

Book review

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CULTURAL CHANGE AND LEADERSHIP IN ORGANIZATION: A PRACTICAL GUIDE TO SUCCESSFUL ORGANIZATIONAL CHANGE

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Modern organizations often face the need to change their long-established patterns of behavior and operations, whether due to internal problems, challenges from the environment, or for other relevant reasons. In an effort to successfully implement strategic change, leaders primarily try to change organizational culture in various ways.

The monograph entitled: *Cultural Change and Leadership in Organizations: A Practical Guide to Successful Organizational Change*, written by Jaap J. Boonstra (professor at the ESADE Business School in Barcelona and the University of Amsterdam), linking theoretical conceptualization and numerous practical examples, provides relevant insights into the interrelations of cultural change and leadership in an organization, noting that the change of organizational culture is a prerequisite for the successful implementation of strategic change. The purpose of the book is to give

a comprehensive explanation of the cultural change process, by identifying the key success factors and providing practical guidance and advice to those initiating and leading change. It is targeted towards the leaders who are trying to contribute to sustainable change in organizations, employees, with the aim of understanding and the acceptance of organizational changes, students, as well as the scientific and professional community, interested in the issues exposed.

The book is divided into five parts. Each part comprises the introductory considerations, which indicate the essence and structure of the work, as well as the most important conclusions. Each part consists of several chapters. The integral elements of all the chapters are the sections, which present the examples of companies considered to be successful in implementing strategic and cultural changes.

The first part, entitled: *Cultural Change in Organizations* (pp. 9-56), encompasses three chapters. First, an overview of different perspectives on organizational

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cultures is presented. Also, there is an explanation of the developments in thinking about organizational cultures over the past fifty years. The author suggests that change in organizational culture does not represent a planned or programmed change in an organization's behavior, but is aimed at changing the identity of the organization, the realization of new ideas and creating value for customers. The second chapter presents the main reasons for strategic and cultural change, such as overcoming crisis situations, strengthening the legitimate position, international expansion, qualifying for the future, reinventing business propositions in order to create value for stakeholders, appreciating and valuing variety, breakthrough innovation and maximizing customer value. The third chapter contains the concluding observations regarding change in organizational culture.

Since there is no „one best way“ to lead change in any organization, the second part, entitled: *Strategies for Cultural Change* (pp. 57-114), aims to assist in selecting the right strategy for cultural change. It elaborates the basic principles and factors of successful approaches to change, where each of the six chapters is dedicated to one basic principle, and each section describes one of the factors of cultural change. The first chapter explains the internal and external factors affecting the generation of energy for change. Although these factors may contribute to the review of the existing situation, they do not always lead to change. Therefore, in the second chapter, the prerequisites for formulating a clear and challenging vision, which provide guidance to take a concrete action, are considered. The subject of the analysis in the third chapter is the process of creating a commitment of the leader to cultural change through posturing, a reduction in the distance between the management and employees, building the leading coalition and organizing involvement. As one of the key reasons for cultural changes is the creation of customer value, the next section is dedicated to the principle of focusing on clients. Thereafter, in the fifth chapter, the author explores the combination of the approaches to changes, including upwards initiatives, based on creating space for renovating and downwards initiatives, referring to issuing orders. In the sixth chapter, a special emphasis is put on the

importance of time, space and the rhythm in dealing with change, while the last chapter provides the conclusions regarding this part.

Due to the importance of the concept of leadership and particular leadership styles for successful cultural change, the third part, entitled: *Organizational Culture and Leadership* (pp. 115-176) analyzes the interdependence of these concepts. This part consists of six chapters, each of which is dedicated to one of the leadership styles that have positive implications for the process of cultural change. The subjects of the research in this part are the basic values and the leadership activities contributing to the successful management of cultural change. It is emphasized that the leaders of change are not always managers in high hierarchical positions, but also employees showing an initiative, regardless of the formal position. Special attention was paid to the essence of the leadership process in cultural change, and the conclusion is that the successful leaders of cultural change dominantly apply the transformational style and inspire other members to actively participate in the change process.

Interventions for Cultural Change (pp. 177-277) is the title of the fourth part. It thoroughly investigates a set of numerous interventions, i.e. the instruments and the activities aimed at fostering and maintaining culture change. The elaborated groups of interventions are embedded in the selected approaches to change. They do not represent the universal patterns of behavior, which can be used in every situation, but the nature of change, the perspective and the organizational context influence the selection of possible interventions.

The last part of the book is entitled: *Successful Cultural Change in Organizations* (pp. 279-307) and consists of two chapters. In the first chapter, the author approaches the problem in an original way, by posing the relevant questions about the reasons, the objectives, the content, the methods of the implementation and the agents of cultural change, and then defines the answers to these questions within each one of the eight initially analyzed drivers of changes, which also imply trajectories for change. The second and final chapter of the book contains a brief review of the previous parts, where the most important conclusions on the interrelationship of leadership and cultural change

are derived. At the same time, critical success factors in changing organizational culture are identified and highlighted in order to serve as guidelines for the leaders engaged in this process.

In addition to the impressive scientific bibliography, Jaap J. Boonstra has a wealth of practical knowledge, since he is involved in strategic change processes, as a consultant in international organizations such as the KLM, Bayer, Ahold and Arcadis. Therefore, in this monograph, the author finds a unique way to connect the theoretical basis with a number of empirical examples from successful organizations,

thus providing an inspiration and an instruction for the leaders of cultural change. However, given the importance of a national culture for the creation of organizational culture, and consequently for the attitude of leaders and employees towards its change, it would be useful to devote a special part to the relationship between national and organizational culture. In this way, it would be possible to perceive the eligibility for the application of different strategies and interventions in different national frameworks, as well as to carry out specific recommendations for leaders from different parts of the world.

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Prikaz knjige

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Savremene organizacije, podstaknute težnjom za kontinuelnim unapređivanjem svoje poslovne prakse, često se suočavaju sa potrebom za promenom ustaljenih obrazaca ponašanja i poslovanja, bilo usled internih problema, izazova iz okruženja, ili drugih relevantnih razloga. U nastojanju da uspešno implementiraju strategijske promene, lideri, prvenstveno, na razne načine pokušavaju da promene organizacionu kulturu.

U monografiji naslovljenoj: *Cultural Change and Leadership in Organizations: A Practical Guide to Successful Organizational Change*, autor Jaap J. Boonstra (profesor na ESADE poslovnoj školi u Barseloni i Univerzitetu u Amsterdamu), povezujući teorijsku konceptualizaciju i brojne praktične primere, pruža relevantne uvide u međudnose kulturalnih promena i liderstva u organizaciji, ističući da promena organizacione kulture predstavlja preduslov za uspešnu implementaciju strategijskih promena. Svrha Knjige je sveobuhvatno

objašnjavanje procesa promena organizacione kulture, uz identifikovanje kritičnih faktora uspeha promena i pružanje praktičnih smernica i saveta onima koji iniciraju i vode promene. Namenjena je liderima, koji nastoje da doprinesu održivim promenama u organizacijama, zaposlenima, u cilju razumevanja i prihvatanja organizacionih promena, studentima, kao i naučnoj i stručnoj javnosti, zainteresovanoj za odnosno problemsko područje.

Knjiga je podeljena u pet delova, pri čemu svaki deo sadrži uvodna razmatranja, koja ukazuju na suštinu i strukturu dela, kao i najznačajnije zaključke. Svaki deo se sastoji od nekoliko odeljaka. Sastavni elementi svih odeljaka su sekcije, u kojima su opisana iskustva kompanija, uspešnih u implementaciji strategijskih i kulturalnih promena.

Prvi deo, koji nosi naslov: *Cultural Change in Organizations* (pp. 9-56), sastoji se od tri odeljka. Najpre je prikazan pregled različitih perspektiva posmatranja kulturalnih promena u organizacijama, pri čemu su objašnjene promene u razumevanju organizacione

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kulture i kulturalnih promena u proteklih pedeset godina. Autor sugeriše da promena organizacione kulture ne predstavlja planiranu ili programiranu promenu ponašanja zaposlenih i menadžera, već je usmerena ka promeni identiteta organizacije, realizaciji novih ideja i kreiranju vrednosti za potrošače. U drugom odeljku, predstavljeni su osnovni razlozi zbog kojih dolazi do iniciranja promena organizacione kulture, kao što su prevazilaženje kriznih situacija, jačanje društvenog legitimiteta, internacionalizacija poslovanja, osposobljavanje za budućnost, inoviranje poslovne ponude u cilju kreiranja vrednosti za *stakeholder-e*, uvažavanje i vrednovanje raznovrsnosti, inovacije kroz saradnju sa partnerima i maksimiranje vrednosti za potrošače. Treći odeljak sadrži zaključna razmatranja u pogledu promena organizacione kulture.

Budući da ne postoji jedan najbolji način za vođenje promena u svakoj organizaciji, drugi deo, naslovljen: *Strategies for Cultural Change* (pp. 57-114), ima za cilj da pomogne liderima pri izboru prave strategije za promenu kulture. Elaborirani su osnovni principi i činioци uspešnog pristupa promenama, pri čemu je svaki od ukupno šest odeljaka posvećen jednom bazičnom principu, a svaka sekcija opisuje jedan od činilaca kulturalnih promena. Prvi odeljak objašnjava interne i eksterne faktore, koji utiču na generisanje energije za promene. Iako ovi faktori mogu doprineti preispitivanju postojećeg stanja, oni ne moraju uvek dovesti do promene. Stoga su u drugom odeljku istraženi preduslovi za formulisanje jasne i izazovne vizije, koja obezbeđuje smernice za preduzimanje konkretnih akcija. U trećem odeljku, analiziran je proces kreiranja posvećenosti lidera kulturalnim promenama, i to kroz zauzimanje pozicije, smanjenje distance između menadžmenta i zaposlenih, izgradnju vodeće koalicije i organizovanu posvećenost. Kako je jedan od ključnih razloga za kulturalne promene kreiranje vrednosti za potrošače, autor je u narednom odeljku posvetio pažnju principu fokusiranja na klijente. Nakon toga, u petom odeljku, razmatrana je kombinacija pristupa promenama, uključujući pristup odozdo-na-gore, koji se bazira na kreiranju prostora za obnovu i odozgo-na-dole, koji podrazumeva izdavanje naredaba. U šestom odeljku, naglašena je važnost vremenske i prostorne dimenzije prilikom bavljenja

promenama, dok poslednji odeljak sadrži zaključke u pogledu ovog dela.

Imajući u vidu značaj koncepta liderstva i pojedinih liderskih stilova za uspešnu realizaciju promena organizacione kulture, u trećem delu, pod naslovom: *Organizational Culture and Leadership* (pp. 115-176), analizirana je međuzavisnost navedenih konceptata. Ovaj deo se sastoji iz šest odeljaka, od kojih je svaki posvećen po jednom od stilova liderstva, koji imaju pozitivne implikacije na proces promena kulture. Predmet istraživanja u ovom delu jesu osnovne vrednosti i liderske aktivnosti, koje doprinose uspešnom vođenju kulturalnih promena. Naglašava se da lideri promena nisu uvek menadžeri na visokim hijerarhijskim pozicijama, već da to mogu biti zaposleni, koji pokazuju inicijativu, bez obzira na formalnu poziciju. Posebna pažnja je posvećena suštini procesa liderstva u kulturalnim promenama, a zaključak je da uspešni lideri kulturalnih promena dominantno primenjuju transformacioni stil i inspirišu ostale članove da aktivno učestvuju u procesu promena.

Interventions for Cultural Change je naslov četvrtog dela (pp. 177-277), u kojem su temeljno istražene brojne intervencije, tj. instrumenti i aktivnosti, namenjeni negovanju i održavanju promena organizacione kulture. Elaborirane grupe intervencija su ugrađene u izabrane pristupe promenama. One ne predstavljaju univerzalne obrasce ponašanja, koji se mogu primenjivati u svakoj situaciji, već priroda promena, organizacioni kontekst i perspektiva posmatranja utiču na izbor mogućih intervencija.

Poslednji deo knjige je naslovljen *Successful Cultural Change in Organizations* (pp. 279-307) i sastoji se od dva odeljka. U prvom odeljku, autor na originalan način pristupa problemu, postavljajući relevantna pitanja o razlozima, ciljevima, sadržaju, načinu sprovođenja i nosiocima promena organizacione kulture, a zatim, opredeljuje odgovore na postavljena pitanja u okviru svakog od osam inicijalno analiziranih pokretača promena, koji ujedno impliciraju i putanje za sprovođenje promena. Drugi i poslednji odeljak u knjizi sadrži kratak osvrt na prethodne delove, pri čemu su izvedeni najznačajniji zaključci o međudnosu liderstva i kulturalnih promena. Pri

tome, identifikovani su i posebno naglašeni kritični faktori uspeha promena kulture u organizacijama, koji predstavljaju smernice za lidere, koji se bave ovim procesom.

Pored impozantne naučne bibliografije, Jaap J. Boonstra poseduje bogato praktično znanje, budući da je, kao konsultant, uključen u procese strategijskih promena u internacionalnim organizacijama, kao što su KLM, Bayer, Ahold i Arcadis. Stoga, u prikazanoj monografiji, autor na jedinstven način spaja teorijsku osnovu sa nizom empirijskih primera iz uspešnih organizacija,

pružajući na taj način inspiraciju i uputstva liderima za sprovođenje promena kulture u organizacijama. Ipak, imajući u vidu značaj nacionalne kulture za oblikovanje organizacione kulture, a posledično i za odnos lidera i zaposlenih prema njenim promenama, bilo bi korisno posvetiti posebno poglavlje povezanosti nacionalne i organizacione kulture, kako bi se sagledala podobnost za primenu različitih strategija i intervencija u odgovarajućim nacionalnim okvirima i izvele konkretnije preporuke za lidere iz različitih delova sveta.

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