

# ICCM 1007 Managing, Measuring and Changing Organizational Culture

An innovative hybrid online course including a live (in-person or zoom webinar) conference workshop offered by ICCM, FIT, ISODC, Nexus4Change, and iCAL. This course combines the best of online, onsite, and video conference formats.

This course begins with a three-hour session to be offered at the ICCM Summit on March 22, 2018. This session will be available to Summit attendees, and simultaneously to online participants who are not able to attend the Summit in person. In this two-hour hybrid session, the course will be introduced, course site content will be reviewed, and project teams will be developed. Following the initial workshop presented at the Summit, the course will be three weeks in duration and will use engaging cases and active participation in experiential learning. The course will be completed on April 14, 2018 with a virtual presentation of team projects. Team projects will involve participants working together to develop and design an organizational culture for the planned Mars space colony.

## Managing, Measuring and Changing Organizational Culture - ICCM 1007

## Questions considered....

Participants in this course will learn an approach developed to make sense of culture and how it provides meaning for organizations. Well-tested and applied models and methods for understanding, measuring, and managing organizational culture are provided as background for course participants. Cultural dilemmas are used as a method to assess and plan an organizational culture for a Mars colony. Course content will be presented in three learning modules:

### Module One:

- **March 22 Workshop/Virtual Webinar (2-5 pm) at the ICCM Summit**  
Project teams will develop an organizational culture model needed for colonists to live successfully in space (including governance and control, acquiring and distribution of resources, relationships with others, adapting to the physical environment, socio-technical innovations, and resolving cultural dilemmas among multi-cultural inhabitants).
- **Course site content**  
We will discuss culture and organizations, a framework for understanding cultural values, socio-cultural encounters in organizational settings, multi-cultural diversity, and cultural dilemmas. Video interviews from experts will be discussed.

### Module Two:

- **March 29 and April 6 (1-hour virtual sessions to be arranged)**  
Project teams will apply Trompenaars 7D Model to develop features for organizational culture for Mars colony.
- **Course site content**  
Designing organizational cultures, change dynamics, and measuring organizational culture will be discussed. Cases from former colonies will be analyzed to develop the Mars colony model.

### Module Three:

- **April 14 (2-hour course conclusion)**  
Course participants will present cultural models for living on Mars. Implications for "space communities" will be discussed. Team results will be published.
- **Course site content**  
Team projects will be posted in advance of the April 14 meeting. Threaded discussions will be used to further develop the team projects. SHRM, HRCI and FIT CE credits will be awarded to participants. A panel of experts will be presented via video interviews to discuss the implications of organizational culture for space travel.

- What are the fundamental elements needed to co-exist and sustain a human colony on Mars?
- What cultural values will provide the foundation for the colony?
- How can Trompenaars' seven cultural dimensions be used to design and build the organizational culture?
- How will the multi-cultural colonists come together to form the new colony culture?
- What may be some of the cultural dilemmas that will develop as the new colonists begin to co-exist?
- How will resources be obtained and allocated, decisions made, problems solved, conflicts resolved, and newcomers socialized?



## Faculty for ICCM 1007

**Fons Trompenaars**, PhD (faculty) is recognized as a leading authority on culture, cultural dilemma reconciliation, organizational culture, and leadership. Fons completed his PhD at Wharton School, University of Pennsylvania. He is the author of "Riding the Waves of Culture - Understanding Cultural Diversity in Business." This highly acclaimed book has been described as a masterpiece about intercultural management in the emerging global community. In the book, he presents a model to understand and analyze cultural differences, the "Seven Dimensions of Culture Model." Fons has published other books including "Seven Cultures of Capitalism" and "Building Cross Cultural Competence."

**Jerry Glover**, PhD (faculty) is an author, consultant, and educator whose work has focused on reconciling cultural differences in economic, community, and organizational development. His work has involved extensive research in organizational culture. He has conducted applied organizational culture studies for the leaders of 34 organizations in 10 countries. Those studies include businesses, military, health care, educational, and tourism organizations. His most recent book, Transcultural Competence: Navigating Cultural Differences in the Global Community (APA Books, 2015) describes an approach to understanding how to create solutions for problems of diverse organizational cultures.

**Project Team Coaches:** Suzanne Sterling, Harris Friedman, Roland Livingston  
For more information or to begin the registration process, contact Suzanne Sterling at [suzanne@culturalovertures.ca](mailto:suzanne@culturalovertures.ca).

**Course Tuition \$500**

**Continuing Education Credits are awarded by FIT, HRCI, and SHRM for completing ICCM 1007**



## Learning Outcomes include.....

- ☐ A framework for understanding culture and organizations.
- ☐ An approach to designing an organizational culture.
- ☐ Identification of cultural dilemmas in multi-cultural settings.
- ☐ A method for creating change and designing organizations by reconciling cultural dilemmas.



