

Organizational Design Change and Transformation
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Module - 12
Lecture - 60
Organizational Culture, Transformation and Ethical Values

Welcome to the course on Organizational Design Change and Transformation. We are on week 12 where we are discussing about organizational change strategies interventions and in that process in today's lecture, we are going to discuss on another of the intervention which is the cultural intervention.

So, when if you remember at the start of this week's lecture, we were discussing about organizational turnaround situations we were telling like the organizational in cultural intervention is one of the major important interventions that is required as a part of organizational development.

And so, we are going to focus on it separately. So, today's lecture session will be like dedicated towards discussing cultural interventions. So, let us see what is there in the concepts covered today.

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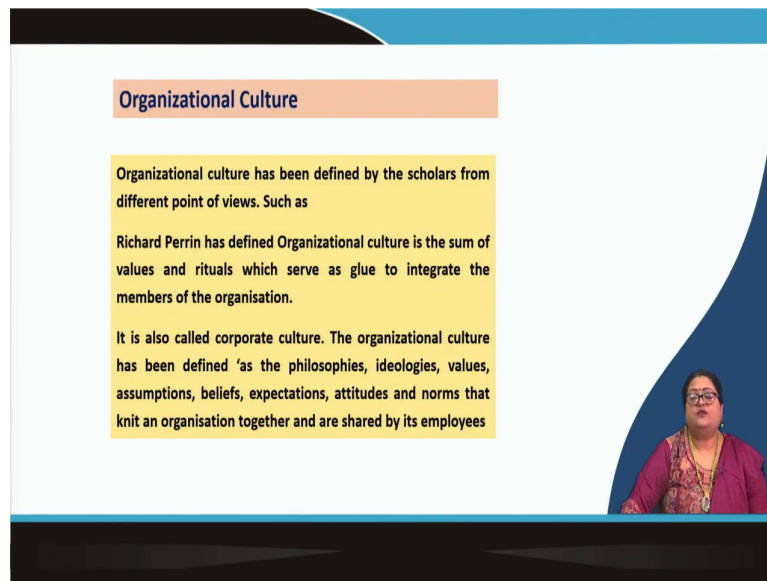
CONCEPTS COVERED

- Concept of organizational culture, importance,
- Ideas behind cultural transformation, components, goals of cultural transformation, how cultural transformation occurred,
- Cultural transformation framework, values in organizational transformation,
- The ethics in organizational transformation,
- Cultural transformation & ethics and values,
- Role episode model of ethical dilemmas

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The concept of organizational culture, importance, ideas behind cultural transformation, components, goals of cultural transformation, how cultural transformation occurred, cultural transformation, framework, values in organizational transformation. The ethics in organizational transformation, cultural transformation and ethics and values, role episode model of ethical dilemma.

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Organizational Culture

Organizational culture has been defined by the scholars from different point of views. Such as

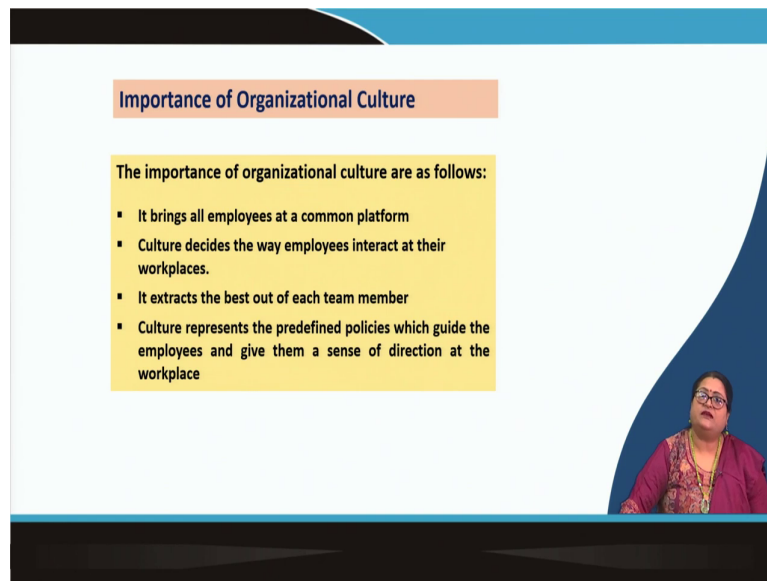
Richard Perrin has defined Organizational culture is the sum of values and rituals which serve as glue to integrate the members of the organisation.

It is also called corporate culture. The organizational culture has been defined 'as the philosophies, ideologies, values, assumptions, beliefs, expectations, attitudes and norms that knit an organisation together and are shared by its employees

Now, what is organizational culture? Organizational culture has been defined by the scholars from different points of views. Such as Richard Perrin has defined organizational culture is the sum of the values and rituals we serve as a glue to integrate the members of an organization.

It is also called corporate culture. The organizational culture has been defined as the philosophy's ideologies, values, assumptions, beliefs, expectations, attitudes and norms that has made an organization together and are shared by its employees.

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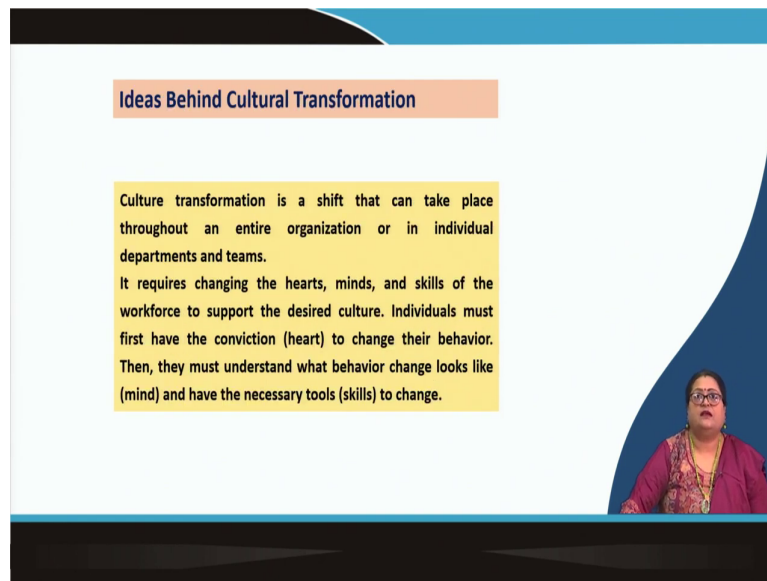
Importance of Organizational Culture

The importance of organizational culture are as follows:

- It brings all employees at a common platform
- Culture decides the way employees interact at their workplaces.
- It extracts the best out of each team member
- Culture represents the predefined policies which guide the employees and give them a sense of direction at the workplace

The importance of organizational culture are as follows: It brings all employees to a common platform. Culture decides the way employees interact at their workplaces. It extracts the best out of each team member. Culture represents the predefined policies which guide the employees and give them a sense of direction at the workplace.

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Ideas Behind Cultural Transformation

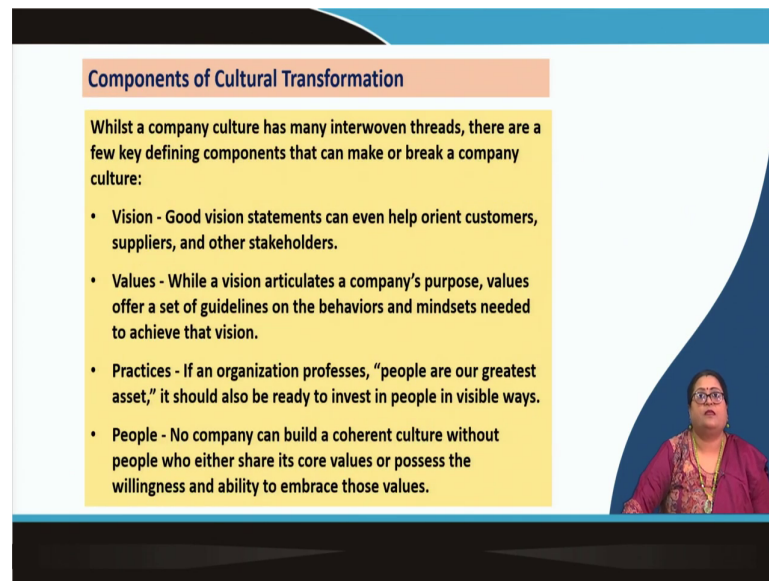
Culture transformation is a shift that can take place throughout an entire organization or in individual departments and teams.

It requires changing the hearts, minds, and skills of the workforce to support the desired culture. Individuals must first have the conviction (heart) to change their behavior. Then, they must understand what behavior change looks like (mind) and have the necessary tools (skills) to change.

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Now, what are the ideas behind cultural transformation? Culture transformation is a shift that can take place throughout the entire organization or individual departments and teams. It requires changing the hearts, minds and skills of the workforce to support the desired culture. Individuals must have the conviction to change their behavior. Then they must understand what behavior change looks like and the necessity or the tools for the skills required to change.

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Components of Cultural Transformation

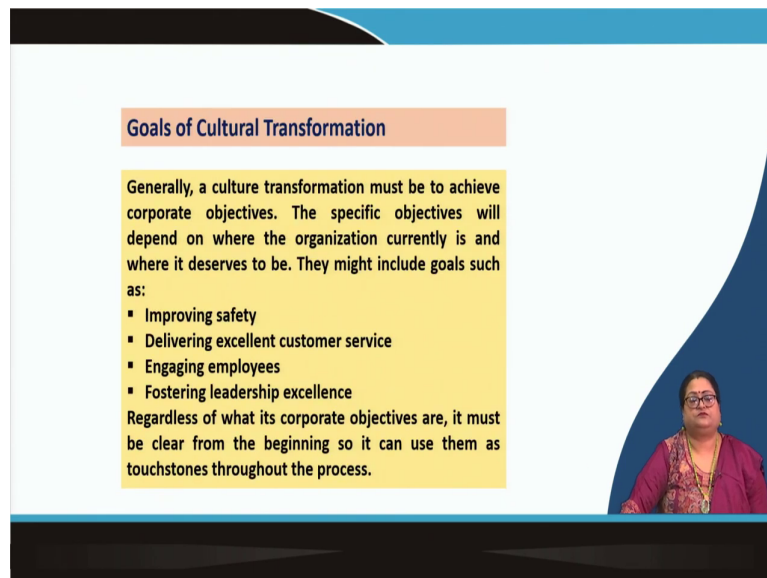
Whilst a company culture has many interwoven threads, there are a few key defining components that can make or break a company culture:

- **Vision** - Good vision statements can even help orient customers, suppliers, and other stakeholders.
- **Values** - While a vision articulates a company's purpose, values offer a set of guidelines on the behaviors and mindsets needed to achieve that vision.
- **Practices** - If an organization professes, "people are our greatest asset," it should also be ready to invest in people in visible ways.
- **People** - No company can build a coherent culture without people who either share its core values or possess the willingness and ability to embrace those values.

Why? We now are discussing about the components of cultural transformation. Why we can understand like the culture, company culture has many interwoven threads. There are a few key defining components that make or break a company culture. So, the important first is the vision - Good vision statements can even help orient customers, suppliers and other stakeholders. Values - we term vision articulates the company's purpose. Values offer a set of guidelines on the behaviors and mindsets needed to achieve that vision.

Practices - If an organization professes, "people are our greatest asset", it should also be ready to invest in people in visible ways. People - no company can build a coherent culture without people who either share its core values or possess the willingness and ability to embrace those values.

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Goals of Cultural Transformation

Generally, a culture transformation must be to achieve corporate objectives. The specific objectives will depend on where the organization currently is and where it deserves to be. They might include goals such as:

- Improving safety
- Delivering excellent customer service
- Engaging employees
- Fostering leadership excellence

Regardless of what its corporate objectives are, it must be clear from the beginning so it can use them as touchstones throughout the process.

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Now, what are the goals of cultural transformation? Generally, a cultural transformation must be to achieve corporate objectives. The specific objectives will depend on where the organization currently is and where it deserves to be.

They might include goals such as improving safety, delivering extra like excellent customer service, engaging employees, fostering leadership excellence. Regardless of what the corporate objectives are, it must be clear from the beginning that it can, it has to use them as touch stones throughout the process.

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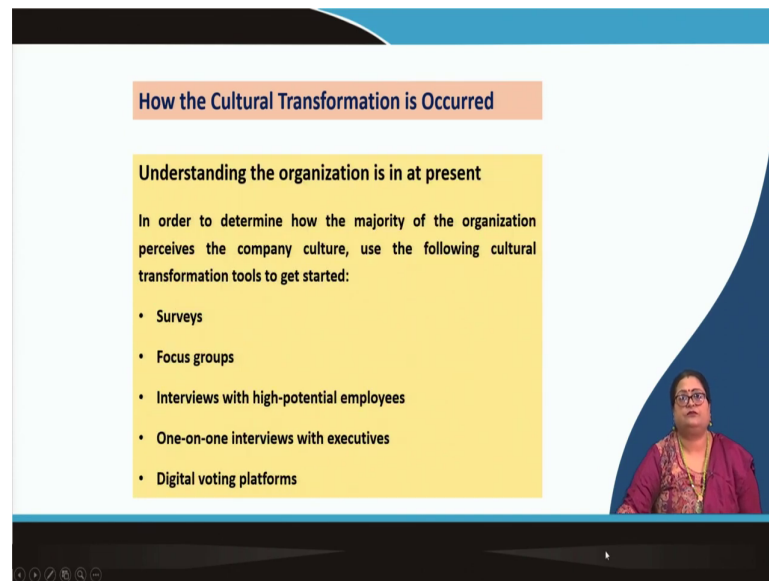


How the Cultural Transformation is Occurred

- Understand your current culture and its challenges,
- Involve the leadership
- Create a strategy and a plan that match your business goals
- Engaging employees of the organization
- Pay extra attention to organizational fit in your recruitment efforts
- Track the progress
- Time to accept change

Now, how the cultural transformation can take place? Understand the culture, current culture and the challenges. Involve the leadership, create a strategy and plan that match your business goals, engaging employees of the organization. Pay extra attention to organizational fit in your recruitment efforts, track the progress and it is time to accept the change.

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How the Cultural Transformation is Occurred

Understanding the organization is in at present

In order to determine how the majority of the organization perceives the company culture, use the following cultural transformation tools to get started:

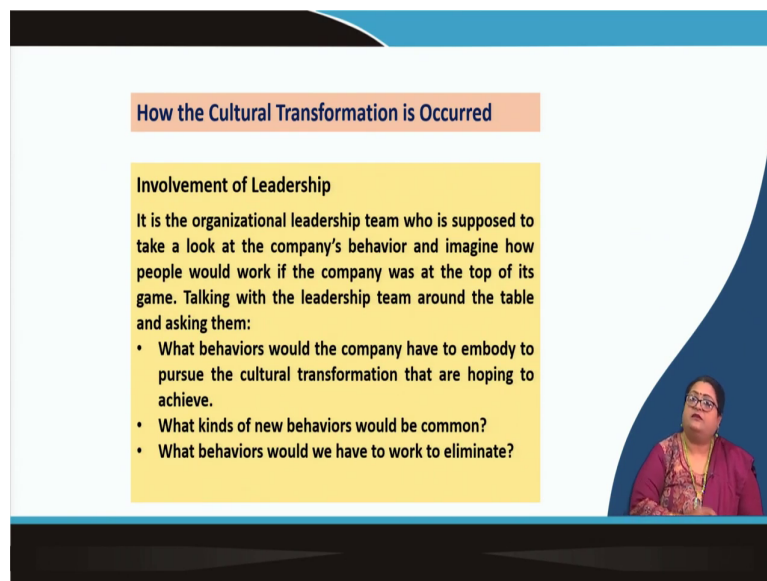
- Surveys
- Focus groups
- Interviews with high-potential employees
- One-on-one interviews with executives
- Digital voting platforms

So, we will go through it the steps and details. So, we to have a competing framework of culture and where like we understand like to go for one kind of maybe products or to answer to one kind of demands of the external environment. So, there is a always a best fitting culture. So, when we have a competing value framework of culture, we need to understand there is always a suitable culture for a kind of organization that we want to be.

And when we are shifting our identity from being one organization to a different nature of the organization, the culture also needs to change accordingly. So, it becomes the best fit for the next type of organization that I want to become. So, for that the culture transformation is required and it has got several steps out of which the first step is to know what we are presenting.

So, understanding the organization what it is in present. In order to determine how the majority of the organization perceives the company's culture, the following cultural transformation tools can be used like through surveys, focus group interviews, interviews with high potential employees, one to one like interviews with executives and digital voting platforms.

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How the Cultural Transformation is Occurred

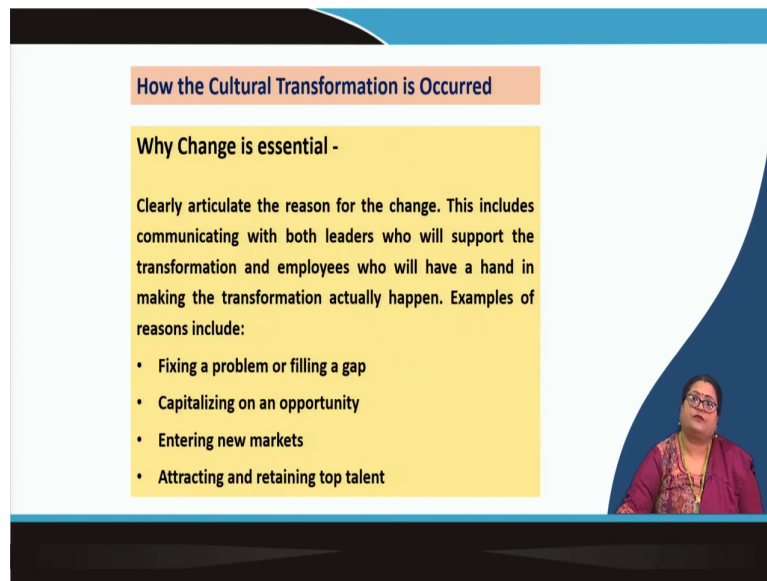
Involvement of Leadership

It is the organizational leadership team who is supposed to take a look at the company's behavior and imagine how people would work if the company was at the top of its game. Talking with the leadership team around the table and asking them:

- What behaviors would the company have to embody to pursue the cultural transformation that are hoping to achieve.
- What kinds of new behaviors would be common?
- What behaviors would we have to work to eliminate?

Involvement of leadership: It is the organizational leadership team who is supposed to take a look at the company's behavior and imagine how people would work if the company was at the top of a scheme. Talking with the leadership team around the table and asking them what behaviors would the company have to embody to pursue the cultural transformation that they are hoping to achieve. What kind of new behaviors would be common what behaviors would it like to be eliminated?

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How the Cultural Transformation is Occurred

Why Change is essential -

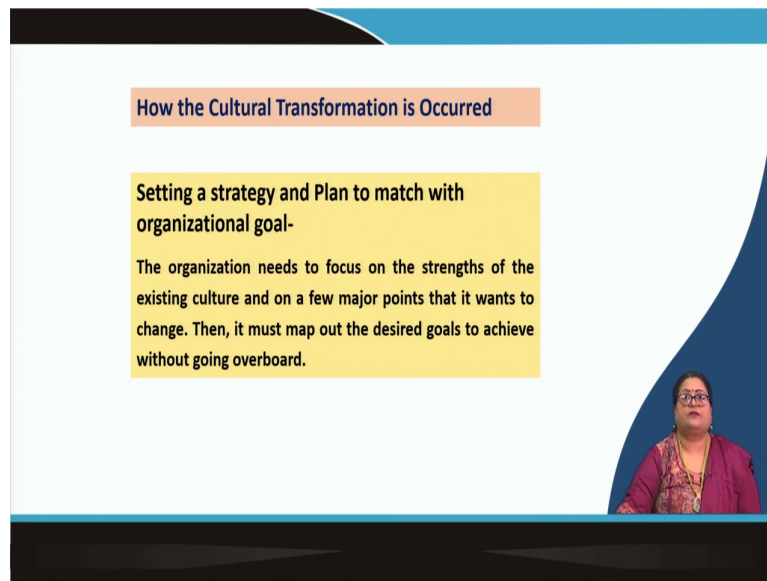
Clearly articulate the reason for the change. This includes communicating with both leaders who will support the transformation and employees who will have a hand in making the transformation actually happen. Examples of reasons include:

- Fixing a problem or filling a gap
- Capitalizing on an opportunity
- Entering new markets
- Attracting and retaining top talent

Now, we need to understand like why a change is essential or how the cultural transformation is occurred like we have to understand why this change process is essential. So, for that it is very important to articulate the reason for change. This includes communication with both leaders who will support the transformation and employees who will have a hand in making the transformation actually happen.

Examples of reason include like fixing a problem or filling a gap, capitalizing on an opportunity, entering a new market, attracting and retaining top talents.

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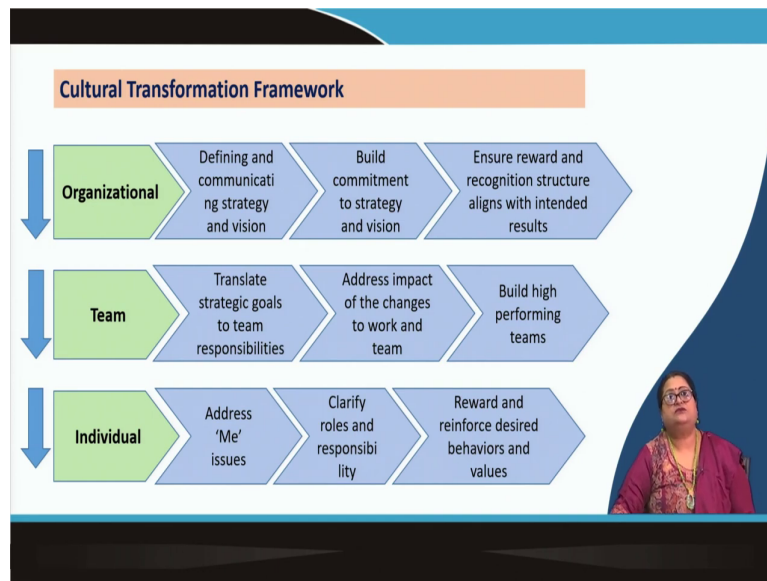
How the Cultural Transformation is Occurred

Setting a strategy and Plan to match with organizational goal-

The organization needs to focus on the strengths of the existing culture and on a few major points that it wants to change. Then, it must map out the desired goals to achieve without going overboard.

Setting a strategy and plan to match with organizational goal. The organization needs to focus on the strengths of the existing culture and on a few major points that it wants to change. Then, it must map out the desired goals to achieve without going overboard.

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Now, we will look into the cultural transformation framework, which is done at the organizational level, team level at the individual level. First is that at the organizational level is defining and communicating strategy and vision. Second is at the team level it is translate the strategy goals to team responsibilities and at the individual level it is address the main issues.

At the organizational level where the organizational strategy and vision are well defined and communicated it needs to be we need to be committed towards it. So, build commitment to strategy and vision. At the team level it is addressing the impact of the changes to work and team and at the individual level it percolates to clarify the roles and responsibilities of the individual.

In or at the organizational level after the commitment is generated towards the strategy and vision. So, we need to ensure like the rewards and recognition structure aligns with the intended results. So, if we have to develop a culture which sustains which embraces the new identity of the organization and which is like best fit with the new identity of the organization.

So, there should be rewards and recognition which gives you like which reinforces this behavior and so, it aligns with the intended results. So, it is to ensure like these behaviors are repeated this behaviors get assimilated in the organization. The rewards and recognition structure should be aligned with the intended results.

Now, this will at the team level will percolate to building high performing teams where you have like the yardsticks of the expected performance like what is the expectations and how your performance management system and reward management system are linked with each other.

And at the individual level it is reward and read force desired behaviors at values. So, if that is done that the individual behavior which is aligned with the new culture will get reinforced and the individual will be interested in repeating that behavior.

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Cultural Transformation Framework

The framework is based on individual, team and organizational aspects of cultural transformation.

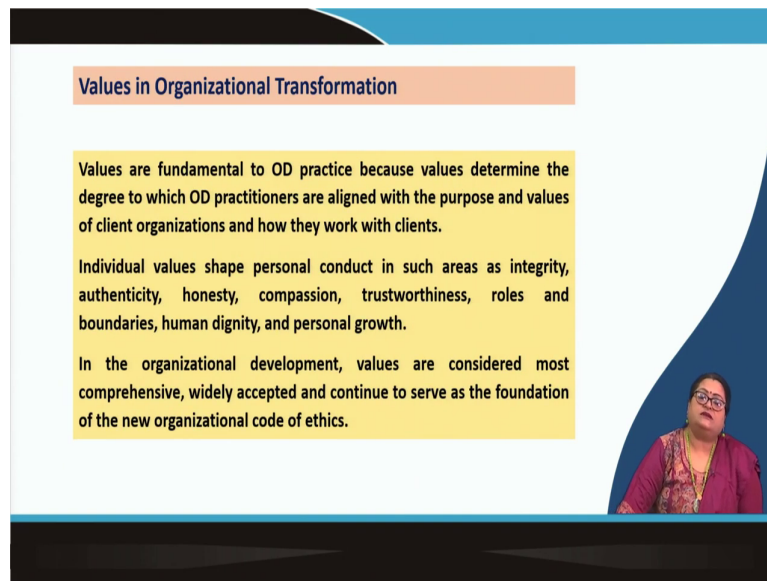
- The individual in an organization clarifies role from 'me' to responsible as well as to rewards and reinforce desired behaviour and values.
- The team translates strategic goals to team responsibilities, addresses the impact of change to work and team to build high performing team.
- In the organization the vision and strategy is defined and communicated with an aim to build commitment to vision and strategy to ensure reward and recognition.

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So, as we understand this framework is based on the individual team and organizational aspects of cultural transformation. The individual in an organization clarifies roles from 'me' to responsible as well as to be worth and read force design behavior and values. The team translates the strategy goals to team responsibilities, addresses the impact of change to worth and team to build high performing teams.

In the organization the vision and strategy is defined and communicated with an aim to build commitment to vision and strategy to ensure reward and recognition.

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Values in Organizational Transformation

Values are fundamental to OD practice because values determine the degree to which OD practitioners are aligned with the purpose and values of client organizations and how they work with clients.

Individual values shape personal conduct in such areas as integrity, authenticity, honesty, compassion, trustworthiness, roles and boundaries, human dignity, and personal growth.

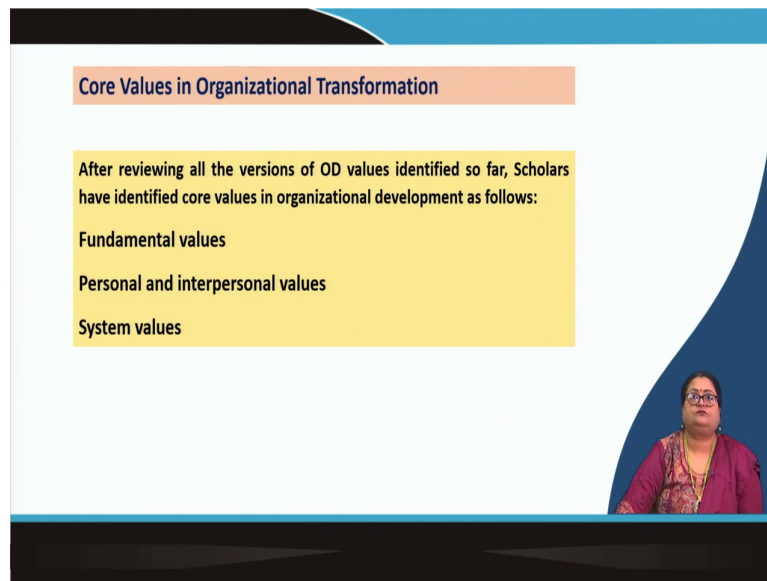
In the organizational development, values are considered most comprehensive, widely accepted and continue to serve as the foundation of the new organizational code of ethics.

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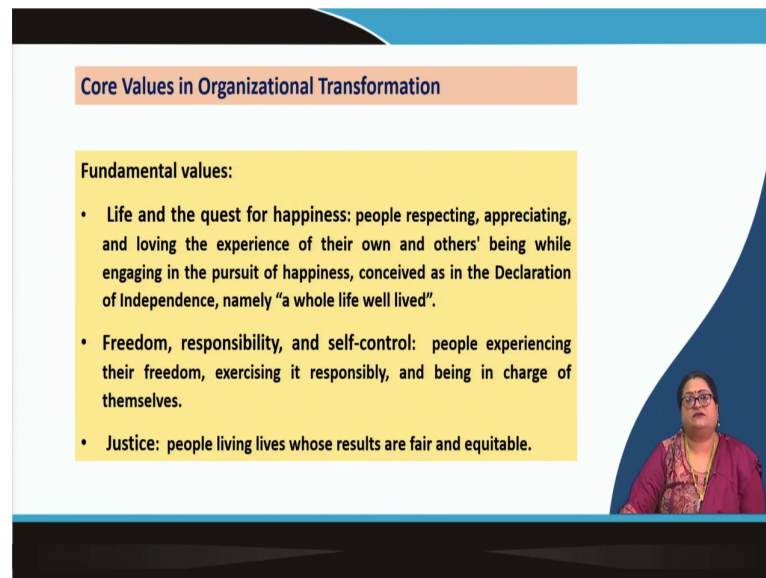
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The slide features a title bar at the top with the text "Core Values in Organizational Transformation". Below the title, a yellow box contains the text: "After reviewing all the versions of OD values identified so far, Scholars have identified core values in organizational development as follows:". Underneath this box, three categories are listed: "Fundamental values", "Personal and interpersonal values", and "System values". In the bottom right corner of the slide, there is a small video feed showing a woman with glasses and a purple top.

The core values in organizational transformation. After reviewing through all the versions of OD values identified so far, scholars have identified core values in organizational development as follows, which of fundamental values, personal into personal values and system values.

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Core Values in Organizational Transformation

Fundamental values:

- Life and the quest for happiness: people respecting, appreciating, and loving the experience of their own and others' being while engaging in the pursuit of happiness, conceived as in the Declaration of Independence, namely "a whole life well lived".
- Freedom, responsibility, and self-control: people experiencing their freedom, exercising it responsibly, and being in charge of themselves.
- Justice: people living lives whose results are fair and equitable.

Fundamental values lie and the quest for happiness: people respecting, appreciating and loving the experience of their own and others being while engaging in the pursuit of happiness, conceived as in the Declaration of Independence, like the "a whole life well lived". Freedom, responsibility, and self-control: people experiencing their freedom, exercising it responsibly, and being in charge of themselves. Justice: people living lives whose results are fair and equitable.

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Core Values in Organizational Transformation

Personal and interpersonal values:

- Human potential and empowerment. people being healthy and aware of the fullness of their potential, realizing their power to bring that potential into being,
- Respect, dignity, integrity, worth and fundamental rights of individuals and other human systems.
- Authenticity, congruence, honesty and openness, understanding, and acceptance.
- Flexibility, change and pro-action.

So, we need to understand this fundamental values because these are universal values where irrespective of time, country, culture these are the values which needs to be respected by all organizations.

If it has to like stay in the cognitive map of the not only the employees, but also the society at large. Personal and interpersonal values: Human potential and empowerment: people being healthy and aware of their fullness of their potential realizing their power to bring that potential into being.

Respect, dignity, integrity, worth and fundamental rights of individuals and other human systems. Authenticity, congruence, honesty and openness, understanding and acceptance, flexibility, change and pro action. Again, these are set of personal and interpersonal values for

each the organization needs to respect while they are in the process of introducing change or while developing a new culture.

So, cultures, best fit culture, we change based on like whether it gives up, holding environment or the facilitating environment for your organizational goals to be met. But in order to do that it cannot sacrifice on the certain of the core values which develops the identity of the organization as a like if we try to draw an analogy of the organization as a person, which defines the personality of the organization like what kind of organization it is.

So, it may change its culture to the extent it helps it to like function address the functional issues, but to the core of the belief like who you are as an organization as an employer. So, those depends on the fundamental values that you nurture and respect and like that you try to profess and properly.

So, knowledge about the fundamental values, personal and interpersonal values, the system values helps the organization to define its personality pattern which becomes a holistic personality where the which looks after the health and well-being and happiness of all the stakeholders connected to it.

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Core Values in Organizational Transformation

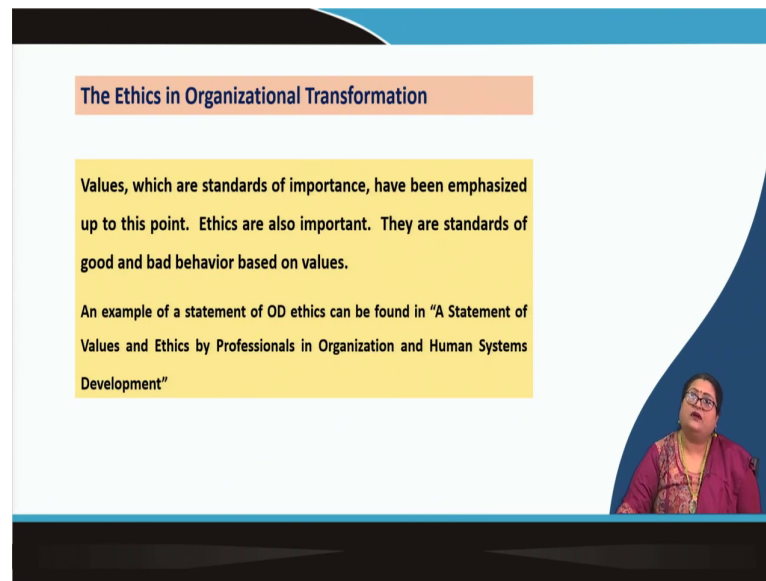
System values:

- Learning, development, growth, and transformation
- Whole-win attitudes, cooperation-collaboration, trust, community and diversity.
- Widespread, meaningful participation in system affairs, democracy, and appropriate decision-making.
- Effectiveness, efficiency, and alignment

System values, which are learning, development, growth and transformation, whole-win attitudes, cooperation, collaboration, trust, community and diversity. Widespread, meaningful participation in system affairs, democracy and appropriate decision making, effectiveness, efficiency and alignment.

If you can see the all these values are going to define the organization as the kind of organization or person the organization is or the it will help the organization to define its character strength as the kind of employer it is.

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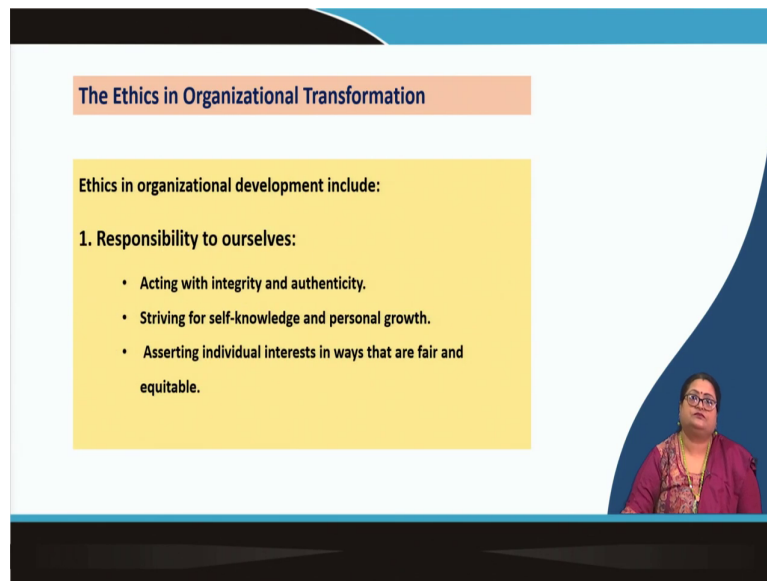


The slide features a title bar at the top with the text "The Ethics in Organizational Transformation". Below the title, there are two yellow text boxes. The first box contains the text: "Values, which are standards of importance, have been emphasized up to this point. Ethics are also important. They are standards of good and bad behavior based on values." The second box contains the text: "An example of a statement of OD ethics can be found in 'A Statement of Values and Ethics by Professionals in Organization and Human Systems Development'". In the bottom right corner of the slide, there is a small video inset showing a woman with glasses and a purple top, who appears to be the speaker.

Or the what kind of like reputation it wants to build what kind of like relationship it wants to build with the society at large with all the stakeholders at large also that is going to define its reputation that is going to define the map cognitive map that the organization is creating in the mind of the all the stakeholders that it is connected to and will lead to the group stability and sustainability of the organization also.

The ethics in organization and transformation, the values which are standards of importance have been emphasis in till this point. What is also important is the ethical issues for the ethics they are the standards of good and bad behavior based on values. An example of a statement of OD ethics can be found in "A statement of values and ethics by professionals in organization and human systems development".

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The Ethics in Organizational Transformation

Ethics in organizational development include:

1. Responsibility to ourselves:

- Acting with integrity and authenticity.
- Striving for self-knowledge and personal growth.
- Asserting individual interests in ways that are fair and equitable.

The ethics in organizational development include responsibility to ourselves which is acting with integrity and authenticity, striving for self-knowledge and personal growth, as certain individual interest in ways that are fair and equitable.

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The Ethics in Organizational Transformation

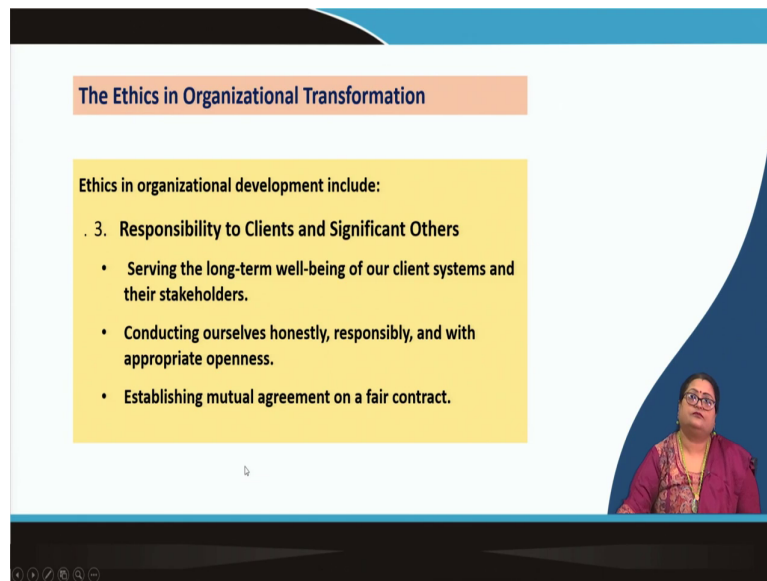
Ethics in organizational development include:

2. **Responsibility for Professional Development and Competence:**
 - Accepting responsibility for the consequences of our acts.
 - Developing and maintaining individual competence and establishing cooperative relations with other professionals.
 - Recognizing our own needs and desires and dealing with them responsibly in the performance of our professional roles.

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2nd is the responsibility for professional development and competence accepting responsibility for the consequences of our acts, developing and maintaining individual competence and establishing cooperative relations with other professionals, recognizing on our own needs and desires and dealing with them responsibly in the performance of our professional roles.

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The Ethics in Organizational Transformation

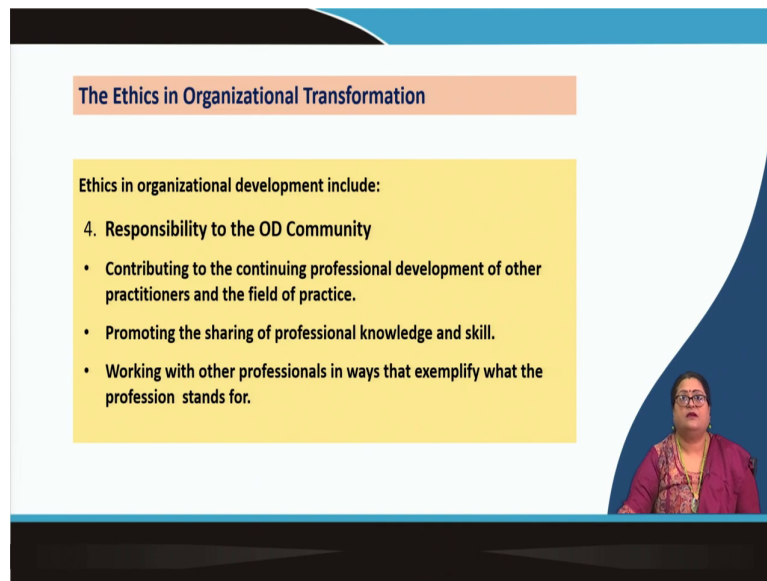
Ethics in organizational development include:

. 3. Responsibility to Clients and Significant Others

- Serving the long-term well-being of our client systems and their stakeholders.
- Conducting ourselves honestly, responsibly, and with appropriate openness.
- Establishing mutual agreement on a fair contract.

There is significant responsibility to clients and significant others, serving the long term well-being of our client systems and their stakeholders, conducting ourselves honestly responsibly and with appropriate openness establishing mutual agreement on a fair contract.

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The Ethics in Organizational Transformation

Ethics in organizational development include:


4. Responsibility to the OD Community

- Contributing to the continuing professional development of other practitioners and the field of practice.
- Promoting the sharing of professional knowledge and skill.
- Working with other professionals in ways that exemplify what the profession stands for.

(A small video inset in the bottom right corner shows a woman with glasses wearing a purple top.)

Responsibility to the OD community: Contributing to the continued professional development of other practitioners in the field of practice. Promoting the sharing of professional knowledge and skill, working with other professionals in ways that exemplify what the profession stands for.

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The Ethics in Organizational Transformation

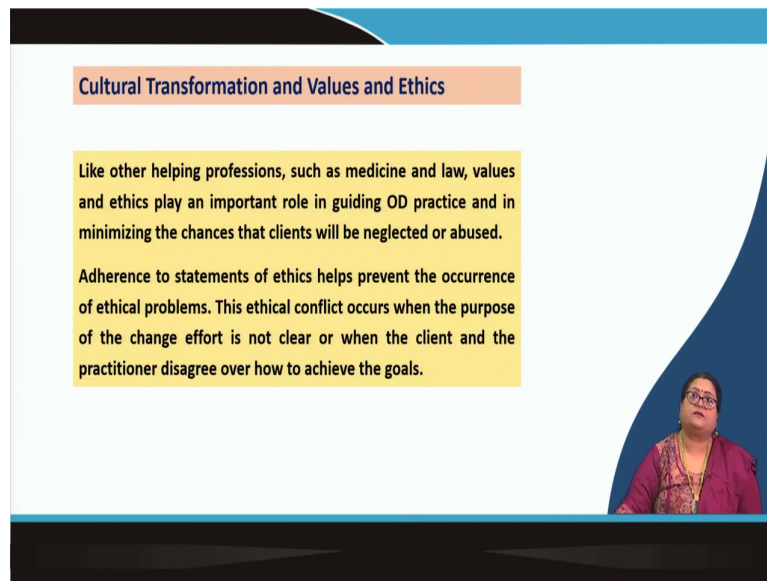
Ethics in organizational development include:

5. Social Responsibility

- Acting with sensitivity to the consequences of our recommendations for our client systems and the larger systems within which they are subsystems.
- Acting with awareness of our cultural filters and with sensitivity to multinational and multicultural differences and their implications.
- Promoting justice and serving the well-being of all life on earth.

Next important is the social responsibility: Acting with sensitivity to the consequence of our recommendations for our client system and the larger systems within which they are subsystems. Acting with awareness of the cultural filters and with sensitivity to the multinational and multicultural differences and their implications. Promoting justice and serving the well being of life and life on earth.

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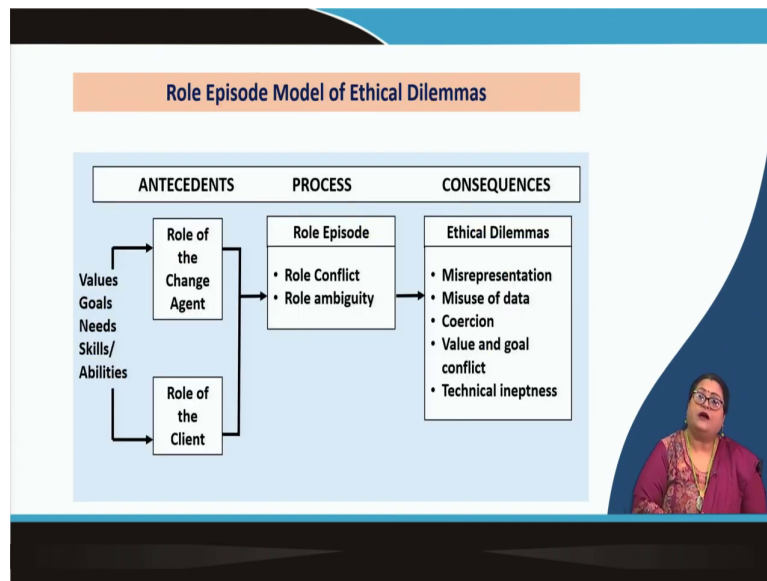
Cultural Transformation and Values and Ethics

Like other helping professions, such as medicine and law, values and ethics play an important role in guiding OD practice and in minimizing the chances that clients will be neglected or abused.

Adherence to statements of ethics helps prevent the occurrence of ethical problems. This ethical conflict occurs when the purpose of the change effort is not clear or when the client and the practitioner disagree over how to achieve the goals.

We need to understand like all other helping professions, such as medicine and law, values and ethics also play a very important role in guiding OD practice and in minimizing the chances that the clients will be neglected or abused. Adherence to statements of ethics helps them prevent the occurrence of ethical problems. This ethical conflict occurs when the purpose of the change effort is not clear or when the client and the practitioner disagree over how to achieve the goals.

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Now, we will look into this to the role episode model of ethical dilemmas. So, there are antecedents, conditions, processes and consequences. Why the discussion on this is very important like the change agent who is an OD practitioner, whether the person is from internal to the organization or maybe brought from outside to the organization to bring in certain changes in the organization.

That person is guided by must be guided by some ethical considerations, value orientations as we have discussed earlier in terms of respecting the fundamental values, respecting the personal values, respecting the systems values. Because as an OD practitioner it is very important that whatever change process we are introducing into the organization, we are trying to see the pros and cons of each of the change processes that has been introduced.

The implication of this on all the stakeholders possible, the implication of the amount of like maybe the harm that may be introduced as a part of the change that being done, how to minimize that harm, what would be the effect on the like the reputation after organization to the to the greater network connectivity and more so on the presence of the organization in the mental map of the stakeholders and its ultimate sustainability, like which is a long term goal or the long term vision for the growth of the organization.

And also, definitely about what is good. So, the OD practitioner is guided by a caring perspective where the effort is to take due care about all the stakeholders connected while in the process of introducing change to reach the goals of the organization for the survival of the organization.

And it is to see for the sake of survival of the organization, we are not doing any injustice, any unfair treatment to any of the stakeholders and to the connected or we are not taking any unethical steps, unethical processes in order to reach a like very quick outcome that is possible and give just quick fix solution to the problems and which made later on emerges bigger problems.

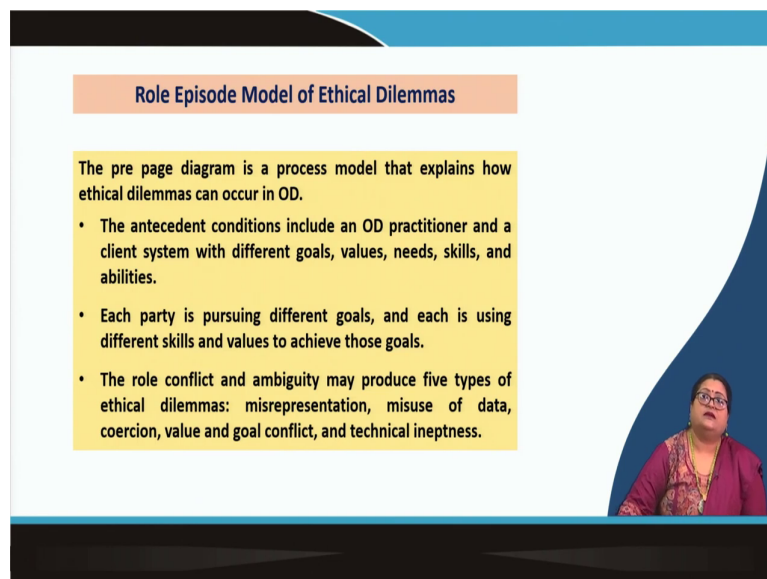
So, these are the certain of the value systems, the ethics, the ethical issues that the OD practitioners need to follow. Now, these values, goals, needs and skills and abilities sometimes may match or may not match with the role of the client who may want some very quick solutions to be given to address the problem at hand, without going to the in depth analysis of the like the impact of the change or the like the on home, we are going to implement the change process.

So, as a result what happens the values, goals, needs, skills and abilities of the change agent and the client may not match with each other and as a result in the process that may lead to some role conflict or role ambiguity. This may happen further like the person who is the change agent is also like the insider of the organization who is functioning as the change agent and like that person may have may feel like a role conflict in terms of like should I take a fast track.

So, which answers the problem very easily or should I go for like interpretation and find out what are the real implications of my the efforts that be taken by me on the stakeholders connected and on the environment which is there. So, physical environment so, what are the SDG goals and like whether I am addressing those issues or not, whether I am providing any harm to the people, the planet so, sustainability all these things.

So, one side is the best interest of the organization which can be achieved in a very short term way or the long term sustenance and sustainability of the organization. So, there could be a role conflict regarding this and if the person is not able to differentiate and do justice to both of these roles it may lead to role ambiguity leading to certain ethical dilemmas in terms of misinterpretation misuse of data coercion value and goal conflict and technical in absence.

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Role Episode Model of Ethical Dilemmas

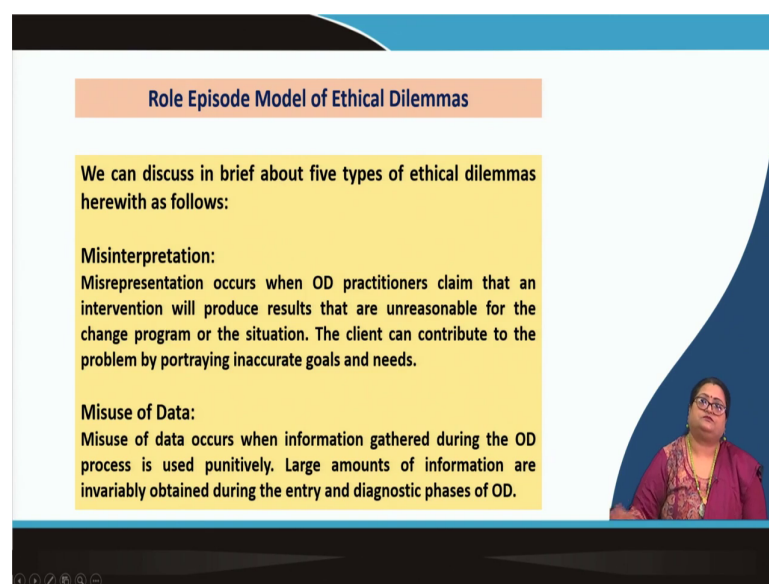
The pre page diagram is a process model that explains how ethical dilemmas can occur in OD.

- The antecedent conditions include an OD practitioner and a client system with different goals, values, needs, skills, and abilities.
- Each party is pursuing different goals, and each is using different skills and values to achieve those goals.
- The role conflict and ambiguity may produce five types of ethical dilemmas: misrepresentation, misuse of data, coercion, value and goal conflict, and technical ineptness.

The slide features a yellow text box containing the main content, a blue header with the title, and a video inset in the bottom right corner showing a woman with glasses and a purple top.

So, you are going to discuss this modeling details. So, the antecedent conditions as we have told is include an OD practitioner and the client system could be with different goals, values, needs, skills and abilities. Each party is pursuing different goals and each is using different skills and values to achieve those goals. The role conflict and ambiguity as we have discussed may produce five types of ethical dilemmas: misinterpretation misuse of data coercion, value and goal conflict, and technical ineptness.

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Role Episode Model of Ethical Dilemmas

We can discuss in brief about five types of ethical dilemmas herewith as follows:

Misinterpretation:
Misrepresentation occurs when OD practitioners claim that an intervention will produce results that are unreasonable for the change program or the situation. The client can contribute to the problem by portraying inaccurate goals and needs.

Misuse of Data:
Misuse of data occurs when information gathered during the OD process is used punitively. Large amounts of information are invariably obtained during the entry and diagnostic phases of OD.

Now, what is misinterpretation? Misinterpretation occurs when the OD practitioners claim that an intervention will produce results that are unreasonable for the change program or the situation. The client can contribute to the problem by portraying inaccurate goals and needs. Misuse of data: Misuse of data occurs when information gathered during the OD process is

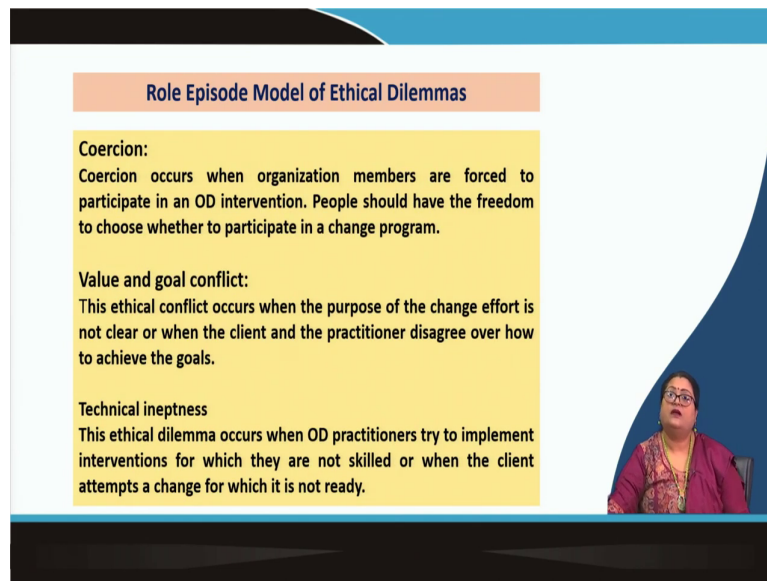
used punitively. Large amount of information are invariably entered during the entry and the diagnostic phases of OD.

So, privacy of data like then preventing the data from being used as a punitive measures against the others. These are also major responsibilities of the OD practitioners because people would be sharing their minds with the OD practitioner voicing their concerns with the OD practitioner so, that as a part of appreciative inquiry he or she can learn from the like people in the organization.

What kind of change they need; they feel need to be introduced in the organization. So, that there is a proper matching of the socio-technical system as we call like it becomes it contributes to the health of the organization in terms of blending of the individuals well being and the organizational well being.

There is a lot of trust relation involved between the people who are sharing their insights, the sharing their concerns and the OD practitioner and it is required that the data collected should be like the privacy and anonymity of the data be maintained. So, that it is not misused by the organization to let punitive measures for the employees who may have given some critical views of the organization also.

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Role Episode Model of Ethical Dilemmas

Coercion:
Coercion occurs when organization members are forced to participate in an OD intervention. People should have the freedom to choose whether to participate in a change program.

Value and goal conflict:
This ethical conflict occurs when the purpose of the change effort is not clear or when the client and the practitioner disagree over how to achieve the goals.

Technical ineptness
This ethical dilemma occurs when OD practitioners try to implement interventions for which they are not skilled or when the client attempts a change for which it is not ready.

Coercion: Coercion occurs when organizational members are forced to participate in an OD intervention. People should have the freedom to choose whether to participate in a change program or not. Value and goal conflict: This ethical conflict occurs when the purpose of the change effort is not clear and when the client and the practitioner disagree over how to achieve the goals.

As we have discussed like. So, there could be like the difference in the intent and the processes like the how the OD practitioner is being the situation and what the client exactly wants from them. Technical ineptness: This ethical dilemma occurs when the OD practitioner try to implement interventions for which they are not skilled or when the client attempts to for a change for which it is not ready.

So, it is very very important as we have discussed earlier also in order to introduce certain change in order to assimilate a change in the organization. The organizations readiness for the change is very important whether it needs to be understood whether that change is exactly required by the organization or not. It should not be based on some certain whims of the clients like or assumptions like this may work because we are they are trying to introduce a change to the people.

We are going to like introduce certain behavior modifications make them behave in different ways we act in different ways learn different different things. So, that they can remain updated they can assimilate the change. Now, whether all those things are required or not and what we are changing them to develop is that is the correct change requirement or not.

These requires to be well studied, deviated and accepted and also the people need to be involved in the change process because ultimately, they are going to like assimilate it and leave it with and perform in the change situations. So, it is very important like the change survivors view points are also taken into consideration when the organizations are going through the turnaround situations and transformations.

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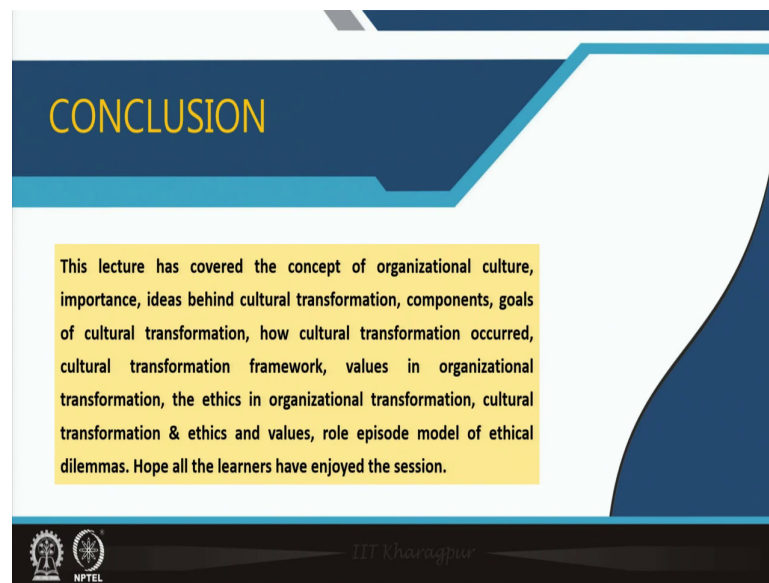
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So, these are the references that we have used.

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CONCLUSION

This lecture has covered the concept of organizational culture, importance, ideas behind cultural transformation, components, goals of cultural transformation, how cultural transformation occurred, cultural transformation framework, values in organizational transformation, the ethics in organizational transformation, cultural transformation & ethics and values, role episode model of ethical dilemmas. Hope all the learners have enjoyed the session.

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So, this lecture session has covered the concept of organizational culture importance, ideas behind cultural transformation, components, goals of cultural transformation, how cultural transformation occurred, cultural transformation framework, values in organizational transformation, the ethics in organizational transformation, cultural transformation, and ethics and values, role episode model of ethical dilemmas.

Hope all the learners of enjoyed the session. In the next session we will be discussing on the future of transformation stay tuned with us happy learning.

Thank you and bye.