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Building a Culture Through Change Overview

Building a Culture Through Change

An organization's culture consists of shared beliefs and values that shape employee perceptions and defines the proper way to behave in the organization. In education, it is the school community—teachers, students, parents, and staff—who collectively build the school culture. While organizational culture can facilitate the achievement of the organization's objectives, in some cases, culture constitutes a barrier against the organization's goals. Therefore, organizations' leaders need to engage in deliberate cultural transformations and change management practices. The COVID-19 pandemic has revealed the need for district and school leaders to pursue organizational and cultural changes aimed to improve student learning and learning conditions.



Defining Culture and Change: The organizational culture mirrors the organization's core values and directly reflects the organization's leadership. An organization's culture evolves with time but can also be resistant to change efforts. In some cases, culture constitutes a barrier against organizational productivity and performance. Therefore, organization leaders need to engage in deliberate cultural transformations and change management practices. Organizational changes can be classified based on the origin, execution approach, and scale of the change.



Change Strategies: Organizational change in schools is any adjustment, improvement, or restructuring in the processes or contents of education in schools. Organizational change in education aims to improve student learning and learning conditions; therefore, school leaders and educators often lead transformative change in classrooms, school systems, and board rooms.



Data-Driven Culture Change Practices: As organizations develop a data culture for decision-making, leadership can leverage data to lead organizational changes. Some companies now use data science for change management, they have started to use data collection tools to build predictive models for leading organizational changes. Change leaders can also use assessment tools to identify where they are more likely to face resistance.



Culture Change and Stakeholder Participation: Change managers should map stakeholders, for instance, those groups and individuals who influence the success of a determined change. Stakeholder mapping helps leaders to identify potential resistance and foresee if the intended change initiative has a chance to succeed.