



GUIDELINES FOR CHANGING ORGANIZATIONAL CULTURE: A CASE STUDY IN A TELECOMMUNICATIONS COMPANY

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ABSTRACT

This work aims to propose an action plan for the conduct of cultural change in the IT department of a company in the telecommunications industry. Technical procedures used were the case study and literature review. The action plan contains of five steps: analysis of the company's strategic planning, cultural diagnosis of the IT department, brainstorming with the staff and managers, compared to the case studies surveyed and proposed actions for the conduct of cultural change. We conclude that a receptive environment, employees not only understand why the changes are necessary, but engage with the process and faithfully executes the steps required, favoring the strategic positioning of the company.

Keywords: organizational culture, cultural change, IT department, strategy, case study



1. INTRODUCTION

The telecommunications industry is characterized by an environment of innovative and dynamic businesses in relation to technological change. As technology advances, the work environment must also adapt to new ways of working and innovative rhythm imposed by the changes.

Thus, a disruption of posture and behavior of employees with respect to projects and new leadership styles that are imposed occurs. Moreover, competition is fierce in this industry, making it difficult to retain talent in the companies of this sector. These questions aligned to rapidly changing technologies that suffer permeate an environment of instability within the companies of this sector. Processes change rapidly, the final deliveries as well, and where we are the guidelines? Sometimes it should be adapted at other times must be set aside.

Companies in the telecommunications sector are heavily dependent on information technology (IT) to facilitate the services offered by them technology. The computer or information technology can be conceptualized as technological and computational resources to guard, generation and use of information and knowledge (REZENDE; ABREU, 2000). The use of IT in the company is/should be associated with the strategic and operational needs of the organization.

Due to the need of decision making and execution of competitive strategy with a lower error rate, managers increasingly seek accurate, complete and relevant information. The use of IT has this important role, as a useful tool for managers to define and implement their strategies. IT must support the strategies and business processes and the organizational structure and culture of a company to increase business value in a dynamic environment (O'BRIEN, 2000).

However, as IT departments of companies in the telecommunications sector react towards the need for organizational change? Because of its strategic importance in the context of these organizations, an IT department must rely on a system of continuous improvement in management. The UK companies understand that your most valuable tool in terms of survival, growth and adaptation to changes in the external environment is the development and employee commitment (BROADHURST, 2012). In business, people deal with people and companies can



only work if employees are engaged with the ideas of the company and to support autonomy and program plans.

Based on these, this paper aims to propose an action plan for the conduct of cultural change in the IT department of a company in the telecommunications industry. The research problem that led to the construction of this paper came from the context in which the company lives: cultural instability at a critical and strategic department for the company's operations (SCHMIEDEL, et al., 2014). The instability is the result of an earlier period characterized by constant changes in management.

To achieve the proposed exploratory objective, the technical procedures used were: a case study in order to identify the peculiarities of the organizational culture and literature review to identify success stories in companies that conducted a process of cultural change. The following techniques were used for data collection in the case study: participant observation to identify the aggravating factors of cultural management and the needs of changes in people management; unstructured interview with the staff of the human resources (HR) and document analysis in which elements of strategic planning were removed. The nature of this research is characterized as applied. Following the reviewed literature is presented.

2. THEORETICAL BACKGROUND

In this section the concepts that supported the case analysis and structuring of the action plan are presented. The theoretical pillars of conducting the research were: organizational change, participatory management, people management and cultural change.

2.1. Organizational change

The requirements for a company to achieve adaptation to changes underlie the paths that lead to innovations in various fields, in particular organizational and social field (DAVIES, et a., 2000). Organizational development partner seems to be the key to those enterprises may face internal and external requirements.

To achieve and improve business performance is necessary to understand its elements that business performance is realistic, sustainable and able to provide continuous improvement. One alternative is to provide corrective actions aligned to organizational change as an enabler to support business outcomes (JENSEN et al., 2012). Organizational change is necessary for organizations to survive and prosper.



In fact, most of the organizations are responsible for the change continuously (BURKE, 2002).

Organizational change (OC) is an initiative undertaken by businesses seeking tailors its operations in accordance with the market demand. To accomplish this process of organizational improvement, OC depends on many factors to get the expected result, among these, systematic support for the development of the initiative and the management of critical success factors (CSFs) (CAPELLI, 2009).

The complexity of a OC may worsen in entities that are characterized by political interference in its activities, periodic exchanges of mandate, complexity in measuring gains of products and services, among others (CAPELLI, 2009).

The characteristics of a company that influence organizational change are: nature of company operations, a follow-up initiative and expected results of OC. Accordingly, the best way to monitor the OC is strategically analyze the interests of senior management in making the change. The gains from an OC: cost reduction, investment in tools to improve processes, reduce the time to complete activities and expansion of operations of the activity end.

Change Management initiatives can more effectively address both social and technical needs related to Change Announcements and Change projects through selection of social media that support respectful and responsible relationships between managers and employees. These social media efforts can then be used not only to facilitate change, but also to shift organizational culture towards the notion of “open leadership” (BROILLET, et al., 2013).

Organizational change is an unavoidable aspect of doing business. There is a large variety of changes which fit under this umbrella of organizational change. Any of these types of changes could result in catastrophic consequences if the changes are not successfully administered. Effective Organizational Change Management procedures must include a system for managing potential modifications to a variety of organizational aspects (WINCEK, et al., 2013).

The analysis provides a clear warning that organizational change is more risky and multifaceted than change initiators typically assume. Organizational change does not emerge and evolve in splendid isolation. Stakeholders inside and outside of the organization tend to be heavily involved before, during and after the change process



(FROOMAN, 1999). Organizational change is a major challenge; the literature is full of contributions outlining the multi-complexity of organizational change endeavors.

Organizational change aiming at adjusting the organization to environmental changes may be consistent with the organization's identity, rather than being in conflict with it. Changes that are consistent with the organizational identity will be easier and bear less opportunity costs than changes that are in conflict with the organization's identity (JACOBS, et al., 2013).

2.2. Participative management

Participative management in enterprises involves issues related to human relations and in business development and productivity and efficiency. Both corporate executives as employees of large businesses say participative management as a very valid option for management processes. The reasons why companies and organizations are interested in for this type of management are: the search results; humanistic considerations, concern for the 'inner life of the company'; needs direction, and the need for change (SILVA, et al., 2007).

Participative management is also known as participative management. Participative management, started the "Toyota Motor Company", is an important instrument for achieving results in all areas of business, mainly in the production in which, in most cases, there is a great desire to participate in the solution by employees as well as being a great learning tool for them (OHNO, 1997).

By implementing participative management, it is important to know that there will often be conflicting interests, who are being openly explained, which will clarify the conflict between the areas of the company. However, this conflict is beneficial to define the real root cause and eliminate it (OHNO, 1997).

There are some practices such as Quality Control Circles and Groups semiautonomous leading the developer to rethink their work. This opens up a new worker for the opportunity to participate, as to reflect on the task acquire greater control of their work and there may be a redistribution of power (PREDEBON; SOUSA, 2003).

2.3. People management and organizational culture

The continuous change of the internal and external environment of a company requires its employees to modify not only the routine work but also social practices,



such as the relationship with managers. To cope with the daily challenge of real time adaptation, selectively retain employees arising effective elements of their routine daily work and integrates them with more efficient than the first (JOHNS, 1991) new routine.

Still according to the same reference, as a result, employees often experience difficulties and tensions while maintaining a priori levels of performance while adapting to newly requests. To mitigate tensions and facilitate the desired effective performance, managers must display appropriate leadership behavior.

The context of frequent change generates more demand for quality relationships between leaders and employees, which results in higher levels of performance. To quickly respond to changes, organizations should incorporate flexible behavior in managing their human resources. Such flexibility refers to the ability of employees to exhibit a variety of behavior under different circumstances. For a flexible behavior the organization should encourage their employees to go beyond prescribed by working with other members of his team and other employees (SHIM; STEERS, 2012) papers.

Moreover, due to the change is necessary in environments characterized by economic instability, changing market demand and technological advances, organizations must have the condition to prepare their managers for this. So, the best is to conduct focused training elements that may encourage managers in turbulent contexts (INGERSOLL, et al., 2000).

Leadership style also consolidates itself as an important aspect in managing people. In this context, Shim and Steers (2012) classifies the organizational culture and leadership in symmetric and asymmetric. The culture is symmetrical one in which the stability and predictability are taken as standards, that is, a culture, balanced leaders. Unlike in the asymmetric culture, dominated by uncertainty and flexibility, the organization is always "on the edge". The behavior of top management influences the performance of the organizational culture.

Individuals can belong to many cultural groups and have several cultural identities that influence their value system, so a cultural group cannot be considered homogeneous in the sense that all members of the group think and act alike. Despite these differences, commonalities among the members of a cultural group are based on shared values. The complexity of the organizational culture concept is also



underscored by the fact that an organization comprises many work group cultures that themselves comprise members of multiple national cultures (SCHMIEDEL, et. al, 2014).

The attribution of the term culture, to an organization, is relatively recent. The term organizational culture appeared first in the English literature in 1960, as a synonym of climate. The equivalent of "corporate culture", used in the 1970s, gained popularity after the publication of the book with the same title, Terrence Deal and Allan Kennedy, in 1982. Since then, the specific technical literature has used the term (PIRES; MACÊDO, 2006).

Organizational culture is the pattern of shared basic assumptions - invented, discovered, or developed 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, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems (SCHEIN, 1985a).

Cultural change does not only occur due to environmental changes, but due to management action, as they are the individuals that define new strategic directions and courses of business from paradigms. Difficulties can arise when the environmental changes are not aligned with the social and cultural patterns of political organization (VASCONCELOS, 1993).

In this case, change is the effort to change existing forms of cognition and action, so as to enable the organization to adapt to environmental conditions and take advantage of opportunities arising. It is the constant reintegration of reality and the definition of meanings that are shared by all within an organizational group, corresponding to the dominant management paradigm or vision (GIOIA; CHITIPEDDI, 1991) common vision.

2.4. Study Case

The results of the studies surveyed are presented in this section. At the end, an analysis of the results achieved in each company as well as their relation with the topic addressed is presented.

2.4.1. Beth Israel Deaconess Medical Center (BIDMC)

According to Health Foundation (2010) Hospital Beth Israel Deaconess Medical Center is one of learning centers located Harvard Medical School in Boston



and recognized for excellence in patient care, medical research, teaching and community service.

The BIDMC was created in 1996 through a merger of Beth Israel and Deaconess Hospitals. As the hospital industry is a competitive business in Boston, the merger had a strategic direction since the resulting institution has become large enough to compete. But with the merger came some problems.

The BIDMC despite being large in structural terms, it was not so in terms of efficiency. While the hospital Beth Israel had a casual management style which emphasized on professional autonomy and creativity, the other by contrast, had a top-down management and rules-based. This culture clash has led many officials asked dismissal.

In 2002, the BIDMIC entered into financial meltdown, with the verge of being sold. Thus, the board decided to hire Paul Levy who was chief executive of directors of Harvard Medical School. Levy hired a consulting firm specializing in the healthcare industry, the Hunter Group, to conduct a diagnosis of the real situation of the company in financial and managerial terms. The Hunter Group presented a report with all the questions that needed to be improved, among which are:

- The hospital was losing \$ 50 million per year. Thus, it was necessary to focus on short-term actions to ensure the survival of the hospital.
- Lack of investment in efficiency improvements to improve quality of service.
- The focus was only on clinical practice and not the integration of administrative bodies.
- Cultural shock between the two hospitals, lined the lack of teamwork and hand-intensive training.
- Difficulty in cost rationalization.
- Inability to execute plans.
- In adaptation to the new conditions of health and significant demands on technical infrastructure.

Based on the report of the consultancy Hunter Group, the new president, Paul Levy, built an organizational restructuring plan which prioritized the following items:

- Cultural change.

For this item the following actions were taken:



- Sending formal email to employees for Levy to make them aware of the process of organizational change. This email the positives of BIDMIC were highlighted, the high possibility of it being sold, the new leadership style of the presidency,
- Creation of a communication channel between the president and employees. Through this channel developers could make compliments, complaints and suggest improvements.
- Adoption of a new management style: open high- contact employees.
- Explanation of the new current plan differed from those adopted previously.
- Adoption of a policy of employee involvement in the change process.
- Definition of new guidelines for interpersonal behavior within the company, for example, rules for meetings.
 - Transparent Policy
- Submission of the final report of the consultancy Hunter Group to all employees via - email.
- Reiteration of the main points of the restructuring plan periodically by email to reviewers.
 - Managing for results, high contact and participatory
- The change process was monitored by indicators. The monitoring was carried out over an area. The whole purpose of the restructuring plan was measurable.
- The results achieved were valued. So emails with compliments to employees related to that result were sent by Levy himself.
- The progress of the hospital established goals were documented in the corporate site for all to see quarterly.
- Conducting diagnosis of previous restructuring plans in order to highlight their shortcomings and interpretations of what went wrong.
 - Focus on quality and safety of services provided
- Systematization and quantification of goals to be achieved.
- Use of historical data to prioritize actions data.

The results achieved in the actions taken to achieve the proposed objectives are described below.



- The BIDMIC won the honorable mention of the Massachusetts Senate in 2008, which highlighted the “unprecedented leadership in quality of care and patient safety”.
- The communication channel created to receive suggestions for improvements received 300 suggestions in a month.
- In late 2004, two years of management Paul Levy, the BIDMIC went from a situation of loss of \$ 58 million for a neutral situation. In addition, net revenues reached \$ 37 million 4.
- Decrease in staff turnover from 15% to 3 % in two years.

2.4.2. IBM

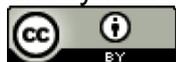
Vasconcelos (1993) is a multinational corporation headquartered in Brazil. This case refers to the year 1991. This year, the Brazilian subsidiary had declining sales and not grown in terms of net revenue. The various branches spread on Brazilian soil totaled 5,000 employees.

In 1991, IBM pointed to the need for a cultural change their Brazilian subsidiaries, because despite being a market leader, the company has developed a complex organizational culture due to the diversity of employees in terms of several variables, such as age. In addition, other problems were assumed: difficulty managing a large enterprise, massive internal bureaucracy and resistance to change by employees. Therefore, the company has structured a plan to bolster the cultural change identified as necessary to leverage the company's growth again.

This plan presented a set of actions to be performed by IBM to bolster its cultural change so that the company could flexibility, quick reaction to market changes, achieve growth in sales, profit, and return on investment, increased cash flow, satisfaction customer, quality and increased employee morale. The three pillars of organizational change and their actions are described below.

- Cultural Change
- Definition of new pillars of IBM culture: respect for the individual, policy of “open doors” program and “speak frankly”.

In the "open door" policy officials who feel wronged by their immediate superiors were encouraged to report the matter to their immediate superiors. Program “Speak Freely ” encourages the reporting of complaints and questions anonymously by employees.



- Posting of signs strategic bases with IBM culture in all rooms.
- Promoting participatory management of human resources.
- To spread the new culture in the company were created awards and symbols of quality, and conduct internal intranet publications about the new quality policy and management style.
- It created the policy of revitalization or early retirement benefits in order to break the resistance to change and to promote access for persons with motivation to change the positions of power and decision.
- Offer psychological support and coaching for success in changing attitudes of employees across the commitment and participation.
 - Focus on quality
- Established a new quality policy called Market Driven Quality in which valued the pursuit of excellence, i.e., the best way to perform the job in relation to current and providing the best customer service.
- Performance evaluation for all areas based on the objectives of the quality policy.
- Organizing courses and special training where employees are sensitized about the new quality policy, i.e., establish a culture of quality.
- Conducting analysis groups the tasks performed with a focus on continuous improvement whose objective was the reduction of the causes of non-quality.
 - Change management organization
- Development of a mechanistic model for organic organization.
- Subdivision of the company in thirteen subareas with autonomy in order to decentralize strategic decisions for the business units and geographical units and also to put the employee in the division where he works.
- Mapping of the processes that defined sets of guidelines and definition of the roles and responsibilities of each subarea.
- Established the models of internal contracts and standards of financial evaluation of business units and geographical units.
- Use of reengineering and benchmarking for process redesign.
- The results of organizational change were conducted by IBM:
- Obtaining the National Quality Award for its factory of gestational in 1991.



- ISO 9000 in all branches.
- Diverging subcultures of reviewers were incorporated, if not destroyed, in the process of organizational change.

2.4.3. Siemens

According Gracioso and Ajar (2001) in the 1990s, due to the need for adequate management of the business to the market opening, enacted by the Brazilian federal government in this period, Siemens decided to conduct an internal review process in business Brazil. At this time Siemens had 10 factories in Brazil, 13 regional sales offices and two representatives abroad - Paraguay and Bolivia.

The first part of the process, conducting a diagnosis, indicated aspects that could be improved in the business structure. These can be highlighted:

- The human resources policy that did not arrive properly to the base of the pyramid of the company;
- Different levels of development in the various business areas;
- Little synergy between business areas;
- Internal competition between business areas;
- Need to adapt the professional profile of occupants of key positions of business structure.

It was found that the firm needed in their professional a different set of skills from those found at that time in its workforce profile in order to bring more competitiveness in the new situation that drew the Brazilian market in the near future. The company already had a large contingent of professional graduates, professionally trained.

So, he decided that a change in the structure of human resources (HR) was required to conduct business in the behavioral area. For this, some actions were performed under two pillars: people management and change management model.

- People management
- Technical analysis of the profile, performance and behavior of the general staff. For this, we hired a consulting firm specializing in HR that has developed its own methodology for conducting the analysis.
- Plans to reviewer's personal and professional development in order to adapt their technique to performance management skills that the new organizational



model would require. In addition, courses with an emphasis on leadership development and focus on teamwork in the pursuit of better performance of performing the tasks were administered.

- Conducting an awareness campaign of the employees of the intervention processes in organizational culture do not show results quickly in the short term. For this, placards were posted in the workplace, sent emails and widely disseminated on the intranet.
- Conducting an analysis of the human resources of the business units by consulting firm through an internal survey of employees. Furthermore, this research aimed to identify opportunities for improvement of the market in which Siemens operated in existing human resources policy and organization.
- Conducting external benchmarking market.
 - Change management model
- The changes would be implemented by the business units, given the particularities of each. Thus, cells of organizational changes formed by professional consulting firm seven employees supported by the head of the Business Unit were created.
- In the business units the following information was collected: vision of the future of the business unit, organizational climate, and key competitors and about current and potential customers of that unit.
- Points of necessary changes were subdivided into smaller tasks and part transferred to the stage of implementation within the business unit. The leader of the Business Unit multiplier was considered a member of the larger project. The project lasted on average three months.
- The process driven change has resulted in the following changes:
 - The new HR structure has been consolidated into the central figure of the RH was maintained and other specific areas have been created to meet the units, whose goal was to bring the decision level closest to reviewers.
 - Increase in the volume of 150 project teams in 4 years.
 - Hierarchical levels were decreased from 10 to 4.
 - Siemens won the 1998 National Quality Award in the telecommunications industry in Brazil.
 - Increased training and retaining professionals in the business units.



- Indication for three consecutive years by Exam magazine as one of the Best Companies to Work For.
- Siemens has remained at the top of the best companies in Brazil results in the last five years after the completion of the change process.

2.4.4. Nissan

According Gracioso (2000), in 2000, Nissan had a precarious financial health due to successive losses. One of the solutions was to sell 35 % of its capital to the French Renault. However, the accumulated debt reached \$ 13 billion. Despite productive and high level of quality plants, Nissan could not keep up the level of innovation of competing automakers.

To make a real diagnosis of the company, 200 were selected Nissan executives. The questions that they should answer each group in a particular area or sector were: 1. Costs that can be eliminated? 2. in what areas? 3. How to unify the management of the automaker around the world? 4. What's wrong with our products? 5. How to integrate with Renault? 6. What do our customers want?

Some of the problems that Nissan faced were:

- The decision was based on the interest of the people involved and held by general consensus.
- Each department had its own objectives.
- Lacked agility in deliveries from the factories.
- Top management was performed by conservative executives, with an attitude of passive resistance.
- Several problems with the union on the environment in the external environment.
- Lack of long-term commitment of \neg officials.
- Lack of management for results.

To solve the problems of Nissan an action plan for driving changes in the organization was established. This plan was based on prioritization by cutting costs across the company. The plan was to act on two pillars: structural change and people management.

- Structural changes
- In size Nissan: Nissan's five factories were closed.



- The number of employee: 14 % reduction in the number of employees for the year 1999.
- Consolidation of the same strategic, tactical and operational for all factories and objectives matrix.
 - People management
- Establishment of a system for promoting employee by analyzing its performance.
- Functional analysis of new positions and restructuring them.
- Construction of a plan to drive the cultural change needed to focus on agility and innovation. For this, the matrix groups were held to discuss and implement necessary changes.
- Creation of a communication channel for employees to give suggestions for improvements.
- The results achieved by the implementation of the change plan were:
 - Reduced costs by 20% for acquisition of raw material, which corresponded to 60 % of the total costs of the company.
 - Increase of 3.5% to 5 % of investment in research and development.
 - In 2004, the company had net profit and no loss.

2.4.5. Analysis of cases

In all cases, all plans changes were successful because they had an efficient and effective leader ahead of the changes. Furthermore, it is remarkable hierarchy of people management when there is a need for organizational change. Another important aspect that was prioritized in all cases was the focus on quality, variable considered by all businesses as a priority for the effective implementation of change. In addition, management by results was introduced in all companies, which shows that performance can be forced by this style of management.

A good leader who actually leads changes in an organization gives opportunity for every employee to practice the desired behavior. At the same time, models of new working methods and provides coaching to employees.

When a company proposes to carry out an organizational change, effective leader reinforces the new values explicitly and consistently uses and actions to sustain what is created. The goal then is to change the way of acting and thinking of



employees. During the process, based on the cases presented, leaders should delegate decisions and crucial responsibilities. When you have goals set for employees, their performance should be evaluated with regard to adherence to the new standards and established processes.

As can be observed, all cases presented were supported cultural change in their plans for organizational restructuring. For example, Levy leader BIDMC prepared the cultural soil before planting the seeds of change. IBM set new pillars for organizational culture. Siemens prioritized the consolidation of a new model of strategic people management as a way to adapt the company to the new business model identified as necessary.

3. STRUCTURING THE ACTION PLAN

The studied company provides services in the telecommunications industry for physical and legal persons including: mobile and fixed telephony, internet and cable TV. The study focused on the board of information technology that is a unit in support of other operations. In addition, this department is considered critical for the company as it supports its main operations. This board is composed of 54 managers and 1100 employees. Much of the development of new solutions is outsourced to other companies in the information technology industry.

To check which pillar needed to be prioritized in organizational change to be conducted in this department, there were unstructured interviews and participant observation. The pillar was prioritized cultural change, since there is a diversity of cultures and instability due to the processes of acquisition and merger of other companies in the same industry. To implement the cultural change was defined a sequence of critical success factors (CSFs) of your driving in the department. FCS was defined with some managers:

- a) Objectives and clarified goals: strengthening management in each of the goals and objectives that the department as a whole wants to achieve.
- b) Allocation of well-defined roles and responsibilities.
- c) Constant and effective communication: because of the diversity of activity and the various existing cultures, ultimately lacks standardization of the communication language.



- d) Availability of labor resources in appropriate quantity and quality: make a periodic assessment of the availability and quality of labor resources to carry out the routine activities of employees.

During all activities of the process of cultural change frequent monitoring between what was planned and what was actually effected will be held. Therefore, it was proposed that a review of each management board IT and measuring results of the proposed objectives in terms of evolution of employees and team work is performed. After the prioritizing the FCS, a diagnosis of the current culture that department was conducted. The salient features identified at diagnosis were:

- Low unit of organizational culture, as has branches spread across various states.
- High turnover of employees, including senior management.
- The organizational climate is characterized by lack of trust between employees and senior management.
- Focus on results that influence varied remuneration for senior management. This prevents you from focusing on actions that result in improvements in long term.
- Lack of integration of the areas of the department, resulting in a lack of integration between departments, rework and inefficiency in the use of resources.
- The professional development plan depends on the initiative of each manager.
- Control over the human capacity in terms of time and qualification depends on individual efforts.

Based on the diagnosis, brainstorming with HR and IT in the surveyed cases, some actions are proposed to leverage the uniformity of culture and elevation of the organizational climate. The actions are described below.

- Mapping of human resource capacity in terms of qualifications, skills, experience and daily workload in hours.
- Hierarchy of human resource management within the IT department. Thus, HR can participate in the awareness of senior management to drive organizational change.
- Creation of professional and personal development for employees of the areas up, so that each manager to lead this initiative.



- Analysis and stratification of the data collected in the last organizational climate survey conducted within the department. Each manager should conduct a joint analysis with employees of the data generated in the research.
- Planning and management of driving time in each run for the definition of new hires.
- Creation of a formal communication channel suggestions from staff and senior management.
- Mapping the value chain of IT managers with the aim of identifying the interface between areas, the macro processes and key deliverables in order to create a book compiled available to all employees.
- Executive coaching with success stories in management.
- Construction of training and retraining of employees lined the feasibility budget for its implementation.
- Formulation of the high level of participation in the leadership of cultural change campaign.
- Promotion of participatory management so that employees can actively participate in organizational change agent and facilitator of process improvements.
- Creating plan recognition for teams, managers and employees.
- Creation of mandatory monthly meeting between manager and employee.

4. CONCLUSIONS

A receptive environment, employees not only understand why the changes are necessary, but engage with the process and faithfully executes the steps required, favoring the strategic positioning of the company. When there is management focused on results, employees have an incentive to engage in the new culture imposed.

For an organizational change, and especially for the construction of a new culture, the immediate negative feedback to reviewers, both positive and is indispensable. The cases also showed that it is possible to cut costs without harming the “core business “of the company. For future work is suggested to conduct the same methodology used to conduct a case study in another company in the telecommunication sector, in order to validate the action plan. It is noteworthy that



the action plan is being implemented in the company and that the results have not yet been validated

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