

# The Executive Clinic – the only one of its kind!

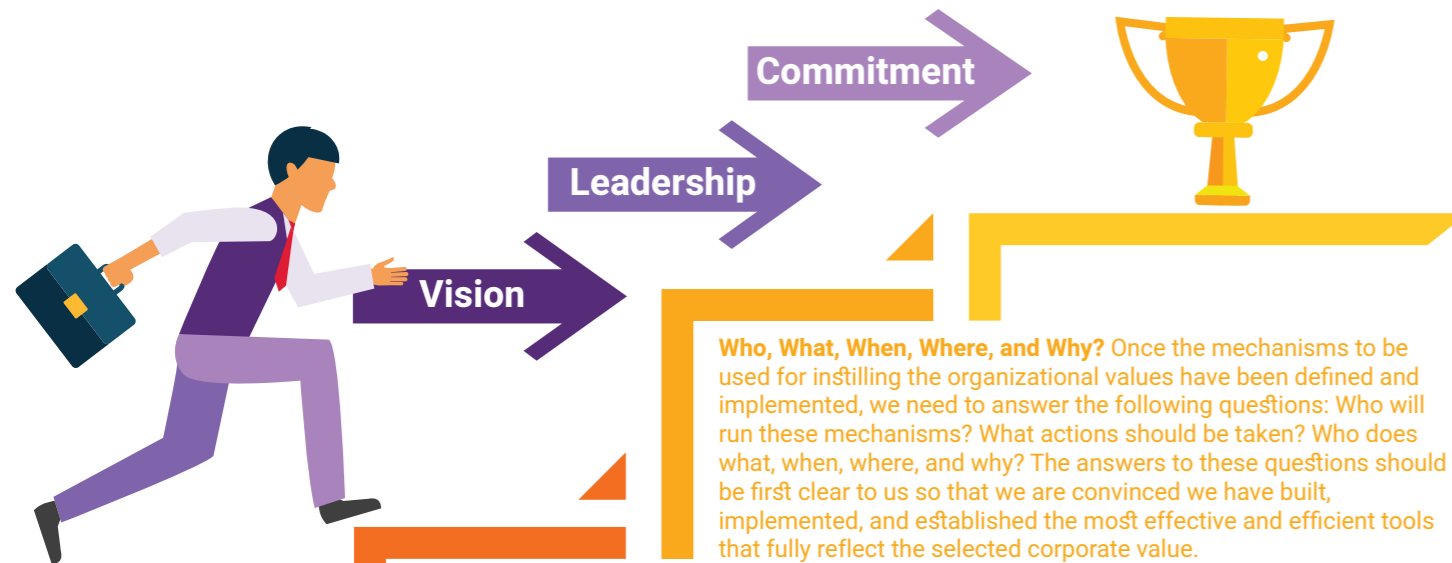
Can we make changes in organizational culture? If so, how?

## Organizational culture

It is a range of everyday behaviors and **systems** that shape the ongoing corporate routine and its formal and informal practices, and which reflect its underlying set of values.

The organization's culture is closely intertwined with its **narrative** – the story of the corporate: Who We Are.

Attempting to transform the organizational culture requires dealing (and coming to terms) with that narrative. The organization requires a single and clear narrative to succeed in making changes and must be able to discard those parts of the narrative that no longer serve its purpose. This cultural change must take place inside and outside the organization, preferably at the same time.



With this in mind, we should define organizational **concepts** shared throughout the organization, ones that constitute the foundations for the desired culture. Then we need to proceed to create supporting mechanisms to help put these concepts into practice. These mechanisms are to be implemented systematically, used on an ongoing basis, applied consistently, and cover every aspect of the organization's operation.

The organization's vision and leading values must be formulated or refreshed in order to realize them.

If you want to succeed in transforming the organizational culture, do not try to change the current perception.

Change the way people behave!

And what about you? What should you do?

**WALK THE TALK!**

## Advising on personal career choice and self-management

The hectic world in which we have been living for some decades has brought about many significant changes in many areas of our life. We are experiencing, among other things, dramatic changes in the job market and the very idea of a career. More than ever, today, technology, globalization, knowledge development, social and cultural trends are influencing the individual's career management and personal development. A career involves a constant process of change in our occupational identity, and to run it successfully

knowledge and resources need to be harnessed effectively. Career development counseling is a process involving several sessions during which the individuals concerned become reacquainted with themselves, readjust the perception they hold of their personality and thoroughly learn what their strengths and weaknesses are. They become more aware of what they believe in, hope for and expect from life and what they want to achieve in work, in family life, and as individuals. These sessions also include discussions on current trends in the job market and their relevance to the individual's specific occupational career

goal. The result is a clarification of expectations before the next career move. A forced or planned vocational transition can become a great opportunity for personal stock stacking. When such an opportunity to check these aspects is ignored, the individual might make wrong career management decisions. The very essence of the change is that we are responsible for our career development. This responsibility cannot be passed on to someone else, and it requires strong personal commitment, sincerity, and openness. It also demands investment of personal and material resources and life-long learning.

For the first time, and I mean that literally, very substantial and rapidly growing numbers of people have choices. For the first time, they will have to manage themselves.  
**And let me say, we are totally unprepared for it.**

Peter Drucker, founder of modern management theory, in: *Managing oneself* – 1999



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 PEOPLE & CHANGE

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