Berlin 2025 IPMA[»]
34th World
Congress





WELCOME

to the 34th IPMA World Congress



CULTURE SHAPES CHANGE Lars Gottschling-Knudsen



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Startup Coach





AGENDA

- Introduction of the presenter
- YOUR take-aways worth to remember
- Understanding "culture" & "change"
- Importance of organizational change
- Our global study explained
- Change factors & practical examples
- Practice & cultural assessment models
- Panel discussion with "Q & A"
- Concluding remarks & Thank YOU



YOUR TAKE-AWAYS WORTHWHILE TO REMEMBER



ORGANIZATIONAL CULTURE shapes CHANGE & enables PROJECT SUCCESS

... it is NOT about differences in NATIONAL CULTURE being "the problem"



Stakeholders' "READINESS FOR CHANGE" supports PROJECT PROGRESS

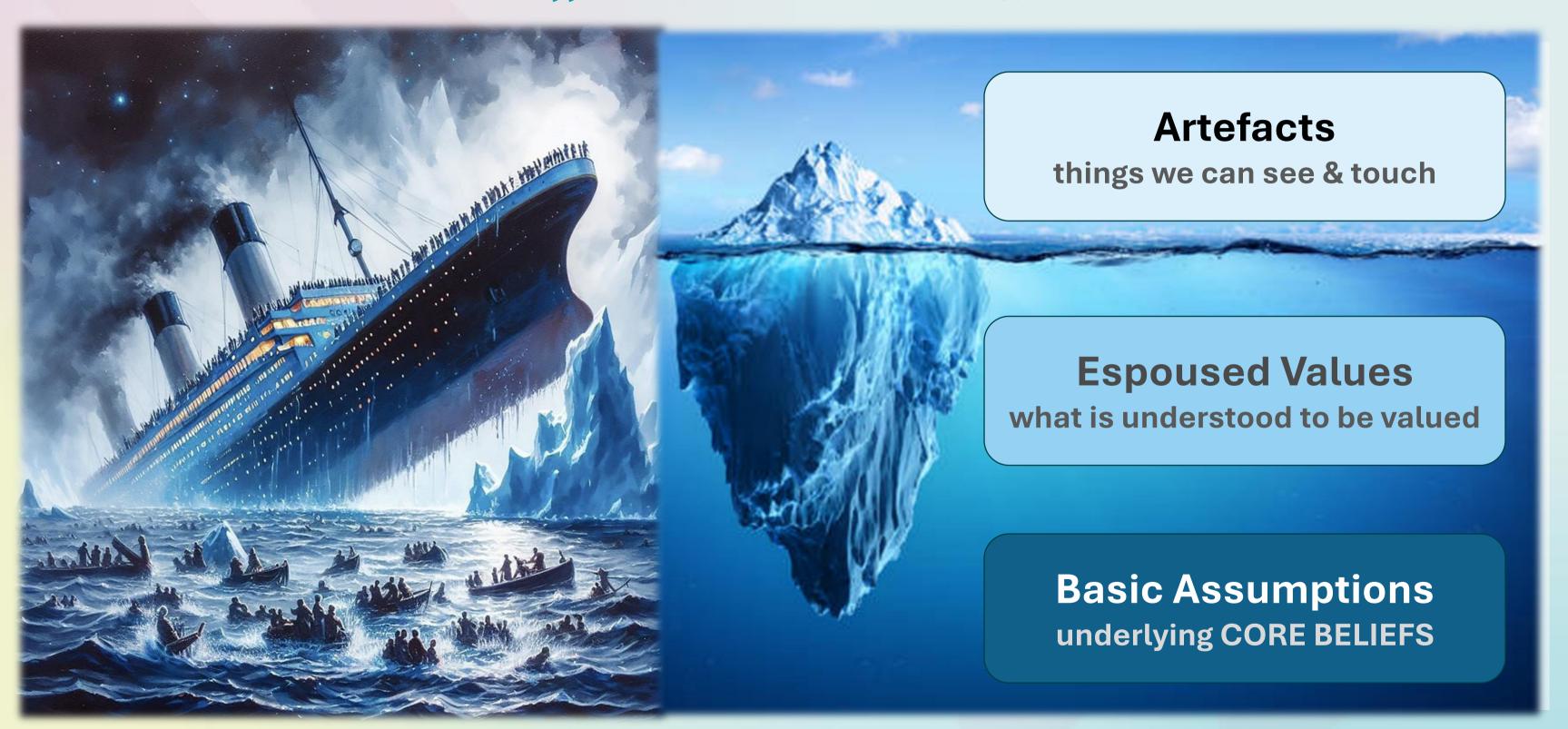
... instead of fighting "CHANGE BARRIERS" leading to conflicts and delays



Innovative PROJECT COLLABORATION requires leadership attention to THREE FACTORS influencing stakeholders' READINESS FOR CHANGE

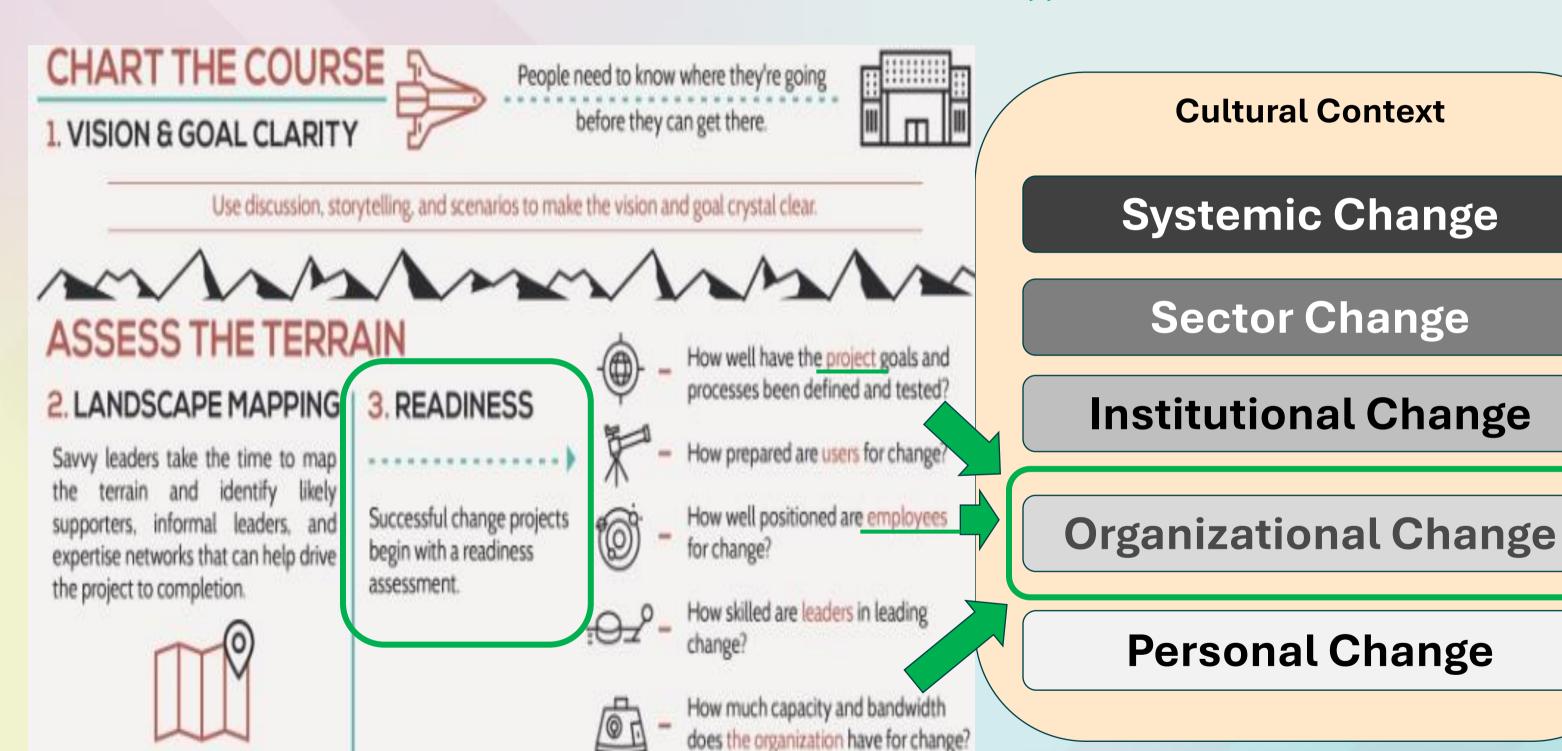


UNDERSTANDING "CULTURE" & "CHANGE"





UNDERSTANDING "CULTURE" & "CHANGE"





IMPORTANCE OF ORGANIZATIONAL CHANGE

Mind the **project** CHALLENGES:

- high rate of 'project failures'
- Lack of 'benefit realization'
- Project PortfolioManagement

Mind the societal CHALLENGES:

- "sustainability management" across the "supply chain" incl. a multitude of distinctive stakeholders
- "change" towards non-financial benefits realization for a wider array of stakeholder groups



References: Hansen, L. K., & Svejvig, P. (2023). Principles in Project Portfolio Management;

Hornstein, H. A. (2014). The integration of project management and organizational change management is now a necessity; Müller, R., & Turner, J. R. (2007). Matching the project manager's leadership style to project type



OUR GLOBAL STUDY (OVERVIEW)

Focus on employees' perceptions and attitudes toward change in conjunction with the theoretical lenses of explaining relationship between 'nationality' & 'culture'

ambition

uncovering the drivers enabling "readiness of change"

by exploration of 'nationality' & 'culture' with focus on organizational level

method

quantitative approach, CFA; SEM & hypothesis testing

global sample set of 241
middle managers and
their employees and
tests for discriminant
validity of constructs

findings

individual perceptions shape "readiness for change"

observed change factors at individual level can better explain what "readiness for change" is about; 'nationality' is not helpful hereby



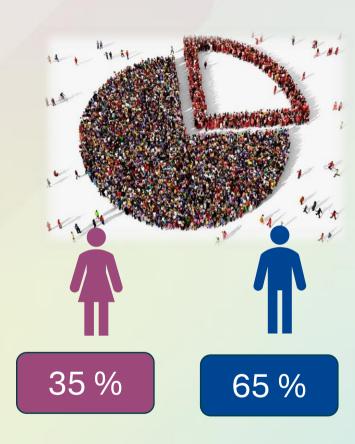
OUR GLOBAL STUDY (METHOD)

demographics

Country Cluster	Cluster Percentage
North Europe	37%
Latin Europe	24%
Far East Asia	23%
Arab	12%
Anglo Saxon	4%

33 / 194 countries covered by our survey





global sample set

241 managers and employees

Hierarchical position			Middle manager	20%
	Management	31%	Senior manager	8%
			Top Management	3%
	Employees	69%	Employee	54%
			Apprentice	15%

Reference: Said, K., Kherrazi, S., & Gottschling-Knudsen, L. (2024). Unlocking the sources of individual readiness for change: exploring the role of nationality. Journal of Management Development, 43(5), 645–662.



OUR GLOBAL STUDY (FINDINGS & RESULTS)



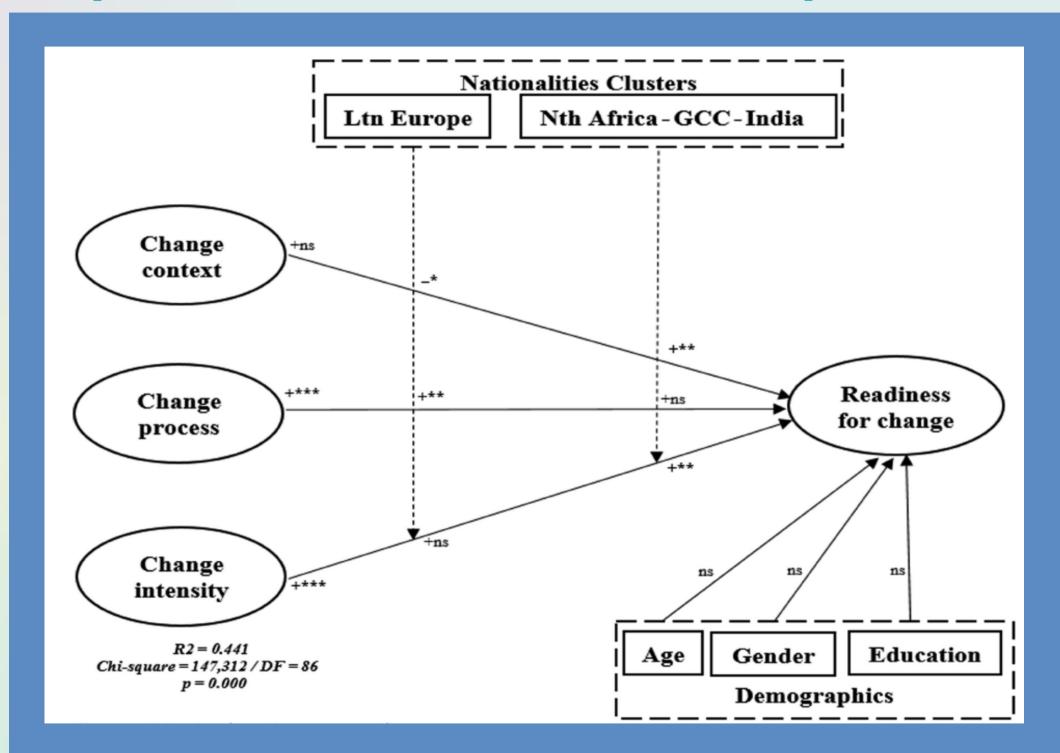
adaptation of traditions and practices to contemporary contexts



extent to individuals feel threatened by ambiguous or unknown situations



emotional and cognitive states of individuals and their perception





CHANGE FACTORS & PRACTICAL EXAMPLES (1/3)

Organization

Type of Change

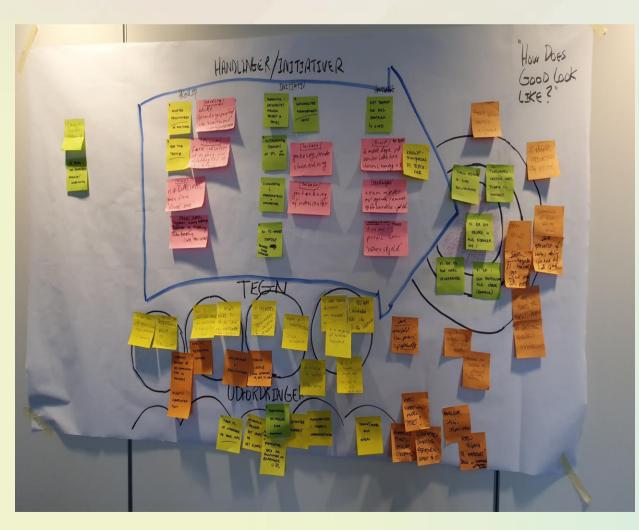
Change Factor



Organizational Change



emotional and cognitive states of individuals and their perception





Indicators to watch out for:

- perception high speed and velocity with "too many projects/tasks" going on at the same time
- Intransparency about decisionmaking and consecutive actions without communicating "the underlying rational" (just do it attitude)



CHANGE FACTORS & PRACTICAL EXAMPLES (2/3)

Organizations





Type of Change

Institutional Change





Change Factor



adaptation of traditions and practices to contemporary contexts

Indicators to watch out for:

- Obedience to local practices such as political correctness and obeying protocol and "must have invited" the widers stakeholder circle
- practice and traditions favouring hierachical power-and decisionmaking practices "asking for permission first"



CHANGE FACTORS & PRACTICAL EXAMPLES (3/3)

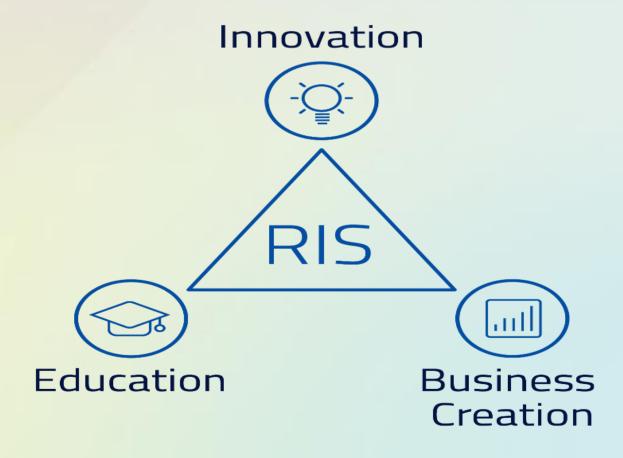
Organization





Type of Change

Systemic Change



Change Factor



extent to individuals feel threatened by ambiguous or unknown situations

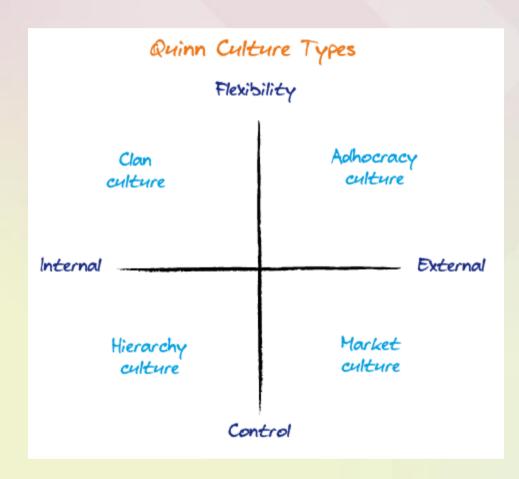
Indicators to watch out for:

- aim for participatory involvement processes for decision-making to acknowledge the cultural differences to account for
- use sense-making when interacting with stakeholders to uncover innovative potential and fostering collaboration throughout the network



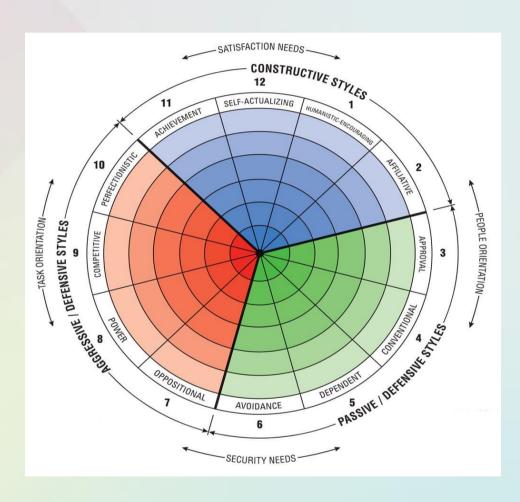
PRACTICE & CULTURAL ASSESSMENT MODELS

"easy start"



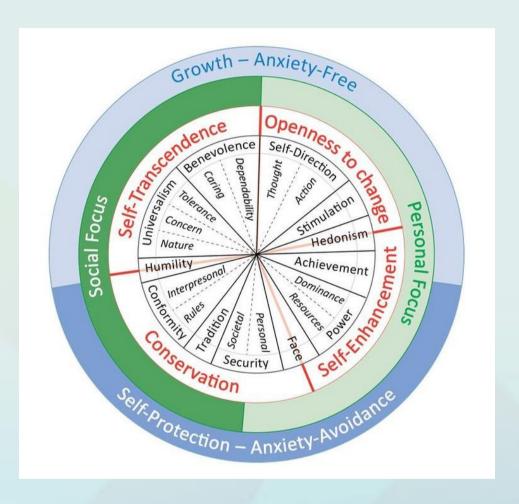
Competing
Values
Framework

"nuanced overview"



Organizational
Culture
Inventory

"detailed masterplan"



A Theory of Cultural Value
Orientations:
Explication and Applications



PANEL DISCUSSION WITH "Q & A"





CONCLUDING REMARKS & THANK YOU ... TO:



... YOU ©

... Prof. Dr. Reinhard Wagner ...

... Matthias Friedrich





international project management association

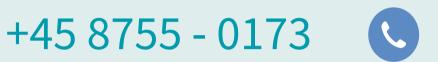


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Methods Tables and Hypothesis Testing Results



TABLE 2 RELIABILITY AND VALIDITY OF CONSTRUCTS

Table 2 Reliability and Convergent and Discriminant Validity of Constructs

	Alpha	AVE	Readiness	Process	Global	Local	Context
Readiness	0.908	0,628	0,793	0,39	0,216	0,186	0,401
Process	0.844	0,575	0,39	0,758	0,293	0,224	0,563
Global	0.851	0,628	0,216	0,293	0,792	0,282	0,163
Local	0.843	0,595	0,186	0,224	0,282	0,771	0,102
Context	0.889	0,652	0,401	0,563	0,163	0,102	0,807

We conducted a Confirmatory Factor Analysis (CFA) to assess the measurement model. Reliability was established through Cronbach's Alpha and Composite Reliability (CR), with all values exceeding 0.7. Convergent and discriminant validity were confirmed as Average Variance Extracted (AVE) values were above 0.5 and greater than inter-construct correlations. Results are reported in Table 2.



TABLE 5. CHANGE FACTORS' CONTEXT AND PROCESS

90% Conf. Bootstrap 5000	Mediator 1 CONTEXT				Mediator 2 PROCESS					
	В	р	Lower	Upper	R	ß	р	Lower	Upper	R
Constant	.539	.248	229	1.307	.252	.657	.132	060	1.374	.428
Cultural Identification (H1.1; H1.2)										
Local identification	.099	.080	.006	.193	.146*	.222	.000	.131	.314	0.255*
Global identification	+ 66%	.004	.072	.275	.196*	+ 32% •.294	.000	.205	.384	.320*

The aspect of readiness for organizational change is of special importance with a specific emphasis on the global contexts teams and individuals are exposed to.

The study contributes to the broader understanding of management practices in global contexts, emphasizing the relevance of project management research worldwide.