frameworks do not have a common ground where they can be applied. What becomes clear is that organizational culture development frameworks are process-based and quite similar in their process steps. Moreover, they do not differ decisively in their phases from classical organizational development or transformation processes. The reason for that could be implied in the academic backgrounds of the majority of the authors. The author assumes that due to their background in management and organizational consultancy, they try to capture organizational culture development with familiar existing models. Consequently, organizational culture development is captured within process models which do not comprehensively reflect culture as the complex phenomenon. Thus, looking at organizational culture development from a classical process perspective solely can be reviewed with scepticism. It is clear that processes relating to social systems are far more complex to be developed in a desired direction. However, the review shows that organizational culture development can be managed and guided through the targeted implementation of measures. In this context, approaches of organizational theory can be quite useful to take a systematic approach.

Profound organizational culture development projects are based on an assessment of organizational culture. Assessment of culture is difficult, but feasible. The assessment of culture is difficult, but feasible. For this purpose, there are various methods for collecting data and visualizing the results. Here, AI, big data and software development is going to further develop. Investments in these areas are rising and therewith, tech-based assessment methods will not remain a trend. The author considers these technology-based methods for cultural assessment, further trained with huge amounts of data, as effective alternatives for cultural assessment in the future. Nevertheless, final evaluations remain a task for humans, namely experts or skilled consultants. Experts from interdisciplinary academic fields should be involved to ensure a comprehensive evaluation. With that being said, culture remains a highly complex system that cannot be tackled solely by technical solutions.[282]

In regard to the conception of the desired future state of organizational culture, the review indicates that the development goals must be individually tailored and should support the adaptiveness of organizations. When implementing measures for organizational culture development three factors must be taken into close consideration. Organizational culture should always be aligned with organizational strategy, environmental needs and based on assessment. Organizational culture is developed through support by leadership and effective communication. Methods are manifold to initiate the desired development of culture and have to be individually tailored for each organizational culture development project. However, the development of organizational culture is complex, and clear expectations cannot be predicted with a high degree of probability. Saying this, culture remains to be unmanageable to a certain degree.

[282] E. H. Schein &Schein, P. (2018), pp. 235–239

Methods and instruments initiating organizational culture development are manifold. Leadership and communication must be highlighted in the way they have an impact on the development success. In view of workplace transformation, there are new demands on the role of the leader as well as on communication. Thus, the influence on the organizational culture of leaders will also change over time, just as new processes and habits will change with new generations entering the social environment of organizations. Considering the literature, the choice of methods for development must be well selected and balanced for each organization. Especially during the implementation, special attention must be paid to the fact that the measures should change deeply rooted learned routines and habits. One should be aware that this can lead to resistance within the social structures of an organization. Thus, organizational culture development is a long-term process.

In terms of reviewing the development process, organizational culture development is not a project with a clearly defined end. Instead, permanent culture-aware management of organizational culture is to be advised for organizations. On this way, development results can be sustained and rooted in the deep layers of culture. Because of that, sustaining the results of organizational culture development can be perceived as complicated as the development itself. The day-to-day challenges of organizations lead to less awareness being given to development projects over time. This is a major risk for failing development projects.

In terms of organizational culture development, the role of consultancies needs to be seen critically unless they provide experience and resources for broad organizational culture development projects, including thorough assessment. Due to the converging findings in terms of the development process, a consulting assignment will most likely not bring decisive added procedural value. Especially the consulting companies operating in the for-profit sector might not address the complexity and interdisciplinarity of culture development by applying simplified development models. The fact that organizational culture should sooner or later become part of culturally aware management anyway should at least call into question the externalization of organizational culture development to third parties. A significant rethinking of organizational practice is needed here. First, leaders need to become aware of their duties with respect to organizational culture development. Second, managers need to be trained and sensitized of the role they play in shaping organizational culture. Third, HR departments should be much more respected in terms of their influence on the overall success of an organization.

Given that organisational culture (development) is so important for the adaptability and resilience of organizations, it is surprising that it is still underrepresented in considerations. This could be caused by the interdisciplinary scope of organizational culture. Thus, during academic education, very few professionals will be introduced in multiple perspectives on culture. Furthermore, organizational culture is not easy to capture and is partly rooted in subconscious habits. Saying this, being aware of cultural influences on organizational developments is very difficult to capture. Additionally, its influence is hardly to be measured and consequently not as easy to be managed as more classical organizational processes.

5.2 Limitations

The interpretation of the analysis results implies clear limitations. The reviewed literature has been coded by the author solely. The person who selects passages from the

sources into categories is named coder.[283] In the analysis phase, no further coders were involved. Therewith, objectivity and reliability of the analysis procedure cannot be clearly evaluated. It should be taken into account that coding by one person can lead to limitations in terms of perspectives and precision in categorization. It should be taken into account that coding by one person can lead to limitations in terms of perspectives and precision in categorization.[284] This can be explained, as this thesis is written as an individual contribution where no further coder would be allowed. Still, categories have been adjusted over the time of the review in order to be more accurate. Additionally, in comparison to automized analysis, the qualitative content analysis carried out by a humane coder is always subjective.[285] Especially with respect to culture, this research is not unaffected by cultural bias.

A shortcoming of the present research entails the missing feedback of relevant consultancy organizations. In the research phase, six consultancies were contacted with the request to allow insights into their consultancy practises in terms of organizational culture development projects. Despite insights based on their own publications, a founded analysis of their organizational culture development frameworks was prevented. This is particularly unfortunate as these consulting firms could have reported on a great deal of practical experience and thus their models could have been considered particularly mature, tried and tested.

It must be assumed that sources of relevance have not been included in the reviewed material. Due to the selection of only German and English literature, the choice of literature has naturally been narrowed down. Despite this, the reviewed literature does provide valuable insights to gain a detailed overview about the topic. This can be justified by the converging findings from the review. The author carefully worked through the publications listed in the category matrix. Nevertheless, the author suspects that these publications contain more valuable content that could not be considered within the scope of this thesis.

Finally, the inconsistent definition of organizational culture is also a limitation. There is limited objectivity in this regard. The author's commitment to a culture model sets a focus that could be set differently by other authors. Moreover, culture is the object of various scientific disciplines. Thus, due to the author's business orientation, this perspective is dominant. The consideration of this topic from another scientific perspective will certainly bring further insights.

5.3 Outlook

Referring to the last paragraph, the review of the considered literature is of value. A revision of the present work will result in a constantly developing research basis. Insights from within consultancy practises with great experiences could help to complete a thorough overview about organizational culture development. Moreover, it would be insightful to look at organizational culture development frameworks from an anthropological and sociological perspective. Overall, Herget underlines that in respect to organizational culture far too many academic blind spots still exist which is why there are many future research fields.[286]

[283] Kuckartz, U. (2016), p. 44
[284] Kuckartz, U. (2016), p. 105
[285] Bortz, J. &Döring, N. (2006), p. 154
[286] Herget, J. (2020), p. 172

In view of the current global situation, building on this work, the role of organizational culture would be interesting to consider. How could the development of organizational culture support the transformation towards ecological, social and economic sustainability?[287] How has the organizational culture evolved during the Covid pandemic?[288] What approaches are available to effectively develop organizational culture in the digital transformation of the workplace? Regarding increasingly culturally diverse workplaces, organizational culture is probably more challenged than ever in its integrative and orchestrating function.[289] Here, organizational culture development could be studied from manifold perspectives.

At the process level, an attempt could be made to find out exactly where cultural development cannot be controlled with conventional processes and where it can. Also, the exact comparison of the culture analysis tools could be evaluated in order to define fields of application each method. In regard to culture studies, national cultures influence on organizational culture development measures can be subject of consecutive studies. Furthermore, robots and artificial intelligence entering the modern workplaces with unpredictable effects on organizational culture development.[290] Naming technological evolution and the impact on organizational culture, in terms of assessment methods, there is great potential for quantitative as well as qualitative study projects.

It becomes clear that this thesis attempts to present a basis that can be the starting point for many further considerations. In doing so, problematic aspects of organizational culture development were uncovered and development models were contrasted. The Outlook offers numerous starting points for further academic considerations. In this context, especially interdisciplinary research of organizational culture have an even greater value in view of the emerging challenges that will influence organizational practice in the coming years.

[287] Linnenluecke, M. K. & Griffiths, A. (2010), p. 364
[288] Gorton, G., Grennan, J., & Zentefis, A. (2021), pp. 36–37
[289] Herget, J. (2020), p. 174
[290] Gorton, G., Grennan, J., & Zentefis, A. (2021), p. 37; Herget, J. (2020), p. 175

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Appendix A: Category Development Deduction[291]

General Information					Perspective on Culture	
Media	Publication Date	Language of Publicatior	Authors Academic Backgrou	Books Academic Backgrou	Underlying (Organizational) Culture Definition	Focus of Culture
• 1= Contribution in ... • 2= Book (Monography) • 3= Book (Edited) • 4= Grey literature • 5= University publication • 6= Internet document • 7= Journal Article • 8= Newspaper Article	-	• English • German	-	-	-	• Culture / National Culture • Organizational Culture • Corporate Culture

[291] Own Illustration

Details of Framework Process - Category Development Deduction

1. Evaluating Starting Points forDevelopment	2.1. General Notes: Assessment of Current S	2.2. Assessment Methoc	3. Conception of Future State	4. Initiation/Methods of Development	5. Review Assessment
• First Group = Not mentioning the root or occasions for organizational culture development* at all. Mentions had to be extracted from the context.	• First Group = No informations, Listing of methods without context, Cultural complexity is not reflected		• First Group= Conception of future state is not mentioned, Conception is not based on current culture state, Conception is not aligned with strategy, Conception does not respect environmental challenges, Conception neglects the underlying type of organization, Conception is not structured	• First Group= Initiation/Methods of Development are listed randomly or with a very neat focus or not at all. The selection is not reviewed at all or with minimum insights for organizational culture development. No systematic approach is recognized.	• First Group= Sources mention the review but not as a crucial aspect of organizational culture development or do not cover this aspect at all.
• Second group = Name individual situations in which culture** is particularly stressed. They do not embed these findings into development frameworks. The fact that culture should be permanently developed is not given. In some cases, the information had to be extracted from the context.	• Second Group= Methods are listed, Mixed methods (qualitative&quantitative) are noted, Standardized methods introduced, Structured approach is mentioned, Concept of the assessment process is indicated		• Second Group= Conception is focused, Description does not picture reflect organizational culture development in general, Provides detailed information about this phase, Conception is aligned with other factors	• Second Group= Initiation/Methods of Development are considered. Basically, it is also confirmed that methods are not applied individually and planlessly. The mixed-method approach is mentioned. Diverse methods are mentioned.	• Second Group= Sources consider value in single or regular review. They reflect on the review of taken measures.
• Third Group = Culture is seen as a phenomenon to be permanently developed. In addition, special occasions are listed in which culture is a particular focus. These occasions are used as a starting point for development frameworks.	• Third Group= Builds on characteristics of group 2, Conceptual and procedural diverse implications, Diverse methodical approaches, Culture in ist complexity is represented and implied		• Third Group= Conception of the future state is based on current culture state analysis, Conception is aligned with strategy, Conception respects environmental demands, Conception is aligned with the type of organization, Conception is process-based , a systematic approach is developed, Approach is clearly structured	• Third Group= Initiation/Methods of Development are considered in detail. It is pointed out that not every method is suitable for every type of organization. Basically, it is also confirmed that methods are not applied individually and planlessly. The systematic application and the mix of methods are advised. It is critically regarded that the initiation of measures leads to clear and clearly foreseeable results.	• Third Group= Sources have an understanding of the peculiarities of the culture in the development process. Furthermore, they recognize the need for permanent monitoring of the development process. Additionally, they refer to organizational culture development as an ongoing task with culture-aware management as the ultimate state.
* Some sources use organizational culture development synonymously with organizational culture change. Still, certain caution has to be taken when mixing these words. ** Culture implies organizational culture					

Appendix B: Category Matrix[292]

Matrix - Organizational Culture Development								
	General Information					Perspective on Culture		
Category / Medium	Media	Publication Da	Language of Publicati	Authors Academic Backgr	Books Academic Backgrou	Underlying (Organizational) Culture Definitio	Focus of Culture	Title of own Framework
Sackmann, S. - Unternehmenskultur: Erkennen - Entwickeln - Verändern	2. Book (Monography)	2017	German	The author is a professor at the Bundeswehr University in Munich for work - and organizationalpsychology	Management	"Unternehmenskultur • ... ist ein kollektives Phänomen. • ... basiert auf grundlegenden Überzeugungen. • ... beeinflusst die Wahrnehmung der Organisationsmitglieder • ... prägt die typischen Denk-, Gefühls- und Handlungsmuster und führt somit zu Denk- und Verhaltensroutinen • ... findet ihren sichtbaren Ausdruck in Manifestationen und typischen Verhaltensweisen (Ritualen, symbolischen Handlungen), Geschichten und Legenden, aber auch Bauten, Ausstattungen, räumlichen Anordnungen, aus dem Umgang mit Problemen der externen Anpassung und der internen Integration. • ... entwickelt sich über die Zeit und ist somit historisch gewachsen. • ... ist das Ergebnis eines kollektiven Lernprozesses. • ... einmal gelernt und internalisiert, wird sie weitgehend als selbstverständlich betrachtet und daher „automatisch" angewendet. • ... ist gefühlsmäßig belegt. • ... wird an neue Mitglieder weitergegeben, die somit die bestehende Kultur erlernen. • ... hat jede Organisation. • ... ist Teil des kulturellen Kontextes einer	Culture = The author defines culture as part of organizational culture and includes for-profit and non-for-profit organizations	-
Stanford, N. - The Economist: Organisation Culture: How corporate habits can make or break a company	2. Book (Monography)	2010	English	The author is and organisation design consultant in business, government and non-profit environments. She is a PhD in executive development.	Corporate Organizations	• Diverse definitions (pp.7 to 8) • "Culture is about pervasive, implicit, subtle, complex and dynamic ways of community being that might be generalisable across an organisation but are experienced individually and subjectively" (p.9) • Weather / Climate Analogy (pp.10 to 11)	Organizational Culture	-
Sagmeister, S. - Business Culture Design	2. Book (Monography)	2016	German	The author is founder and manager of The Culture Institute in Zürich. His academic background is economics, social sciences and psychology	Corporates & Non-Profit Organizations	• Gert Hofstede: "Kultur ist die kollektive Programmierung des Geistes, welche die Mitglieder einer Gruppe oder Kategorie von denen einer andere Unterscheidet." (p.11) • Eisberg Modell (pp.7 to 10)	Organizational Culture	Culture Map
Herget, J. & Strobl, H. - Unternehmenskultur in der Praxis	3. Book (Edited)	2017	German	The authors have a background in management, consulting & leadership.	Management, Business, Leadership & diverse	• Edgar Schein - Drei Ebenen Modell (p.14) • in Ergänzung mit S. Sackmann (p.14) • Diverse definitions based on edited book	Corporate Culture, Organizational Culture, Administration, Church, Unions	Diverse
Herget, J. - Unternehmenskultur gestalten - Systematisch zum Unternehmenserfolg	3. Book (Edited)	2020	German	The author has an academic background in management & consulting	Business / Management	• Edgar Schein - Drei Ebenen Modell (pp.4 to 7) • in Ergänzung mit S. Sackmann (pp. 4 to 7) • Broad definition	Corporate Culture, Organizational Culture, Administration, Church, Unions	-

[292] Own Illustration

	Matrix - Organizational Culture Development							
Category / Medium	General Information					Perspective on Culture		
	Media	Publication Da	Language of Publicati	Authors Academic Backgr	Books Academic Backgrou	Underlying (Organizational) Culture Definitio	Focus of Culture	Title of own Framework
Gorton, G.B., Grennan, J. & Zentefis, A.K. - Corporate Culture	4. Grey Literature	2021	English	The authors have a background in management and economics	Management	• Combined: "Minkov and Hofstede (2013) propose one useful classification system: culture as (i) mental programming or software of the mind (e.g., Hofstede, 2001), (ii) institutions and artifacts (e.g., Meyer and Rowan, 1977), (iii) patterns of behaviors (e.g., Brown, 1991), and (iv) a set of meanings (e.g., Geertz, 1973b). Famously, the management theorist Edgar Schein argued that culture can be subdivided into three levels, ranging from the surface to the core: artifacts, espoused beliefs or values, and underlying beliefs (Schein, 1985)." (p.4)	Coporate Culture	-
Fietz, B. & Günther, E. - Changing Organizational Culture to Establish Sustainability	7. Journal Article	2021	English	The authors have an academic background in business management, sustainability management, sustainability assessment and policy	Sustainability Management	• "Organizational culture is comprised of shared values, norms, assumptions, and beliefs that affect managers and employees in their daily operations. It influences behavior with regard to interactions with other members of the organization and external stakeholders." (p.33) • Competing Value Framework (Cameron/Quinn) (pp.33 to 34)	Organizational Culture	-
Moster, R. & Kern, J. - Organizational Culture Change	1. Contribution in Edited book	2021	English	The athors have an academic background in HR, digital transformation, SCM & international management	Organisational Performance	• "Organizational culture is the tacit social order of a company, 'the way things are done around here,' that shapes attitudes and behaviors in wide-ranging and durable ways (Manley 2008; Groysberg et al. 2018)" (p.277)	Organizational Culture	-
Corritore, M., Goldberg, A. & Srivastava, S. B. - The New Analytics of Culture	7. Journal Article	2020	English	The authors have an academic background in management philosophy & business	Business	-	Organizational Culture	-
Barnhill, C. R. - Organizational Behaviour in Sport Management	3. Book (Edited)	2021	English	The author has an academic background in sports management	Sports Management	• "Organizational culture refers to the shared values and assumptions held by organizational members regarding how employees should act and how work should be conducted. In other words, organizational culture is the shared beliefs or norms that influence the workplace atmosphere." (Edgar Schein 2010) (p.18)	Organizational Culture	-

	Matrix - Organizational Culture Development							
	General Information					Perspective on Culture		
Category / Medium	Media	Publication Da	Language of Publicati	Authors Academic Backgr	Books Academic Backgrou	Underlying (Organizational) Culture Definitio	Focus of Culture	Title of own Framework
Kühl, S. - Organisationskulturen beeinflussen - Eine sehr kurze Einführung	3. Book (Edited)	2018	German	The author has an academic background in sociology and works also as an organization consultant	Management	• "Unter »Organisationskultur« versteht man all jene Verhaltenserwartungen, die nicht über Entscheidungen festgelegt wurden, sondern die sich langsam eingeschlichen haben. Die Organisationstheorie spricht hier von den nicht entschiedenen Entscheidungsprämissen in Organisationen" (Rodríguez Mansilla 1991, S. 140 f.) (p.9) • Combination of definitions also at (pp.7 to 8)	Organizational Culture	
Cole, J. & Martin, A. J. - Developing a winning sport team culture	7. Journal Article	2018	English	The authors have an academic background in sports, exercise & nutrition	Sports & Society	• "The rationale for the research is based on Edgar Schein's (2010) three-level theoretical model of organizational culture integrating artefacts (rites and rituals, symbols and stories), values and beliefs and core assumptions. He defines organizational culture as, 'a pattern of shared basic assumptions learned by a group as it solves its problems of external adaptation and internal integration' (**Schein 2010**, 18). In his book Organisational Culture and Leadership, Schein asserts that artefacts located at the surface of a culture, which are visible or tangible but sometimes not decipherable, are realizations of underlying values that in turn are manifestations of deeper assumptions." (p.2)	Organizational Culture	-
Linnenluecke, M. K. & Griffiths, A. - Corporate sustainability and organizational culture	7. Journal Article	2010	English	The authors have an academic background in corporate sustainability and environmental finance	Business	• Competing values framework (CVF) of organizational culture (Quinn, 1988; Quinn & Kimberly, 1984; Quinn & Rohrbaugh, 1983) (p.359) • Also diverse mentions of other definitions (p.358)	Corporate Culture/Organizational Culture	-
Bischoff, J. M. - Change Management in M&A-Projekten	3. Book (Edited)	2007	English	The author has an academic background in HR M&A management	Business - M&A	• „Die Unternehmenskultur besteht aus einer Fülle teils erkannter, teils unbewusster, meist symbolisierter Sinnstrukturen, Werthaltungen, Normen beziehungsweise Objekten und Ritualen, die das Verhalten von Unternehmensmitgliedern im Rahmen sozialer Strukturen des Unternehmens prägen und interaktional (re-)produziert werden. Neue Mitglieder nehmen interaktional diese Metaprinzipien als unternehmensspezifische Art und Weise des Denkens und Handelns wahr und integrieren diese in ihre mentalen und kognitiven Strukturen; dieser Prozess kann auch zu kulturellen Veränderungen führen" (p.67) • Page 69 wichtig • Edgar Schein 2010 (pp.70 to 72)	Corporate Culture/Organizational Culture	-

Category / Medium	Matrix - Organizational Culture Development							
	General Information					Perspective on Culture		
	Media	Publication Da	Language of Publicati	Authors Academic Backgr	Books Academic Backgrou	Underlying (Organizational) Culture Definitio	Focus of Culture	Title of own Framework
Cameron, K. S. & Quinn, R. E. - Diagnosing and Changing Organizational Culture	3. Book (Edited)	2011	English	The authors have an academic background in management and organization	Management	-	Organizational Culture	Competing Values Framework
Alvesson, M. & Sveningsson, S. - Changing Organizational Culture	2. Book (Monography)	2015	English	The authors have an academic background in management, business administration & economics	Management	• "Culture is holistic and refers to phenomena that cannot be reduced to single individuals; culture involves a larger group of individuals." • "Culture is historically related; it is an emergent phenomenon and is conveyed through traditions and customs." • "Culture is inert and difficult to change; people tend to hold on to their ideas, values and traditions." • "Culture is a socially constructed phenomenon; culture is a human product and is shared by people belonging to various groups. Different groups create different cultures, so it is not human nature that dictates culture." • "Culture is soft, vague and difficult to catch; it is genuinely qualitative and does not lend itself to easy measurement and classification." • "Terms such as myth , ritual , symbols and similar anthropological terms are commonly used to characterize culture." • "Culture most commonly refers to ways of thinking, values and ideas of things rather than the concrete, objective and more visible part of an organization." • Based on combined definitions (Hofstede et al.) (p.41)	Organizational Culture	-
Trompenaars, F. & Hampden-Turner, C. - Riding the waves of culture (4th Edition)	2. Book (Monography)	2012	English	The athors have an academic background in organizational theory, crosscultural communication, consultancy & management philosophy	Business & Culture	• "Culture as a series of nested spheres" (pp.28 to 38) • Detailed description on the referred pages	National Culture/Organizational Culture/Corporate Culture	-
Hofstede, G., Hofstede, G.J. & Minkov, M. - Cultures and Organizations	2. Book (Monography)	2010	English	The authors have an academic background in cultural scinces, social psychology, organisational anthropology, international management, biology & linguistic sciences	Intercultural Cooperation	• "Every person carries within him- or herself patterns of thinking, feeling, and potential acting that were learned throughout the person's lifetime." (p.4) • "...such patterns of thinking, feeling and acting mental programs [will be called] software of the mind." (p.5) • "A customary term for such mental software is culture" (p.5) • p. 344 with a combination of organizational culture characteristics • Culture is seen in the broader sense - like anthropologists (p. 5)	Culture/National Culture/Organizational Culture	-

	Matrix - Organizational Culture Development							
Category / Medium	General Information					Perspective on Culture		
	Media	Publication Da	Language of Publicati	Authors Academic Backgr	Books Academic Backgrou	Underlying (Organizational) Culture Definitio	Focus of Culture	Title of own Framework
James Heskett - The Culture Cycle	2. Book (Monography)	2015	English	The author has an academic background in business logistics.	Business/Management	• Culture is "the way we do things around here - what goes and what doesnt. These behaviors reflect assumptions about people and how they think and act, as well as values and beliefs shared by members of an organization, whether or not they have been articulated. They are reinforced by artifacts-icons, stories, heroes and heroines, rites and rituals-that remind people what an organization stands for,..." - (p.17)	Organisational Culture	Culture Cycle
Korte, R.F. & Chermack, T. J. - Changing Organizational Culture with Scenario Planning	8. Journal Article	2007	English	The authors have an academic background in humand and organizational learning & organizational studies.	Organizations	Schein [6], from an organizational perspective, defines culture as the social "glue" that holds an organization together. Social ideals, beliefs, and values are shared through culture and appear as myths, rituals, stories, and specialized language" - (p.647) • "Schein [1] defined culture as 'A pattern of shared basic assumptions that the group learned, as it solved its problems of external adaptation and internal integration, y as the correct way to perceive, think, and feel in relation to those problems' " (p.647) • "In general, scholars agree that organizational culture includes the norms, beliefs, and values of the group regarding correct reasoning and action toward any given problem." (p.647)	Organisational Culture	Scenario Planning
Homma, N. & Bauschke, R. - Unternehmenskultur und Führung	2. Book (Monography)	2010	German	The authors have an academic background in management and organizational consultancy & political communications.	Corporate Organizations	• Die Unternehmenskultur ist "die Art und Weise, wie wir unser Geschäft betreiben" (p.15) • "The collective programming of the mind that distinguishes the members of one organization from another"-Hofstede (p.16)	Corporate Culture	-
Kurt Lewin	2. Book (Monography)	1953	English	Social Psychology	Social Sciences	-	-	Unfreezing-Changing-Refreezing Model
Kotter, J. P. & Heskett, J. L. - Corporate Culture and Performance	2. Book (Monography)	2011	English	The authors have an academic background in electrical engineering, IT, leadership management, change management & business logistics	Corporate Organizations	• "Organizational Culture refers to -at the deeper and less visible level - values that are shared by the people in a group and that tend to persist over time even when group membership changes." (p.4) • "At the more visible level, culture represents the bahvior patterns or style of an organization that new employees automatically encouraged to follow by their fellow employees. Each level of culture has a natural tendency to influence the others." (p.4)	Corporate Culture	8 Step Model

	Matrix - Organizational Culture Development							
	General Information					Perspective on Culture		
Category / Medium	Media	Publication Da	Language of Publicati	Authors Academic Backgr	Books Academic Backgrou	Underlying (Organizational) Culture Definitio	Focus of Culture	Title of own Framework
Schein, E.H. & Schein, P. - Organizational Culture and Leadership	2. Book (Monography)	2018	English	The authors have an academic background in social psychology and social anthropology.	Organisations	• Three levels of culture model - Schein (p.14-15) • Culture is a pattern of shared basic as-sumptions, invented, discovered, or de-ployed by a given group, as it learns to cope with its problems of external adaptation and internal integration, that has worked well enough to be considered valid, and, therefore, is to be taught to new members of the group as the cor-ect way to perceive, think, and feel in relation to those problems." (pp. 311-313)	Organizational Culture	-
Consulting Firms								
Deloitte	6. Internetdocume nt	2022	English	The authors academic background is inknown. They work in consultancy.	-	• "Culture is 'the way things get done' in your organization—sustained patterns of behavior over time that are supported by the shared experiences, values, and beliefs of the organization. Culture is what transforms individual employees into a collective, cohesive whole. It's continually reinforced over time as an organization orients new employees to the way things are done, makes business decisions, confronts challenges or industry disruption, and implements new processes." (https://www2.deloitte.com/us/en/pages/human-capital/articles/culture-change-in-the-workplace-for-sustained-results.html/#1)	Culture / Corporate culture	https://www2.deloitte.com/us/en/pages/human-capital/articles/culture-change-in-the-workplace-for-sustained-results.html/#1
McKinsey	6. Internetdocume nt	2019	English	The authors academic background is inknown. They work in consultancy.	-	• "We define culture as the outcome of the vision or mission that drives a company, the values that guide the behavior of its people, and the management practices, working norms, and mindsets that characterize how work actually gets done." (https://www.mckinsey.com/business-functions/people-and-organizational-performance/our-insights/organizational-culture-in-mergers-addressing-the-unseen-forces)	Culture / Corporate culture	McKinsey 7 S Model
BCG	6. Internetdocume nt	2013	English	The authors have an academic background in business administration, people & organization and they work in consultancy.	-	• "Culture is the values and characteristicset of behaviors that define how things get done in an organization" (p.3)	Organisational Culture	-
Hofstede Insights	6. Internetdocume nt	2022	English	The authors background is unknown.	Management / Organisational Sociology	• Culture is "the programming of the human mind by which one group of people distinguishes itself from another group" - Hofstede (p.1) • "In the outer layer of the onion, are the symbols. The next layer consists of heroes. In the third layer, closest to the core, you'll find rituals. At the core of culture, is what we refer to as values."- Onion model (p1)	Culture/Organisational Culture	Multi - Focus Model

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Category / Medium	1. Evaluating Starting Points forDevelopme	2.1. General Notes: Assessment of Curren	2.2. Assessment Methods	3. Conception of Future State	4. Initiation/Methodes of Developn	5. Review Assessment	Note about Source Content
Sackmann, S. - Unternehmenskultur: Erkennen - Entwickeln - Verändern	• Importance to consider guided organizational culture development in cases of: Quick Growth, Stagnation, Leadership Change, Value Change, Strategic Alliances, Internationalisation, Digitalization Process, Increasing Regulatory Demands (pp.169-203) • Founding phase, development phase, a maturity phase, phase of a crisis, transformation phase (pp. 73-93) • Culture aware management as the permanent management of culture (pp. 289-290)	• Differentiation in Assessment of current state and evaluation of assessment. • Critical questions: • "Wie werden Daten erhoben? Wo werden Daten erhoben? Von wem werden Daten erhoben? Wann werden Daten erhoben? Welche Daten werden erhoben?" (p.208) • Survey objects selected based on survey subject size (p.211) • Evaluation of survey results (p.236-237) • (pp. 207-240)	• Mixture of survey methods is crucial - inductive and deductive methods (p.210-212) • Interviews, questionnaires, workshops, observations, secondary data and non-reactive procedures and projective methods (collages and drawings) (pp.213-215)	• Comparing the current state and the future state based on the strategic orientation of the organization (pp.231-233) • If the current state and future state are not too different, the risks of development need to be assessed carefully (p.241) • Environmental conditions must be implemented into strategic orientation (p. 232) • Resistance to change is not unlikely and carries multiple risk factors (pp. 261-263) • Change remains to occur in humane systems (p.259) • Culture-conscious management as a way to avert serious development projects and permanently manage/develop an organizational culture in an evolutionary way (pp. 289-290)	• Depending on the allocated resources and budget (p.232) • 1. Establishing a sense of urgency (p. 250) • Derived from grade of urgency -> evolutionary or revolutionary approach to being selected (p. 251) • Methods should not be isolated (pp. 259-260) • **Evolutionary** methods: Change in organizational members (personal planning/selection, onboarding processes, promotion, job-rotation, competence development, training); Context change (Organizational design, process management, responsibilities, salary and compensation systems, leadership systems and methods, technologies and techniques, Information systems, Communication channels, architecture/room design); Leadership (pp. 264-286 • **Revolutionary** methods: Same as for evolutionary methods; Change of organizational design, change of management and leadership systems (important for orientation function), leading/showing/developing by example, personal management (firing/hiring) • Leadership and leaders with an important role (p. 289)	• Review of the development process on a regular basis (p.247) • Final review concludes the development process (p.247) • In culture-conscious management - organizational culture is constantly reviewed (pp. 289-290) • • •	-
Stanford, N. - The Economist: Organisation Culture: How corporate habits can make or break a company	• Merger or alliance opportunity (p. 33) • Growth (p. 35) • Inroducing new business strategy (p. 35) • Competitor challenge (p. 36)	• Advantageous if methods are selected by organization members in order to ensure appliability (p.50) • Process steps of assessment: 1. Get a feel for the organization's culture 2. Pinpoint the business issue/opportunity that the assessment aims to address 3. Determine the level of the assessment 4. Decide the overall approach within the budget/resources available (p.39-41) • Practical Example (pp.227-237) • (pp. 25-50)	• Assessment only through mixed-methods (quantitative and qualitative) (p.50) (pp.33 + 242)	• Define business success in 5 dimensions: Social, Economic, Environmental, Cultural, Political (p. 238) • Decide whether success is for the short, medium, or long term (p. 238) • Focus on strategy (p. 242)	• Workshops and interviews (p. 239) • Communication (p. 242) • Develop a strong set of corporate values (p. 243) • Create a common language (p. 243) • Harmonizes and align HR policies, practice and processes that mediate culture (p. 243) • Leaders as role models (p. 243)	• Accepting that planned culture change takes a long time (years rather than months) and that culture is changing all the time irrespective of any planned changes - We know that culture change is a continuous work in progress (p. 244)	-

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Sagmeister, S. - Business Culture Design	• Evaluating starting points is depended on dependencies on external influences (p. 20)	• Own developed approach • Combination of internal & external views and a survey (p.161) • Practical Example (pp.227-237) • (p. 60) & (pp.161-162) • Identify cultural patterns is key in order to discover roots for processes within the organizations (e.g. bad strategy roll-out, conflicts, etc.) (p. 28) • Finding out how much the organization depends on external influences (p. 20)	• Internal view: Team or single individuum of a culture characterises the own culture (p.161) • External view: External obersver (stakeholder, external consultant, etc.) evaluate the culture (pp.161-162) • Survey: Survey, short questionnaire (p.162) • Combination of all methods (p.162)	• The purpose of organizations should always be aligned with strategy + organizational culture development is always be accompanied by strategy development (p. 31) •	• Recruiting processes and staffing (p. 32) • Leaders with an outstanding role in culture development + acting as role models (pp. 32, 167) •Leadership also includes leadership systems: Salary, time measurement, controlling systems, performance analysis, and career development (p. 33) • Personnel development, trainings, coachings, mentoring (p. 166) • External feedback (p. 166) • Recruiting, Dismissals, Job	• Organizational culture should always be reviewed, but with different focuses over the time (p. 29)	The business culture design by Sagmeister is a creative concept to assess and develop organizational culture. Despite its innovative and easy to implement approach , it neglects the complexity of organizational culture in decisive detail. Every time, an organizational culture development framework tries to simplify the process, complexity and value get lost.
Herget, J. & Strobl, H. - Unternehmenskultur in der Praxis	• Demographic development (p. 73) • Technological developments (p. 73) • Digitalization (p. 73) • Innovation (p. 93)	• Josef Herget & Isabella Mader (pp.197-206) • Corporate cultue audit - Culture Excellence • Embedded in an organized workshop - + anonym questionnaire • Inclusion of external oberserver • Pre-definition of the focus of assessment is important - different models can be used: Denison, Sackmann, Homma (pp.199-202)	• Mix of methods (pp.199-200) • Workshop and written survey (pp.199-200) • Audit questionnaires (p.201) • Visualisation in radar- or quadrantmatrix • Maturitylevel overview (p.204)	• Future state alligned with strategic orientation (p.203) • Comparisson with current state of culture (p.203) • Method definition after a clear goal definition (p.204) • • **Herget**: Based on Quinn: 1. Create consensus about current state of culture, 2. Create consensus about future state of culture, 3. Decide what is included in change and what is not, 4. Indetify illustrable stories for change, 5. Develop a strategic action plan, 6. Develop an implementation plan • For an application of agile methods, the type of organization is crucial for pre-considerations (p. 254) • Alignment of corporate culture with corporate strategy (p. 68)	• **Strobl**: Discussion or workshop with leadership (p. 139) • Increasing awareness of own culture through "Solution Focused Rating (p.240) & Mindmapping (p. 141) • **Herget**: Development methods for quick results (Methods without empirical foundation (p. 247): Agile methods: Room concepts, systematic adaption, transformation management, relative approach, scrum, kanban, lean, design thinking, strategic trust, solutions focussing, theory U, organizational constellation, organizational culture audit, nudging (pp. 247-248) • Agile methods like Kanban, or lean tackle specifically norms in organizations (p. 252)		Herget and Strobl published an edited book with different authors published in this source. The content is very focused and doe not review broadly the organizational culture development process. Nevertheless, Herget describes organizational culture development as a process-based project which is manageable and rolled out by project management.

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Herget, J. - Unternehmenskultur gestalten - Systematisch zum Unternehmenserfolg	• Gartner p.7 • Culture Excellence Modell starts with model development (p.48) • External influences on culture: Globalization, Division of work, Digitalization, Automatization, Increasing Quickness of market evolution, AI, platform economic, digital transformation, lack of well-educated employees, demographic transformation, hybrid organizations (p. 111, 171, 175) • Organizational changes and transformations (p. 34)	• Standardized Methods: Denison, Organizational Culture Inventory (pp. 55-56) • Flexible Methods: Repertory Grid (pp.56-57) • Culture Excellence Model as a flexible option (p.48) Conduct phases (p.90) • Audit as the most comprehensive tool (p.74) • Maturity model can be insightful if dimensions allow multiple perspectives on one category + Combination with Audit or as a single method (p.76 & 83 ff.) • (pp.73-81)	• Audit Method (p.74) • Maturity level model (p.74) • Data collection: Interviews, Workshops, Group discussion, written questionnaire (p.75) • Combination of methods (p.75) • Embed the results in a multi-dimensional maturity model (p.76)	• Development of organizational culture needs to be strategically planned (p. 99) • Process steps are (Analysis, Diagnosis, Interpretation, Identification of relevant cultural dimensions to be developed, and Prioritizing of cultural dimensions to be developed (p. 99) • Analysis builds the foundation for further conception (p. 100) • Definition of future state based on the SMART model and goal definitions (p. 100) • Developing a strategy for transforming organizational culture generically based on SWOT analysis (p. 101) • Development of methods planning based on available resources (p. 105) • Selection of methods by organizational members (p. 111)	• Mainly methods for quick implementation and quick results (p. 109) • Initiation of development process follows a project management concept (p. 106) • Leadership with an extraordinary function in development - Leaders are responsible for the initiation of methods (pp. 34,115,157-163) • Implementation of methods always evaluated in the face of their use for the strategically intended goal (p. 110) • Communication of the "from where" to "where from now" over the "why" (pp. 112-115) • Culture Hacks (pp. 116-120) • Agile Methods (pp. 122-130)• Special role of leadership (U.g. pp. 157-163)	• Sporadic project controlling to regularly revise the success of the implemented measures in regard to the intended strategic outcome (p. 106) • Definition of KPIs to monitor behavioral changes - Evaluation based on weekly interviews for the next 6 months (p. 115) • Culture Excellence Process: 6. Implement and Control (Review and Adjustments (p. 48) • Success needs to be measured for adjustments (pp. 50) • The success of the change process is heavily reliant on implementation in daily routines (p. 133) • special role of leaders (p. 133)	-
Gorton, G.B., Grennan, J. & Zentefis, A.K. - Corporate Culture							-
Fietz, B. & Günther, E. - Changing Organizational Culture to Establish Sustainability							-

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Moster, R. & Kern, J. - Organizational Culture Change					• Aligning HR processes to values (p. 292) • F.e. recruiting, onboarding, training, appraises, promotes - Recruitment and placement measures based on visionary fit (p. 293) • Appointing value ambassadors • Annual progress measuring • Arrangement of focus groups • Reviewing artifacts, symbols, rituals & explicit & implicit communication aligned with		-
Corritore, M., Goldberg, A. & Srivastava, S. B. - The New Analytics of Culture				• In hiring processes: Employers should focus on cultural adaptability of new employees (pp. 3-4)			-
Barnhill, C. R. - Organizational Behaviour in Sport Management	• Expected changes, forced changes(pp. 81-83) • Expected changes: Inevitable or predictable (p. 82) • Forced changes: Due to pressures from the operating environment (p. 82) • Change is constant -> Need for adaption constant (p. 89)				• Not stated as clear methods: • verbal cues, nonverbal cues, rituals (p. 63) • Wearing common clothes (p. 63) • Answering e-mails 24/7 -> communication - as a way to express culture • Clarity of communication (p. 67) • consistency in behaviour and word (p. 67) • Artifacts (statues) to transmit values of the club (p. 65) • Rituals (p. 66) & democratically designed rituals (pp. 66-67) • Organizational systems and policies + policies in combination with suspensions (p. 65-66) • Reward systems (p. 65) • Recruiting (p. 66) • Onboarding (p. 66)		-
Kühl, S. - Organisationskulture n beeinflussen - Eine sehr kurze Einführung	• Increasing consumer orientation, employee satisfaction, result responsibility, innovation committment, open communication, conflict resolving ability, sense of community (p. 32)	• Analysis of the proportion of formality and informality in organizations (p.44) • Analysis of communication patterns (p.44) • Standardized questionnaires and internet-based surveys do not provide valuable data (p.44) • Combination of methods with best results (p.45)	• Participated observations, observation interviews, interviews, group-interviews (p.45)		• Change of formal organizational structure as the only way to change the organizational culture (p.43) • Hiring & Firing as a method -> because all these changes provoke changes in internal processes (pp.43-44) • Organizational Culture develops as a reaction to formal changes (p.44) • Change of formal communication patterns (p.45) • Formalization of programs, communication channels and personnel as levers (p. 47) • Recruitment is a method with critical aspects (pp. 49-50) • Reduction/Reinforcement of the grade of formalization (pp. 50-56)		-

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Cole, J. & Martin, A. J. - Developing a winning sport team culture				• Based on Cotterill: Creating values: Establishing clear objectives, Brainstorming, Discussion upon consensus, Prioritization (p. 4)	• Peer behaviour must embrace the values of the culture (p. 3) • Values must be reinforced via formal and informal means (p.3) • Informal and formal leadership (p. 3) • Selection of members (p. 4) • Influence of leaders (p. 5)		-
Linnenluecke, M. K. & Griffiths, A. - Corporate sustainability and organizational culture	• Raising importance of sustainability (p. 364)				• Publication of delicate/relevant reports (p. 364) • Integration of measures into employee performance evaluation (p. 364) • Employee training (p. 364)		-
Bischoff, J. M. - Change Management in M&A-Projekten	• M&A	• Culture Audit (p. 78) • Mix of quantitative and qualitative methods (p. 78) •Successive approach alligned with Schein model. From top layers to deepest layer. (p.78)	• Mixed methods (p. 78) • Document analysis & Interviews (pp. 78-79) • Document analysis -> Analysis of Strategy papers, organizational philosophy & history, employee development • Company tour (p.80) • Participated observation (p. 80) • Analysis with analysis scheme (p.81) • After M&A negotiations -> Internet-based questionnaires 1.by Bridges 2.by Graves (pp. 81-89) • Qualitative interviews (p.90) - Good Interview overview (p. 91)	• Development of future culture state through vision - or culture deployment workshops (p.106)	• Great overview with multiple options (p. 108) • For details - reference on established literature in this field (p. 108)	• Establishment of Feedback slopes, Project evaluation as part of the change project (p. 108)	-

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Cameron, K. S. & Quinn, R. E. - Diagnosing and Changing Organizational Culture	• Adapt to the demands of the environment (pp. 2, 7-12) • Developing quality management -> Increase of efficiency and performance (pp. 7-12) • Culture with manifold positive effects on busines performance - always managing (pp. 7-12)	• OCAI - Organisational Culture Assessment Instrument (p. 23) • Competing Values Framework for interpretation (pp. 31-51) • (pp.23-30)	• OCAI - Organisational Culture Assessment Instrument (p. 23) • Questionnaire-based (p.23) • Assessment of six key dimensions: Dominant characteristics, organizational leadership, management of employees, organizational glue, strategic emphasis, and criteria of success (pp. 26-30) • Interpretation of the results with the Competing Values Framework • The results of the assessment lead to categorizing the culture into 4 organizational culture types. This is the base for further deployment of methods th development (pp. 31-37) • (pp.23-30)	• Based on analysis of cultural elements (p. 83) • Based on the OCAI - Model • Create a representative team that defines type of organizational culture change (p. 85) • Prioritize important cultural dimensions (p. 85) Leadership team with decisive role (p. 86) • Plotting future state (p. 85) • Team decides on applied methods (p. 87) • Overall - Implement a self-managing team to increase acceptance of taken measures (p. 87)	• Reach consensus on the current culture: All members of the organization are part of the cultural assessment (pp. 90-91) • Reach consensus on the desired future culture: Same process of step 1 with focus on the future state (p.91) •Determine what the changes will and will not mean (p. 92) • Identify illustrative stories (pp. 93 - 97) • Develop a strategic action plan: Create a list with desired actions and behaviours (Create small achievable goals, generate social support, accountability, provide information, measure, create readings explain why, implement symbolic change) (pp. 97-101) • Develop an implementation plan (pp. 101-104) • Referencing the 7-S model by Watermann, Peters and Phillips (1980): Successful culture change requires changes in: Structure, Symbols, Systems, Staff, Strategy, Style of leaders, Skills of managers). (p. 101) • Management skills as critical		-
Alvesson, M. & Sveningsson, S. - Changing Organizational Culture	• External forces can force organizational changes: political, technological, cultural, demographic, economic, market (p. 15)			• Workshops with Top Managers to discuss the future state (p. 76) • SWOT analysis - To evaluate the situation (p. 76)	• Recruitment (p. 50) • New forms of socialization, trainings to signal the desired values and beliefs (p. 50) • Performance appraisal (p. 50) • Promotions (p. 50) • Leadership and Communication (p. 50) • Use of organizational symbols, language, actions & material objects (p. 50) • Reframing of everyday life (p. 52)		-

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Trompenaars, F. & Hampden-Turner, C. - Riding the waves of culture (4th Edition)	• Coping with culture is essential in every organizational situation with great benefits	• Diagnosis by a diagnostic questionnaire • Assessment based on 7 dimensions • Study results: 46000 attendes in 40 countries	• Diagnostic questionnaire (p.306)		• Family Culture: Key actors have to modify policies, training, mentoring, coaching, apprenticeship, praise, appreciation, (less by monetary appreciation) (pp. 203-204) • Eiffel Tower Culture: Changing rules, firing, redundancy (pp. 207-208) •Guided Missile Culture: -		-
Hofstede, G., Hofstede, G.J. & Minkov, M. - Cultures and Organizations	• Culture with a constant need for adaption towards coping with environmental circumstances. -> Starting point could be resistance to adapt. • Foremost external environmental challenges cause cultures to (be) develop(ed)	• Measurement of values before practices because they are more stable (p.28) • Study for organizational culture is not based on IBM data set - for organizational culture IRIC study (also p. 348, 349) • Foundation for GLOBE study (p.41) • Measurement of culture in organizations needs to include members of all layers (p. 374) • ORganizational culture cannot be measured as national culture (pp. 43, 47) • Problematic: Assessment instruments cover only relevant issues in his/her society - lack of quality due to not precisely relevant questions (p. 48)	• Questionnaire (p.28) • Scoring dimensions: Openness to experience vs. Rigidity; Conscientiousness versus undependability; Extraversion vs. Introversion; Agreeableness vs. Ill-temperateness; Neuroticism vs. Emotional stability (p.39) • Development of survey into: Values Surveys Modules (p.34) •IRIC model: First: Qualitative phase (p.p. 349-351) Second: Quantitative Phase (p. 351) •The value of this quantitative and qualitative data collection lies in discussing the results (p. 351 •Use of dimensions like the IBM study (p. 354) •Results: High or low scores in one dimension is not always good or bad - it's about the context (p. 355)	• Balancing strategy, culture, structure and control (p. 372 •Proper diagnosis builds the foundation for the future state (p. 374) •Considering strengths and weaknesses of organizations and ist strategy (pp. 374-375) •Assessing the probability of development success (p. 375) •Checking materials and resources (p. 375) • HR department with an extraordinary role in the organizational culture development process (especially in this phase) (p. 348)	• Diagnosis as the base for strategy conception (p. 374) • Strength and Weaknesses evaluation (p. 374) • Evaluation of existent resources (material and human) (p. 375) • Structural changes: Closing departments, merging or splitting activities, moving people (geographically (p. 375) • Process changes: New procedures, eliminating controls, establishing controls, implementing or discontinuing automation, communication (p. 375) • Personnel changes: Hiring, promoting, selecting gatekeepers, training programs (p. 375) • New symbols, new names, logos, uniforms, slogans and portraits on the wall (p. 376) s • Formulating corporate values= Written statement (p. 376)	• Measuring the development of organizational cultures over time -> evaluating the success of change (pp. 374, 376) •Culture change asks for persistence as well as sustained attention (p. 376) •If the process of culture change was started with diagnosis, it also should be repeated (p. 376)	-
James Heskett - The Culture Cycle	• Decrease referrals and increase retention, increase returns to labor, increase relationship with customers, innovation, profit, growth (pp. 297, 144) • New missions, mergers, organizations facing possible demise (p. 288) • Organizations should not start to change culture when they are threatened by a downturn of growth f.i. (p. 288) • General dissatisfaction helps for culture change projects to be successful (p. 309)	• Measurement only of aspects of culture (p.119) • Effectiveness of culture, health of culture	• Unspecified measurement methods: p.146 • Measuring strength & health of culture: Questionnaire (pp.325-328)	• Culture change based on strategy alignment (p. 297)	• Establishing dissatisfaction with the status quo (p. 297) + a sense of urgency (p. 302) • Selecting change agents (p.298) or guiding coalition (p. 303) •Proposing changes in mission, shared assumptions, values, and behaviors from the top (p. 298) • Overcommunicating every step (p. 298) • Encouraging and recognizing desired behaviors (p. 289) • Shaping policies, and practices (p. 289) • "Sorting out" (p. 298) • Role modeling (p. 298) • Plan for and create short-term wins (p. 303) • Leadership (pp. 298, 309, 310 ff.)	• Culture change cycle: Constantly reviewing the need for change (p. 298) • Cultures in general require constant attention and review (p. 91) • Sustainable changes in culture require a reexamination + ist time consuming (p. 309)	"The culture cycle is derived from a personal, subjective appraisal of several observations and anecdotal case studies that have appeared in print." (p147)

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Korte, R.F. & Chermack, T. J. - Changing Organizational Culture with Scenario Planning		• Interview of cross section of people • Interview to find out the elicit strategic organizational agenda (p. 650)	• Interview (p.650)	• Create scenarios based on interviews with organizational members (p. 651) • Include an external analysis (p. 651) • Rank key factors based on uncertainty and impact (p. 651) • Create logic scenarios based on the matrix (p. 651) • Examine the robustness of each scenario (p. 651) • Good scenarios are rooted in the deepest concerns of managers (p. 652)	• Cognitive perspective: Mental models need to be changed -> introducing new forms of knowledge, ways of thinking -> culture changes (p. 652) • Use of symbols (p. 652) • Change by scenarios - focused and analytical (p. 652) • Interaction, debate & dialog (p. 652)	• Monitor the process with identifiers (p. 651)	Scenario planning is a relatively new and so far little researched methodological approach in combination with organizational culture. It is precise because of this recent development that this approach has been mentioned in the paper to highlight an example of current thinking in this topic area.
Homma, N. & Bauschke, R. - Unternehmenskultur und Führung	• Did the corporate vision change? (p. 91) • Do the corporate values need a revision? (p. 91) • Do policies and norms need a revision? (p. 91) • Internal and external demands (pp. 34-35) • Ultimate status: Culture does not end evolving -> constant management of it (pp. 115-116)	• Main analysis phases: 1. Analysis of the context 2. Analysis of organizational culture 3. Culture-Audit report 4. Management review • Assessment as an opportunity to gain knowledge about employees' vision for organizational culture (p.80) • Assessment provides insights about method: of communication (p.80) • For qualitative methods: Important to choose the right interview partner (p.83) • (pp. 77-87)	• 1. Analysis of the context: Annual reporting, employee and consumer surveys, strategic planning data • 2. Analysis of organizational culture: Personal interview, focus groups, (Quantitative methods for bigger organizations: Structured questionnaire -> base for question lays in qualitative method results)(pp. 81-85) • 3. Culture-Audit report: Summary of analysis results (pp.85-86) • 4. Management review: Top Management reviews results and creates a plan (p.86)	• Decision for future state made by top management and owners - not a democratic process (p. 90) • Project teams provide change suggestions (p. 91) • Project team develops a toolbox for the roll-out phase (p. 93) • Implementation of culture change is a top-down process (p. 93) • Since the main concept is finalized - discussion with broad organizational members (p. 95) • New concept and toolbox is reviewed by top-management in a workshop (p. 97) • Based on Audit results (p. 99) • Consideration of resources and budget (p. 105) • Adaptive and flexible organizational culture should always be the focus of development projects (p. 131)	• Communication as an important success factor (pp. 87, 123-129) • HR department implements new processes (pp. 90, 119) • HR - Hiring (p. 120) • Formulation of new corporate culture (p. 93) • Video messages of top managers (p. 93) • Designing roadmap with milestones (p. 93) • Instructions for managers & moderators (p. 93) • 1. Group meeting to present the new concept or Workshops • 2. Workshops - after some months or implemented in regular meetings • 3. Refresher (pp. 105-107) • Importance of leadership integration (pp. 108-111) • Experience-based learning, Case studies, learning pictures (pp. 165-171) • Personnel development (p. 119) • Leadership development (p. 120, 132) • Incentivesystems (p. 120)	• After methods and implementations -> a setback into known behaviours and routines is a potential risk p.115 • Here lies the explicit difference between Organizational culture development processes and other: A clear project end cannot be defined. Culture does not end evolving (pp. 115-116) • Task of leaders and top management (pp. 116-117) • Important role of leadership and communication (p. 117) • Project is only successful if project loses its project status (p. 120) • Checklist sustaining results (p. 121) • (pp. 171-174)	This source does provide a clear note about the manageability and organizational culture development as a process.
Kurt Lewin							This source provides good foundational information for basic considerations in social change processes. Due to the publication date and no specific application to organizational culture, the author renounces the use of this book in detail. Despite that, the author implements related thoughts and further detailed expositions of his theory by other scientists.

	Development Framework Review						
	Details of Framework Process						
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Schein, E.H. & Schein, P. - Organizational Culture and Leadership	• Decreasing growth, decreasing sales and revenue numbers, great product failures, loss of key members, significant environmental incluence (p. 191) • Until founding of organizations -> culture exists and can be developed - external and internal problems can exist (p. 121) • Growth state of organizations (pp. 101, 122) • Organizational change (p. 122) • Mergers and fusions (p. 203) • Scandals and myths explosions (p. 202)	• Diagnostic-quantitative approach (p.221) • Dialogic-qualitative approach (p.221) • Possible biases in deduction of categories (p.222) • Category systems are helpful tools (p222) • Very good balancing of the survey instruments (p. 225) • Very good overview of culture assessment models (pp. 233-241) • Ethical aspects of cultural analysis (pp. 216-217) • Focus should lie on observations • (pp.209-241 • Every change process starts with an analysis (p. 261)	• Surveys: Assigning cultural dimensions&performance elements, the base for more in detail analysis of culture, M&A-Cultural Due Diligence, Measuring subcultural differences (p.225-227) • Use of holistic assessment models: Denison, OCI, OCP, Culture Compass (pp.233-235) • SaaS Models: TinyPulse, Glint; Culture IQ, RoundPegg, Culture Amp (pp.235-239) • Beneficial: The assessor is an internal expert of the organization (p. 219) • As a researcher: Analysis of documents, ethnography, participated observation, surveys, questionnaires, action research, employment in assessment organization		• Create psychological security (p. 267) -> Provide a convincing positive vision, provide official trainings, Integrate all organizational members, provide resources, have positive role models, reduce barriers and create rewards systems (pp. 267-268) • Rituals as reinforcers of cultural assumptions (pp. 163-164) • Design and architecture (p. 164) • Stories (p. 165) • Formal statements (p. 165) • Systems and procedures (pp. 162-163) • Changing systems and procedures (pp. 162-163) • Role of leadership (pp. 101) • Recruiting (p. 200)		This work is widely considered a classic in the field of organizational culture and its development. The author deals very fundamentally with a variety of phenomena. However, there is no concrete overview of the continuous course of a development process in this work.
Consulting Firms:							
Deloitte		• CulturePath Product: Analytics driven and cloud based diagnosis method • Assess culture based on 8 dimension: • 4 core indices: Collective focus, risk&governance, charge&innovation, external orientation • 4 differentiating indices: Courage, commitment, inclusion, shared beliefs	• CulturePath Product: • Survey	• CulturePath Product	• CulturePath Product: • Communication based on CulturePath results • Use of digestable visualization • Leaders	• CulturePath Product: • Emphasiz on tracking of action results	Deloitte's CulturePath could be an effectful method. Due to a lack of information, no further analysis of the method can be made. Deloitte did not provide any detailed information.
McKinsey		• 7 S Modell: Not specific model for culture change projects. Very general scope	• 7 S Modell: • Matrix evaluation form • Undetailed questionnaire. No clear guidance for application	• 7 S Modell: • Matrix evaluation form • Proof consistency of strategy, structure, systems = shared values (no scientific proof) • Differentiate the look on these points by hard and soft elements	• Iterative process	• Re-analyze the success	The McKinsey 7S Model could be an effectful method. Due to a lack of information, no further analysis of the method can be made. McKinsey did not provide any detailed information.

	Development Framework Review						
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BCG		• Mapping the assessment results along 7 dimensions: Structured/flexible, controlling/delegating, cautious/risk-permitting, thinking/doing, diplomatic/direct, individualistic/collaborative, internal/external • Use of multiple lenses for the question: Why do we have the culture: Culture context, applied behavioural psychology, organizational sociology (p. 14) • Environmental analysis: goals-resources-constraints analysis	• Survey, interviews, focus groups (p.7) • Observations & document reviews as supplements for general analysis (p. 8)				BCG offers several publications which were collected within this row. One comprehensive method is not in place. Due to a lack of information, no further analysis of the method can be made. BCG did not provide any detailed information.
Hofstede Insights		• Data-driven tool based on scientific research of thousands of organizations • Split into actual culture measurement and the perceived culture assessment • Dimensions of culture: Organisational effectiveness, customer orientation, level of control, focus, approachability, management philosophy	• Based on Hofstede database: • In-depth interviews, paper-pencil surveys • Organisational Culture Scan (OCS): 75 questions for every member, 19 questions for the CEO, 21 questions for group leaders • Results in a result report	• Set clear objectives (p. 13) • Picture new reality (p. 13) • Compare your desired organizational culture state with your current (p. 13) • Prioritise change efforts (p. 14) • Create an action plan - initiate direct and indirect change (p. 14) • Commit to change (p. 14)	• Specific tools are by the companies organizational culture scan but are not published (p. 14)	• Embedded into the consultancy approach	The Multi-Focus Model could be an effectful method. Due to a lack of information, no further analysis of the method can be made. Hofstede Insights did not provide any detailed information.

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