

# The Influence of Intercultural Differences on Change Management in Transnational Corporations

## Stimulus:

### CHANGE MANAGEMENT IN AN INTERCULTURAL CONTEXT

- Mergers & Acquisitions
- International Project Management
- Relocation & Transfer of Management Concepts
- Multicultural Teams



Ability to change (organizational level)  
Willingness to change (individual level)

75 % of each initiated change fails!

Intercultural Differences (Values & Beliefs)  
Confrontation of organizational cultures



## Research Approach:

### Culture as an influencing factor on change management

#### Cross-cultural Management

Transfer of management theories, concepts & techniques between different cultures

#### Intercultural Management

Social interaction between members of different cultures (e.g. expats & employees)

### Change management in an area of conflict between intercultural differences

#### Psychology

(Individual Change)  
Acceptance research:  
Attitudes & Behaviour

#### Sociology

(Group Change)  
Diffusion research:  
Adopter categories

#### Organization Theory

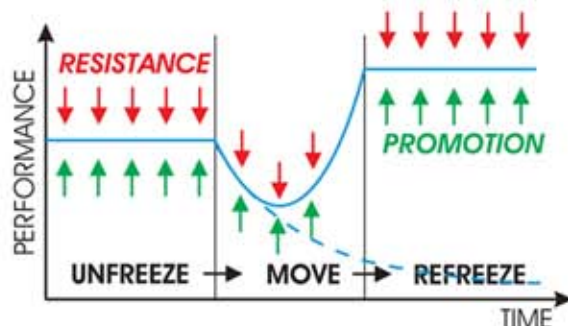
(Organizational Change)  
Organization development;  
Organizational Learning

### Change management from different vantage points

## Solution:

### RESISTANCE

- Ability to change:**
- lack of organizational slack
  - formalization
- Willingness to change:**
- deficit of information
  - attitude toward change



### PROMOTION

- Ability to change:**
- consensual group decision
  - decentralization
- Willingness to change:**
- promoters & change agents
  - incentives & reward systems