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1 Abstract

This research analyses organizational culture and what it consists of. The relationship between organizational culture, change and innovation is investigated through literature review. This research shows different ways to analyze organizational culture and how its influence on change and innovation can be clarified. It also analyzes how national cultures influence the forming of subcultures and how this effects the organizational culture.

It is often needed to change organizational culture to make change and innovation happen. Through literature review, this research defines several approaches for changing organizational culture to benefit innovation and the change needed. These approaches are part of different strategies for changing organizational culture, which are analyzed within this research. The outcome of the literature review on organizational culture is used to analyze the organizational culture, its subcultures and national cultures within a nursing home for elderly people.

The literature review was done to be better equipped when analyzing the current state of the nursing home and how changing the organizational culture could be done in the best way possible. This research and its application within the nursing home for elderly people analyzes the situation of the disconnected organizational culture from its containing subcultures and the national cultures of the nurses. It is also analyzed if the nurses feel more valued, supported and needed when the organizational culture is better aligned with its subcultures and the national cultures of the nurses. This research investigates how this could benefit the quality of health care given.
2 A critical review of theories of the nature of organizational culture, including how it may impact on innovation, and how it may be affected by the leaders of an organization

2.1 Introduction to organizational culture
Organizational culture became more common knowledge when it appeared as “corporate culture” in business periodicals in 1982. Before this period organizational culture was not viewed as being something that could be related to the characteristics of an organization. Organizational culture was ignored as a factor in the performance of an organization. Although the culture is now included when studying organizations, earlier this inclusion was not automatically so because organizational culture is not easily observable (Lewis, 1996; Deal et al, 1982; Holbeche, 2006).

Organizational culture is often described as “The way we do things around here”. A change will be a success if it becomes part of the organizational culture and the way “they do things around there”. The organizational culture can also be defined as “the way things get done around here”. This view is common; from the behavior of an organization its culture can be extracted. The culture is about how the organization or parts of the organization “do things around there” (Holbeche, 2006; Kotter, 1996; Deal et al, 1982; Bower, 1966).

Organizational culture can hardly be explained only by “the way they do things differently”. The things organizations produce dictate often the way they do things but this does not automatically mean they have different cultures at the outset. It is likely that different cultures emerge over time (Carnal, 2007).

Another view is that organizational culture is the collective programming of the mind which distinguishes the organization from another. People become part of the characteristics of the organization and behave accordingly and different from people within other organizations. This view is more aligned with the emerging cultures over time (Carnal, 2007; Hofstede, 1991).

Organizational culture is about shared values, experiences and common goals. The harder technical changes within organizations cannot succeed without changes in the social systems of shared values, the people, and culture. The same can be sensed in what is called the deep-set beliefs about the way work should be organized or the importance of shared values. Often only the hard factors get the most attention because they are tangible and measurable. To be able to sense all these different elements, cultural intelligence is needed to make the proper distinctions (Holbeche, 2006; Beer, 2009; Christopher, 2004; Handy, 1985; Peters and Waterman 1982; Livermore et al, 2009).

Organizational cultures can be seen as a representation of the collection of traditions, values, policies, beliefs and attitudes which directs and creates a context for everything that is being done in an organization. This also forms specific thought patterns for organizations and its members. It is not strange to see culture as partly unconscious. It is based on the history of the organization and formed through learned behavior (McClean, 1998; Williams, 1995).
2.1.1 Sub-cultures
An organizational culture is composed of integrated subcultures. Often these subcultures relate almost directly to the structure of an organization where the functional groups form their own subcultures. These subcultures differ in assumptions, behaviors and expectations and they often reflect parts of the larger culture but do also differ at important aspects. When a leader has the right cultural intelligence, these competing subcultures can be aligned together and shaped into an effective heterogeneous overall organizational culture (Johnson, 2008; Schein, 1984/2003; Christopher, 2004; Riley, 1983; Livermore et al, 2009).

2.1.2 Models to investigate organizational culture
Measuring the organizational culture can be done in different ways. The holistic approach tries to unravel the organizational culture on a very deep level through being part of it. The metaphorical approach tries to define the organizational culture through language patterns, slogans, vision documents, stories and conversations while the quantitative approach analyzes the organizational culture through questionnaires and structure interviews. The Qualitative approach measure the organizational culture through semi structure interviews with more open questions (Johnson, 2008; Mullins, 2005; Cameron, 2006; Yukl, 2010).

2.1.3 Different Tools
Several assessment tools can be used to measure the culture of an organization, like the Organizational Culture Assessment Instrument OCAI of Cameron and Quinn, 1998, the 7s model of Peters & Waterman, the Organizational Character Index of Bridges (2000), the cultural dimensions defined by Schein (1984) and Kotter (1992) or the cultural change management elements of Paul Bate (1984). The three levels of culture defined by Schein (1984) can act as the foundation where upon the other models can be based for further analysis of the dimensions of organizational culture.

The 7s model clarifies the importance of creating a balance between the seven descriptive elements of this model when understanding of the dynamics of organizational change is needed. This model is one of the many existing frameworks to help leaders think systematically when planning organizational change within an organization (Holbeche, 2006; Klatt et al, 2001).

Through the analysis of the six cultural dimension of Bate (1984) the readiness of the people can be analyzed towards change and innovation. The cultural web of Johnson et al (2005) can be used to expand the three levels of Schein (1984) and describe them through the elements of this cultural web to define the overall paradigm. The elements of the cultural web are the different aspects of the organizational culture whereas the three foundational levels of Schein (1984) could act as the basic dimensions from which the aspects can be approached.

OCAI is based on the competing values framework which describes the underlying value orientations that characterize organizations. It can be said that these values often compete or contradict each other. When extracting a profile it can identify how an organizational culture is likely to change as their values change over time (Holbeche, 2006).
The overall purpose of the OCAI is to assess six key dimensions of organizational culture. When applied to a specific organization, it gives some basic values and assumptions. In essence the OCAI will rate an organization. This can be done on different levels: the OC as a whole, the subcultures, teams and individuals. Often it is used for cultural change, so the focus on the cultural unit or aspects of the organization is more logical (Cameron, 2006).

OCAI can be used to check if the current focus is on external customers or if the organization is internal focused. What is the score through OCAI and what is the Organizational Character Index (Bridges, 2000) in relation to that score? The OCI can also be helpful to determine if an organization is extrovert or more introvert; does the company sense the environment or goes on intuition, are there thinkers or feelers and do they judge or perceive for example?

The Organizational Character Index (OCI) tries to map an organization to one of the 16 organizational character types, or a combination of some of them. The archetypes are based on the Meyers Briggs Type Indicator and mapped against four dimensions. You have Extroverted against Introverted, Sensing against Intuitive, Thinking against Feeling and Judging against perceiving. Through a questionnaire an organization is analyzed to which side its organizational culture is most focused (Holbeche, 2006, Bridges, 2000).

It is not hard to extract the static and flexible sides of OC from out this OCI model from Bridges (2000). When combined, OCAI and OCI can give us a clear view on the characteristics of the organizational culture. This can also be used on a smaller scale; the subcultures and even teams. It can help us create successful teams with the right mix of balanced (national) cultures. It is important that the organizations cultural context provides the support these different (national) cultures need, or else its development will become in danger of stagnation (Kouze & Posner, 2007; Belbin, 2012; Hackman, 2012).

The 7s Model of McKinsey is about the importance of achieving balance and consistency between the seven elements. When things are combined then the 7s Model can also be used in relation to OCAI, OCI and the cultural dimensions of Schein (1984). The elements of the 7s model could be used as input elements for the OCAI.

Furthermore, the dimensions of Bate (1984) can be used to check the readiness of people towards change, innovation and relating to others. Bates (1984) dimensions can be complementary to the readiness check of organizations for change and it is about the shared values of the people (Peters and Waterman, 1984). It is interesting to see how the dimensions of the OCAI can be replaced by the spheres of the 7s model and how the dimensions of Bate (1984) can be used for the human focused foundation of the process.

2.1.4 Using more than one tool: triangulation
Several instruments can be used to assess the organizational culture in parallel, allowing the analysis of convergence between these approaches. Where do they differ and where are results more or less the same? This is called triangulation. This can work in two ways. It can mean using different quantitative assessment tools to check given statements, but it can also mean using quantitative and qualitative measurement tools altogether. Especially in social science where constructs are difficult to measure
directly, it is important to use at least two measurement approaches as different as possible. Continuing the research should only be done when we find enough convergence in their results. If this is not the case, the results should be analyzed further or different measurement approaches can be used to come up with more usable and trustworthy outcomes. (Hofstede, 2001; Campbell et al, 1966).

2.2 Organizational Culture and Innovation

2.2.1 Innovation and change
Organizations are changing their way on the definition of change and how to approach it, but also how the organizational culture influence change. It is efficient to investigate the organizational culture through the different models described in earlier paragraphs. The outcome of that research can be the starting point to see which elements needs to change to make them more adaptable and ready for innovation.

Innovation needs the capacity for change. This means that the organizational culture must be adaptable to change. Innovation without change has no result and can be called useless for the organization. The elements in the organizational culture that must be adjusted for innovation should also be prepared for the readiness for change (Carnal, 2007).

Innovation is not only seen as something that can help organizations work in new ways to produce new products and services, but on itself it can be seen as something that can help changing the organizational culture and sub cultures. If the organizational culture and sub cultures are not adaptable enough to make innovation happen, they become obstacles for the change and innovation needed (Isaksen and Tidd, 2006).

Leadership can influence innovation when it influences the organizational enablers of innovation. These enablers include leadership systems, structures, processes, (organizational) culture, competences and networks. This relationship between leadership, organizational enablers and innovation indicates that organizational culture may impact innovation, and how it may be affected by the leaders of an organization. And while leadership has an influence on the organizational culture, it has a profound effect on how this organizational culture will interact with organizational innovation and its ability to change (Munshi et al, 2005).

Innovation is very important for a healthy organization and globalization creates new opportunities. Globalization also demands a new kind of leadership that is able to guide and integrate different national and organizational cultures. Organizational strategies that support this kind of focus on innovation and leadership become more important. Not only change techniques are needed for innovation, but also a flexible and adaptive innovative culture that holds innovation as one of its basic characteristics (Marklund et al, 2008; Alvesson & Sveningsson, 2008).

Proper leadership is needed to create and guide such an innovative organizational culture, with a clear direction and enough emotional and cultural intelligence to give each (national) subculture its share. (Johnson et al, 2009; Holbeche, 2006).
2.3 Organizational Culture and Organizational Politics

2.3.1 Organizational Politics
Organizational politics includes the forces used to carry out personal agendas and interests. Organizational politics are any activities which are not required as a part of organizational duties and are used to create personal influence and benefits. Different groups in organizations develop different goals, values, beliefs and interests and compete for the scarce resource to accomplish them. Organizational politics are used for own benefits and influence the normal “way of doing things” within the organization (Robbins, 2003; Nargunde, 2013; Morgan, 2006).

2.3.2 Organizational behavior, culture and politics
Organizational behavior is related to organizational culture and it can be said that the behavior is dictated by the culture of an organization. It seems that this influence is a two-way process. The culture is even so extracted from the behavior of people and groups. Perhaps the study of organizational culture is rooted in organizational behavior (Dauber et al., 2012).

There is the general recognition that organizational politics is something else than rational management. It is more about the study of human emotions, motivations and meaning-making. Micro politics within organizations are concerned with the use of formal and informal power used by individuals and groups to reach their goals within the organization. Many definitions therefore suggest that micro politics is more about protecting and advancing self-interest against opposition. Furthermore it is proposed that an understanding of micro politics is an important element to understanding the organizational culture (Drory et al., 1990).

It seems that organizational politics is the glue between rational management, leadership and organizational behavior and not only does it keep it all together but also it is one of the most important elements in directing these elements to a certain workable coalition.

It is not uncommon that the micro politics within the subcultures overrule the hierarchical and official function model. To be successful in implementing stable and static changes within organizations, a guiding coalition is essential. This guiding coalition is often a result from micro politics wherein this guiding coalition is recognized as powerful and influential while the official organizational culture and politics would not have recognized them as such (Kotter, 1996).

2.4 Shaping and Changing Culture

2.4.1 Sense of belonging
A healthy balance is needed between the sense of urgency and the sense of belonging when changing culture is needed. It should replace the old ways that relied on command and control. Telling people
what to do is different from influencing them to act in new ways. To be successful, creating the sense of urgency for change must be preceded by creating a sense of belonging (Conners et al, 2012).

Companies that get the best out of their people are characterized by a higher set of motivational needs system, which could be related to the motivational steps of Maslow (1954, 1991). An element of that motivational system is creating attachment and affiliation which is about the need for engagement and sharing, a feeling of community and a sense of belonging to the company (Laura Mullins, 2005).

2.4.2 Difficulties around changing the culture

Changing culture is not an easy task. There are several reasons why it is so difficult. The organizational culture is not a phenomenon that lies at the surface of the organization. It is something that lies deep within the organizational nervous system. Several things must be present to create an organizational culture and from these elements we can extract the complexity of it. These elements are structural stability, depth, breadth and patterning integration (Schein, 1985).

Culture can be called the foundation of group identity. It holds people together and even binds subcultures. Because it is so deeply involved with the identification of the people and groups within the organization, it is very difficult to change and shape. Transactional leadership is not the way to approach this. It will not hold people together and gives them an identity. It would be transformational leadership that is best suited to create, shape and change these identities and thus changing the organizational culture.

Many problems of managing change result from a failure to understand, address and change culture. This soft side of HR management can also be linked to the Theory O type of change and both are concerned with the behavior of the people, individually and collectively. To be able to really change the organizational culture the focus must change from the harder Theory E type of changes to the softer Theory O type of changes. This should be an important element of the leader changing the organizational culture (Gerry Johnson, 2008; Carnall, 2007; Holbeche, 2006).

These characteristics are very important for a leader who must change or shape the organizational culture. Their followers must be properly motivated to change or shape the culture. When these characteristics are not present in a leader, changing the culture will often not succeed. To accomplish shared objectives, individual and collective efforts must be facilitated (Yukl, 2002).

The leadership style chosen has a very important influence on the success or failure of shaping or changing the organizational culture. There are three main leadership styles; autocratic, consultative and group oriented. The last two are more related to the softer sides of Theory O type of change and will be more successful in changing the organizational culture than the Theory E type of change (Holbeche, 2006; Isaksen and Tidd, 2006).

2.4.3 Possible approach to change the organizational culture

Culture is not something that can be changed easily. Trying to grab the culture and twist it into new shapes will never work because organizational culture does not let itself being grabbed. This culture can only be changed if you are able to change and alter the people’s actions. If this new behavior will
provide benefit for the group for some time and if this new behavior can be linked to performance improvements, then eventually this change can be made enduring (Kotter, 1996).

There are three sources of inertia that prevents the learning process; cognitive frameworks, motivation and obligation. People within organizations often develop a shared cognitive framework or mental model that is of influence on the way they interpret the reality and how they learn. A shared mental model can prevent people from thinking outside that frame. It is important to alter that shared mental model of people to make them more adaptable to change (Gersick, 1991).

Through strategy forums, open-space events, learning maps and workshops new mental models can be build. With new mental models aligned to the change we want to implement, people and groups are better capable of adapting to change (Carnall, 2007; Bruch and Sattelberger, 2001).

Changing organizational culture is not something of the individual alone. There is also group behavior, where the benefit of the individual becomes less important or is aligned with the benefit of the group or subculture where this individual belongs to. The effective management of work groups requires an understanding of the psychological and social influences on behavior within organizations (Mullins, 2006).

2.5 National Cultures

Cultural differences appear at different levels. Often discrimination by ethnic, regional and religious origins delays the assimilation and forms a real problem in Organizational Cultures. Regional, ethnic and religious cultural dimensions have strong similarities with the characteristics of national cultures. It is impossible for any culture to prove that their religion and moral system is superior to others. Often their members reinforce these beliefs and values on each other until they become the truth. Cultural distance is often increased by religion and social norms. (Hofstede et al, 2010; Schein, 2004; Johnson et al, 2008).

When looking at gender it is mostly the lack of having the right symbols, image and rituals than prevents role changes. This is a very slow process and these symbols, images and rituals must first be learned by the opposite sexes to make these role changes successful on the long run. Social class, race, age and religion are of influence on attitudes, beliefs and values. They on themselves will have an important role upon different understandings of gender. Gender egalitarianism can be seen as the extent to which an organization or society tries to minimize role differences. This is often seen within organizational cultures; but also the opposite can be present (Hofstede et al, 2010; House et al, 2010; Mullins, 2005).

These same rituals, symbols and images do play an important role when analyzing the generation differences. These differences become even bigger in technology based societies where the elder people have difficulties catching up with development of new tools. In agricultural cultures these differences between generations are less evident.

The social class differences are related to education and educational opportunities. Furthermore someone’s occupation or profession often determines the sub-culture this person belongs to. Different countries have their own set of classes. Often symbols like manners, accents of language and the use of certain words in specific situations determines the class a person belongs to. When these symbols are
dramatically different between sub-cultures, it is very difficult to integrate them into the overall organizational culture (Hofstede et al, 2010).

Often the higher layers within an organization show the symbols, accent and rituals of the higher social class within a national culture and down the organizational layers these manners, accents and rituals are more related to the middle and lower layers of society, despite many initiatives to make class differences disappear. Just like the French situation where the classes themselves have limited room for change and integration (Bhagat & Steers, 2009; Richardson, 2001).

When above elements are translated to the organizational culture, then they can define the areas where change is needed to dismantle the barriers between sub-cultures. They often form the most important factors of differentiation and by analyzing their presence within the organizational culture, they can help us to make better use of the Organizational Culture Assessment Instrument OCAI of Cameron and Quinn (1998), the 7s model of Peters & Waterman, the Organizational Character Index of Bridges (2000), the cultural dimensions defined by Schein (1984) and Kotter (1992) or the cultural change management elements of Paul Bate (1984).

2.6 Leading across cultures

For successful leadership across cultures it is important to create cross-cultural awareness, which could increases and stimulate self-awareness, sensitivity to differences, questioning own assumptions and lessening of ignorance, prejudice and hatred. Having cross-cultural awareness, although essential for the cross-cultural leader, does not imply that these positive outcomes automatically come to existence. There is evidence that multi-cultural work teams perform much better or much worse than teams with one cultural background. To increase the chance for better multi-cultural team performance, cultural intelligence and cross-cultural awareness are thus necessary elements for leading across cultures. The right cross-cultural elements can then be stimulated and integrated (Mullins, 2005; Yukl, 2010; Saunder et al, 2010).

Language and interpretation of leadership across cultures is another issue. Cultures vary among each other, but also the institutions and leadership within these cultures differ. The type of national or organizational culture determines the possible leadership style which is most effective. An autocratic society or organization demands a different leader than a pure democratic society or organization for example. Having many different (national) cultures within an organization and within different teams means that a leadership style is needed that can address all these differences and make a unit out of them (Mullins, 2005; Bhagat et al, 2009).
3 An examination of how culture influences behaviors related to innovation and change in an organization of your choice

3.1 Overview of organization
The organization analyzed in this and subsequent paragraphs is a nursing home for elderly people, hereinafter referred to as nursing home. There are different organizational cultures within this nursing home. The nurses working in this nursing home are from many different national cultures. This increases the amount of subcultures within this nursing home.

These different national cultures of the nurses and the forming of many subcultures has an influence on how they treat the elderly people and how they look at caregiving. Most elderly people in this nursing home are from west-Europe, Christians and white oriented; while most nurses are of other national cultures and religions.

The focus of this analysis is on the influence these differences in national cultures of the nurses have on the quality of healthcare and how the forming of subcultures increases this influence. Furthermore it is analyzed how these differences also do have an effect on change and innovation within this nursing home.

The writer of this assignment had full access to all resources through his sister, who is head of 27 nursing homes for elderly people in the Netherlands and responsible for the quality of the healthcare given. The focus was made very narrow, or else the results of this study would be useless. With the influence of his sister, the writer of this assignment was able to obtain information through close observation and several meetings with his sister, to analyze observation results and conclusions.

3.2 Ethics and Culture
Two important ethical levels exist in this nursing home which is of influence on how the subcultures react to each other and to the elderly people. There is the macro level of the organization and its image in society and there is the individual level of the nurses which often contradicts with the overall organizational culture (Johnson et al, 2008; Lewis, 2006).

Social validation is an important aspect in aligning the subcultures in this nursing home with the shared social experience of these groups. When this shared social experience is made cross cultural, then acceptance of other beliefs and values is made easier and the nurses will be more open for change and thus innovation within this nursing home.

When the subcultures in this nursing home for elderly people are not socially aligned and share the same ethical and aesthetical values which are abstracted away from the different cultures of the elderly people, then change is difficult to implement and innovation without change is impossible. Improvements in the healthcare within this nursing home should be built upon the deep-set beliefs about the way work should be organized. Change will only be accepted when this shared belief system is

### 3.2.1 Sense of belonging
There is a lack of a sense of belonging among the different subcultures of the nurses. The distance between the strategic decisions and the reality of the nurses is enormous. Not only do the subcultures feel disconnected from each other, but also the vision and goals of this nursing home are not aligned to the nurses and the way they work.

The working morale of the nurses dropped to a minimum because they feel undervalued and poorly rewarded. There is no positive team spirit and the nurses do not pay attention anymore to quality. They do not care if a job is well done, the motivation is low and this decreases the sense of belonging even further (Mullins, 2005; Bhagat et al, 2009; Holbeche, 2006).

### 3.2.2 Sense of urgency to change
Because people feel disconnected from each other and disconnected from the organization as a whole, it is difficult to create a sense of urgency for change. There is no shared feeling of ‘the way we do things around here’, which makes it difficult to challenge it for change. The social validation around this mutual way ‘we do things around here’ is almost totally absent. Without this sense of urgency for change and the opening for innovation, it is very hard to create a different organizational culture wherein all the (national) subcultures are connected to the same shared belief-system around the quality of healthcare and how the elderly people should be treated (Kotter, 1996; Holbeche, 2006; Bower, 1966).

### 3.3 Influence on capacity to innovate and change
The creativity of the nurses is undervalued and underestimated. When creative people are not used and brought together, it will decrease the possibilities for innovation and change. Innovation needs the proper climate to come to fruitfulness. This climate is not stimulated or present in this nursing home. New ideas are not welcome and failures are met with strict rules of punishment. This attitude of management towards the nurses will not motivate people to think outside the box, which is needed for change and innovation (Johnson, 2008; Holbeche, 2006).

A climate for innovation and change needs some flexibility. Lateral communication is not stimulated within this nursing home, which could be improved when managers from different units would meet on a regular basis. There is no commitment to innovation among the different sub cultures and there is a lack of leadership that stimulates innovation or risk taking. New ideas and innovations are seen as threats instead of new opportunities. Through these organizational characteristics of this nursing home, innovation and change is in a state of flux and the quality of health care is dropping to alarming levels (Schein, 1984; Cameron, 2006; Peters et al, 1984; Mulins, 2005)
4  A recommendation as to strategies and actions that could be implemented (by you or by the organization’s leaders) to enhance or create an appropriate culture

4.1 Current characteristics of the organizations culture
The current situation is that different subcultures have a mixed influence on the overall organizational culture. This is not well organized and results in an organizational culture that is counterproductive. The care recipients are not able to connect to the different cultures of the nurses. Through misunderstanding and ignorance of the care recipients towards the cultures of the nurses they feel unsafe and insecure. Subcultures are formed around the cultural background of the nurses which are disconnected from the organizational culture. These subcultures do not well align with each other and it happens that these subcultures form counterproductive organizational sub politics used for own benefits (Boyle, 1982; McCalman, 2001).

4.2 Implement better capacity to innovate and change
The basic assumptions and beliefs which are shared by the nurses within the different national cultures and subcultures should be better aligned through investigation of the current belief systems of the nurses themselves as well as the belief systems of the organization as a whole. These basic shared belief systems can be approached and analyzed through the three levels of culture reflected in the works of Schein (1984). Especially the basic underlying assumptions of the different national cultures as well as the subcultures of the nurses should be written down and compared to investigate where shared elements could be used to create a sense of belonging to something which is shared by everyone (Schein, 1984; Holbeche, 2006; Mullins, 2005).

4.2.1 Investigate cultural differences of nurses
The dimensions of Bate (1984) can clarify the readiness for change of the nurses. These dimensions can also be used for something else. Often the dimensions are used to check on which level people resonate within the organization towards change. These dimensions can also be used with subcultures to investigate on which level they resonate as a whole. When done with the different subcultures within this nursing home, it can bring forward why certain subcultures react to other subcultures the way they do and why some subcultures are more adaptable to change than other subcultures (Bate, 1984).

This human focus with the dimensions of Bates (1984) can be placed upon the more organizational dimensions of OCAI and the 7s model. Earlier it was mentioned that the spheres of the 7s model can replace the dimensions of OCAI. Better to say perhaps is that the dimensions of OCAI can be used as an overlay on the spheres of the 7s model to place the spheres within the right areas of OCAI to check the underlying organizational and social foundation (Cameron et al, 2006; Holbeche, 2006; Mullins, 2005, Klatt et al, 2001).
4.2.2 Create self-managing cross cultural teams
After investigation of the underlying belief systems of the different national cultures within the subcultures and the subcultures themselves, it can be beneficial to create cross cultural teams where common ground is created for a shared social experience of the whole group. When needed, cross-cultural education can be helpful to create that common ground where the different parts of the group can discuss their implicit assumptions for overall alignment (Johnson et al, 2008; Schein, 1984).

4.2.3 Implement a different leadership styles
For the creation of the proper common ground and mutual understanding between and within the subcultures and cross cultural teams, the right leadership style must be chosen. The leaders must be able to recognize the cultural issues as natural outcomes of the kind of organization this nursing home is and they have to be able to show the right humility to accept them as real problems that have to be dealt with. The leadership style must stimulate the dialogue to increase the cross cultural understanding (Christopher et al, 2004; Livermore et al, 2009; Schein, 1984).

This nursing home is testing different settings for self-managing teams or self-steering teams. What is analyzed is, if it is possible to define proper team compositions where the right mixture of national cultures, roles and social backgrounds can lead to improvements of the quality of the care given and the wellbeing and satisfaction of the nurses.

It is a well-known fact that the difference between a successful team and an unsuccessful team is a mixture of the internal team climate and atmosphere and the leadership style chosen. Another important element is how this nursing home treats the teams and how well the teams are supported. The most successful teams also have the right balance of team roles. The same can be said about the national and social cultures within the teams. If this balance and mix is properly analyzed within this nursing home, then this will increase the chance of creating effective self-managing teams that deliver high quality healthcare and wherein the team members feel the right level of satisfaction (Mullins, 2005; Kouze & Posner, 2007; Belbin, 2012).

4.3 Implement an overall recognizable Organizational Culture
As mentioned, it is important that this nursing home put enough time and energy in supporting the self-managing teams which consists out of different national and social cultures. If this support is underestimated, then the teams will be nothing more than a random collection of people. It is the recognizable organizational culture that differentiates successful teams from unsuccessful randomized groups without the proper backup (Schein, 2004; Hofstede, 1999).

This should be embedded within an overall shared belief-system which is integrated in the culture. Organizational cultures differ mostly at the levels of behavior and practices. They are more superficial and easy to learn than the values that form the basis of national cultures. In the case of this nursing home it is important to integrate these core elements of the different national cultures more into the overall organizational culture. This makes this overall organizational culture more acceptable for the process of social validation and increases the sense of belonging for all related groups and teams (Holbeche, 2006; Laura Mullins, 2005; Conners et al, 2012).
4.3.1 Create the sense of urgency for change
For making change really happen, it is important to create a sense of urgency for this change. This is not well developed within this nursing home and the different sub cultures and national cultures are in a state of latency. A sense of urgency for change within this nursing home is of the highest importance, or else the quality of healthcare will not make the necessary improvements and that could even mean closing this nursing home; ordered by the national health care office (Kotter, 1996; Johnson et al, 2008).

4.3.2 Create a shared Vision of where to go and how to get there
The self-managing teams should contain members of the guiding coalition backing up the change needed. The development of a shared change vision is needed to make it part of all the different self-managing teams. If this shared change vision is integrated in the teams, then the group behavior will automatically be focused on the urgency for change and improvement of the quality of the overall healthcare within this nursing home.

Not only the managers and senior nurses should create and focus on this sense of urgency and vision to meet the challenges, but this behavior must become an integral part of the self-managing teams. The change sponsors who are also represented in these self-managing teams must also provide a sense of direction and purpose to the teams. Another important element are ongoing and influential actions to motivate people to pursue that direction and stick to it (Mullins, 2005; Kotter 1996; Peters, 1982; Holbeche, 2006)

With the mixture of the dimensions of Bates (1984), made clear with OCAI and integrated into the 7s model to define successful self-managing teams with the right leadership style, sense of belonging and urgency for change, guided by a shared vision which is part of the shared belief systems of all the related (national) cultures within this nursing home, it should be made possible to create the right environment for change and innovation. This fertile soil must further be plowed with an overall shared organizational culture where all the different nurses feel valued and recognized again. From out this stable foundation with shared basic underlying assumptions, the quality of the healthcare can be improved which can endure the coming decades (Schein, 1984; Cameron, 2006; Peters et al, 1984)
5 Conclusion

This research has analyzed and explained the importance of organizational culture related to change and innovation. This research has investigated the different parts of organizational culture and how it can be influenced to undergo the change needed for innovation. In this analysis, the aim was to clarify how subcultures and national cultures are inseparable from organizational culture and without them proper study of this phenomenon is impossible.

The findings of this research suggest that the different subcultures and national cultures should be part of an overall integrated organizational culture to be effective for innovation and change. One of the more significant findings of this research showed that the quality of health care within a nursing home for elderly people could be dramatically improved if the different subcultures and national cultures shared the same set of basic assumptions and belief system though cultural integration.

There are a number of relevant caveats regarding the present study. A very important caveat is the fact that the study is focused on a very small group of nurses within one nursing home for elderly people. The outcomes of this study can be very different in other national cultures, regions, countries and nursing homes with different types of dependents. Furthermore, the literature review was short and only a narrow focus on the existing material concerning the topic was possible.

Therefore, this research created many new questions in need for further analysis within health care in general and nursing homes for elderly people specifically. Further research in this relative new field regarding the role of organizational culture related to innovation and change within nursing homes for elderly people to improve the healthcare given, would be of great help in better understanding this coherent relationship between these elements. A reasonable approach to tackle this problem could be to broaden the literature on this topic and do the research within more nursing homes for elderly people with a different set of typical dependents and nurses.
6 Bibliography


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