



2018 Annual INCOSE  
**Great Lakes Regional Conference**  
**SYSTEMS AT THE CROSSROADS**  
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Advocating for change across  
Cultures in your Organization

# Biography – Ms. Sharmila Vivekanandan

- Global Systems Engineering Capability Development Leader, Cummins Inc.
  - Certified Change Champion – AlignOrg Solutions
  - Certified Project Manager, Coach and Trainer – Cummins Inc.
  - Certified Six Sigma Green Belt – Cummins Inc.
  - Certified Competent Communicator – Toastmasters Inc.
  - MSEE – Southern Illinois University Carbondale
- Ms. Sharmila leads Systems Engineering Capability Development globally at Cummins Inc. and is responsible to elevate Systems Engineering capability individually and across organizations in alignment with the needs of their product development business units
- A natural extrovert with over 10 years of diverse experience, Sharmila had previously held positions of Controls Engineer for Off-highway applications and project manager for multiple business transformation projects within Cummins Inc.



# Agenda

- Embracing Change
- Reality of Change
- Power of Culture
- Leveraging Culture
- Closing Thoughts

# Leader Message



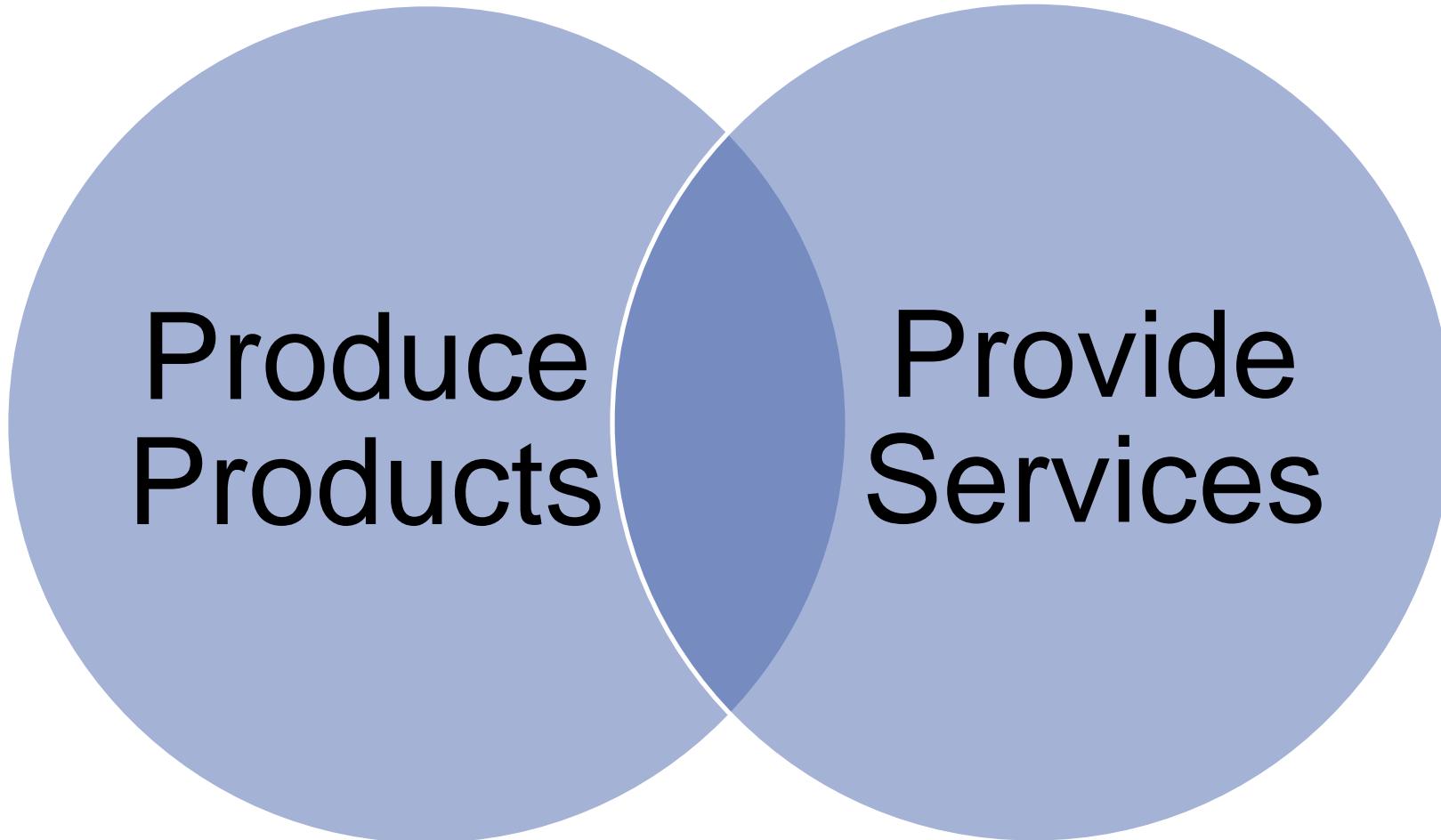
Louis V. Gerstner, Jr.  
Former CEO of IBM

“Until I came to IBM, I probably would have told you that culture was just one among several important elements in any organization's makeup and success — along with vision, strategy, marketing, financials, and the like... I came to see, in my time at IBM, that **culture isn't just one aspect of the game, it is the game**. In the end, an organization is nothing more than the collective capacity of its people to create value”

Section: 1

# Embracing Change

# Organizations



# The Common Factor!



# Globalization Drives Change



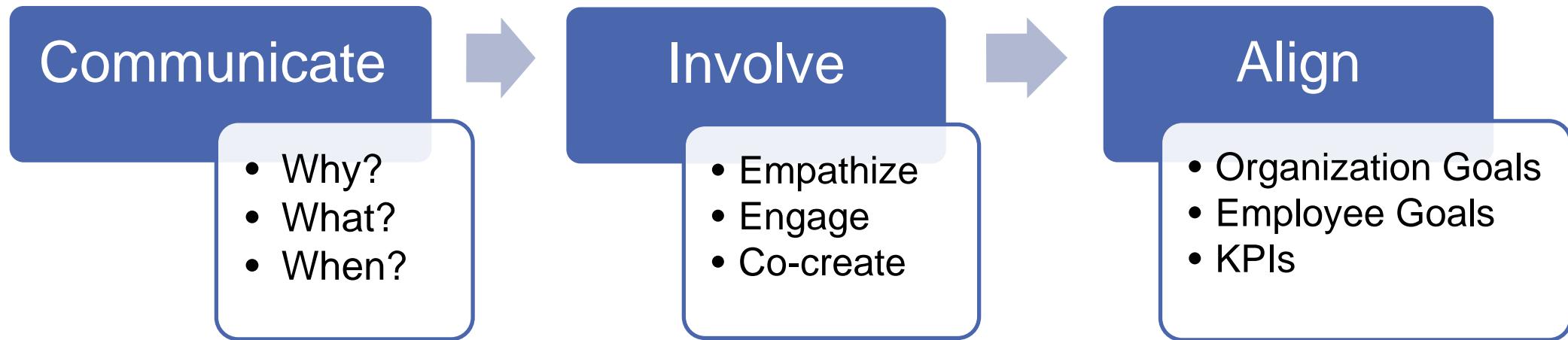
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# Reality of Effecting Change

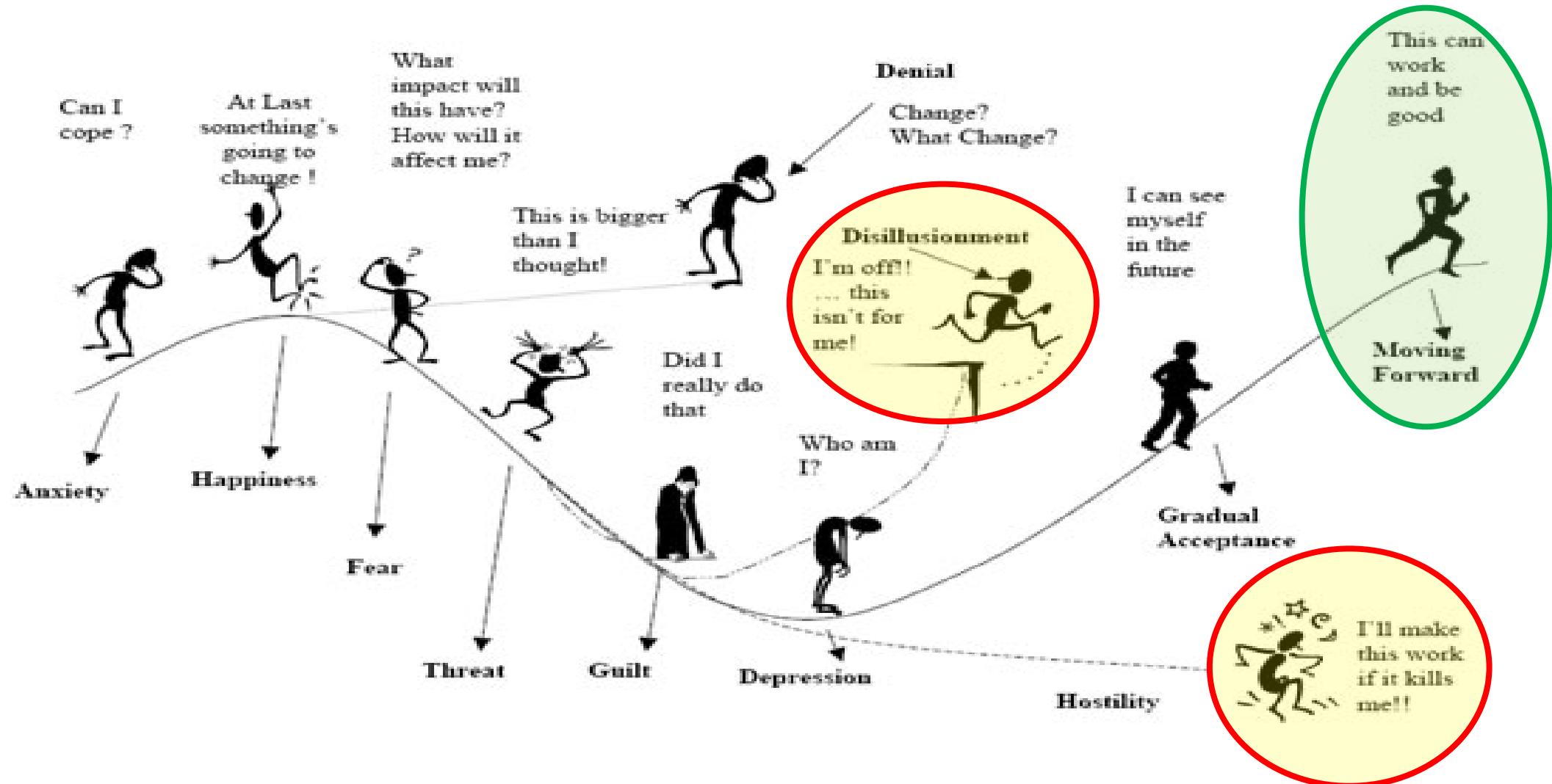
# What We Know Of Complex Change?

**Vision** + **Skills** + **Incentives** + **Resources** + **Action Plan** = **Change**

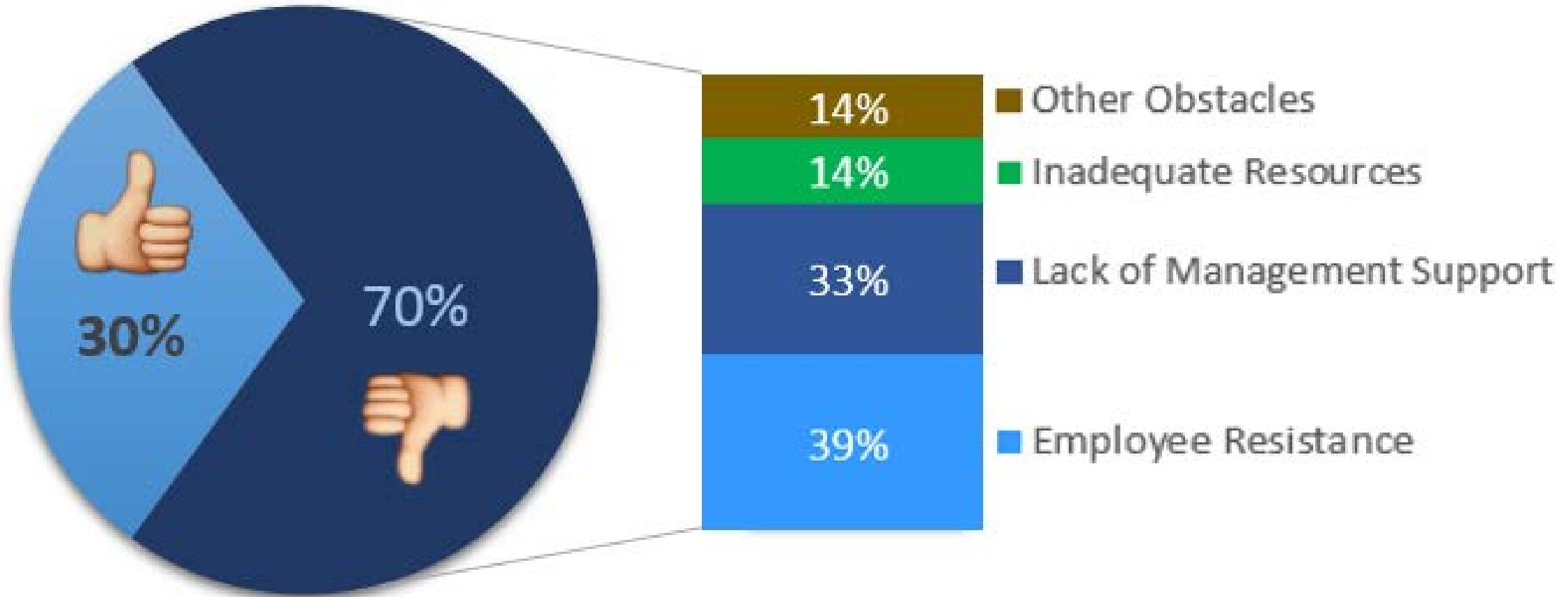
# Current Change Implementation Process



# What's Really Happening?



# Change is Difficult and Often Fails



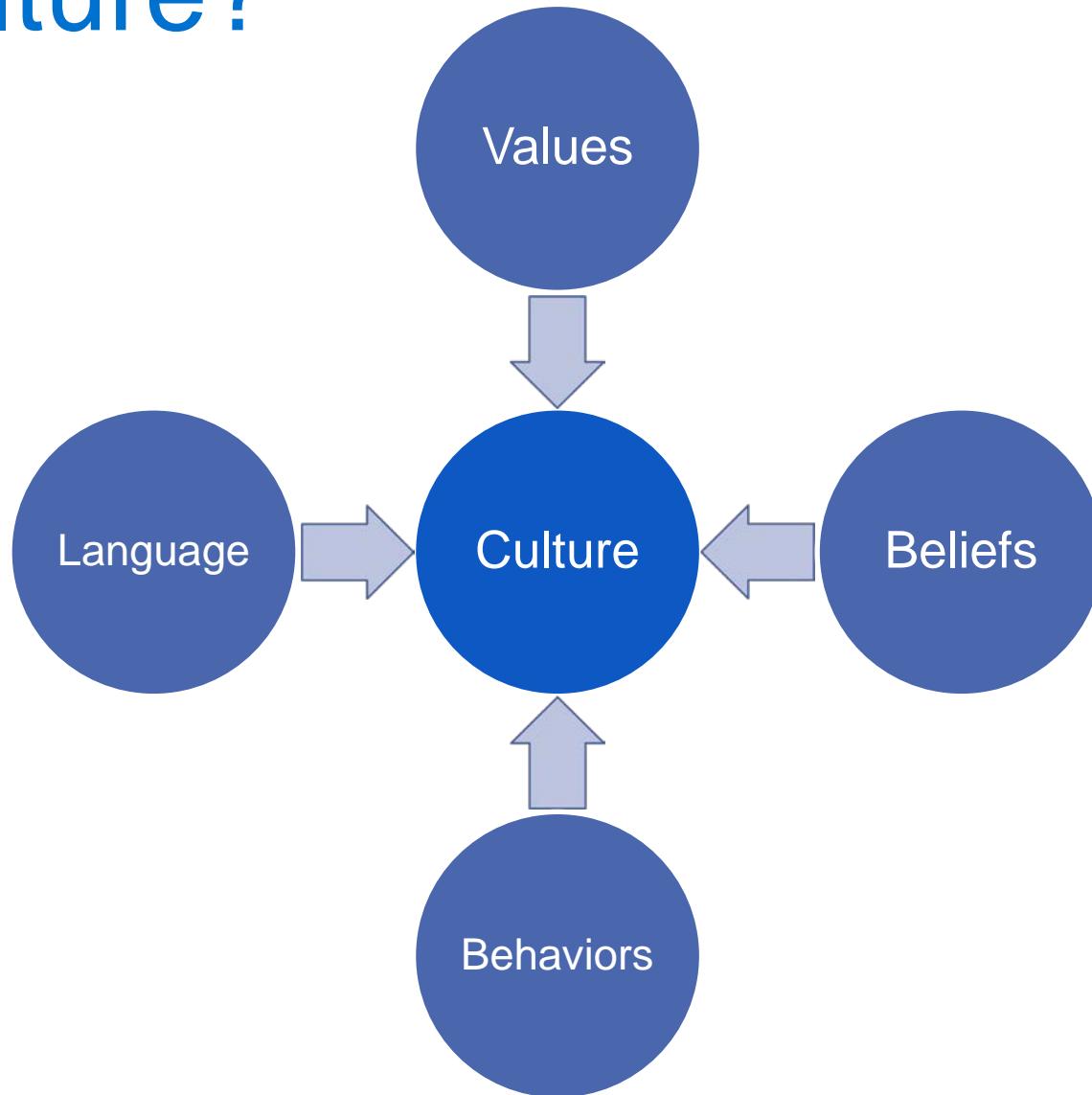
# What Are We Missing?



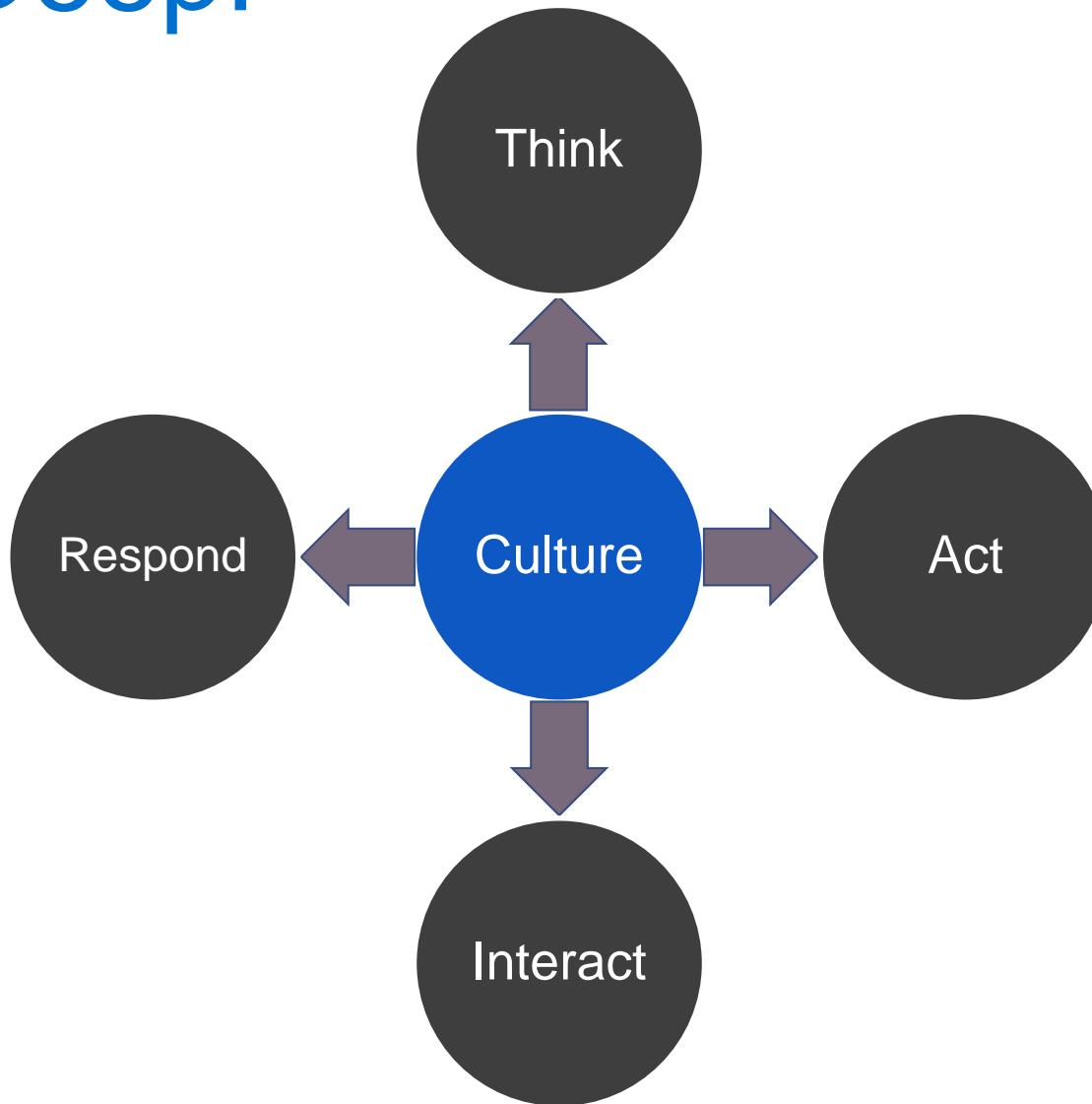
Section: 3

# Power of Culture

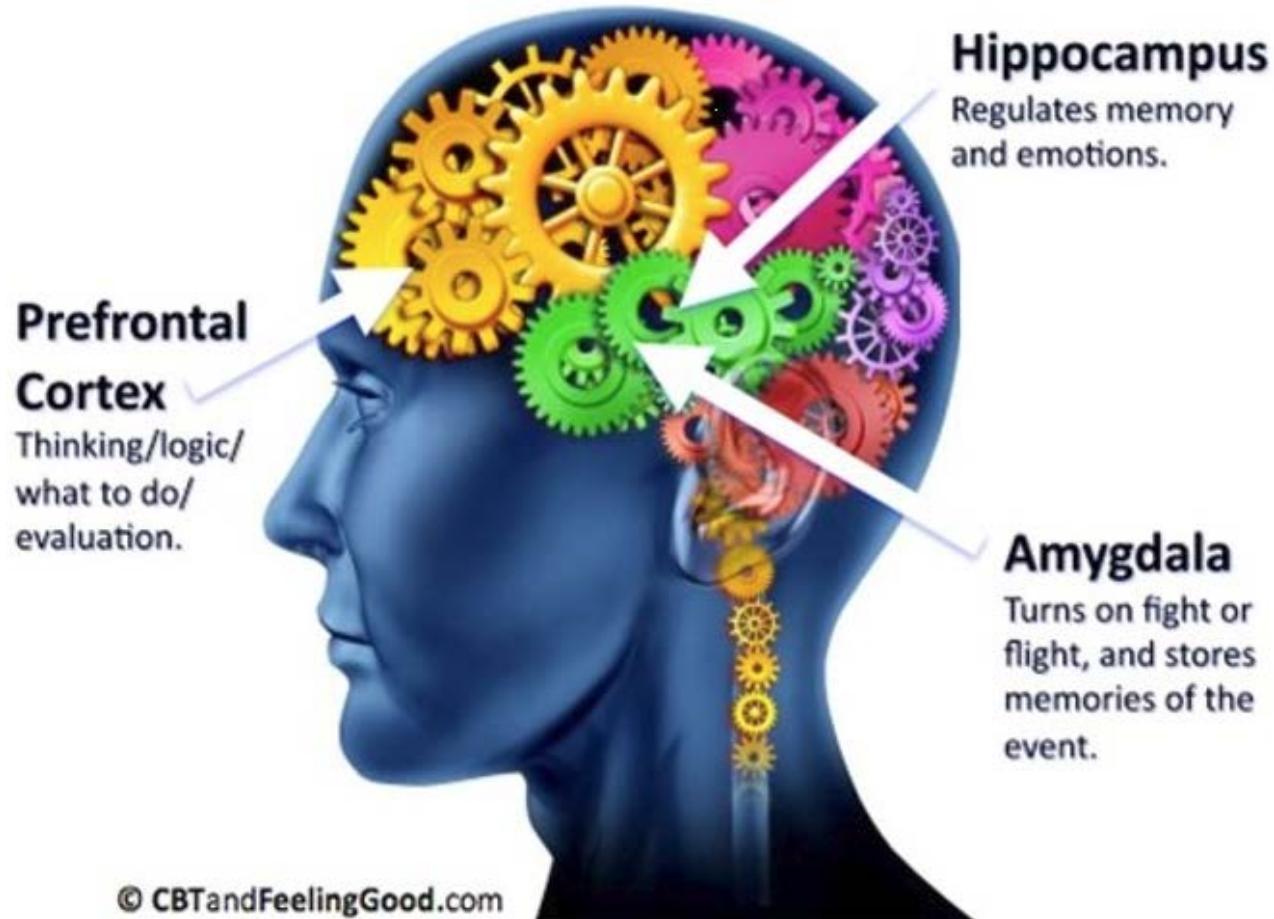
# What is Culture?



# Culture is Deep!



# How Our Brain Thinks?



Our highly efficient brains guide us by:

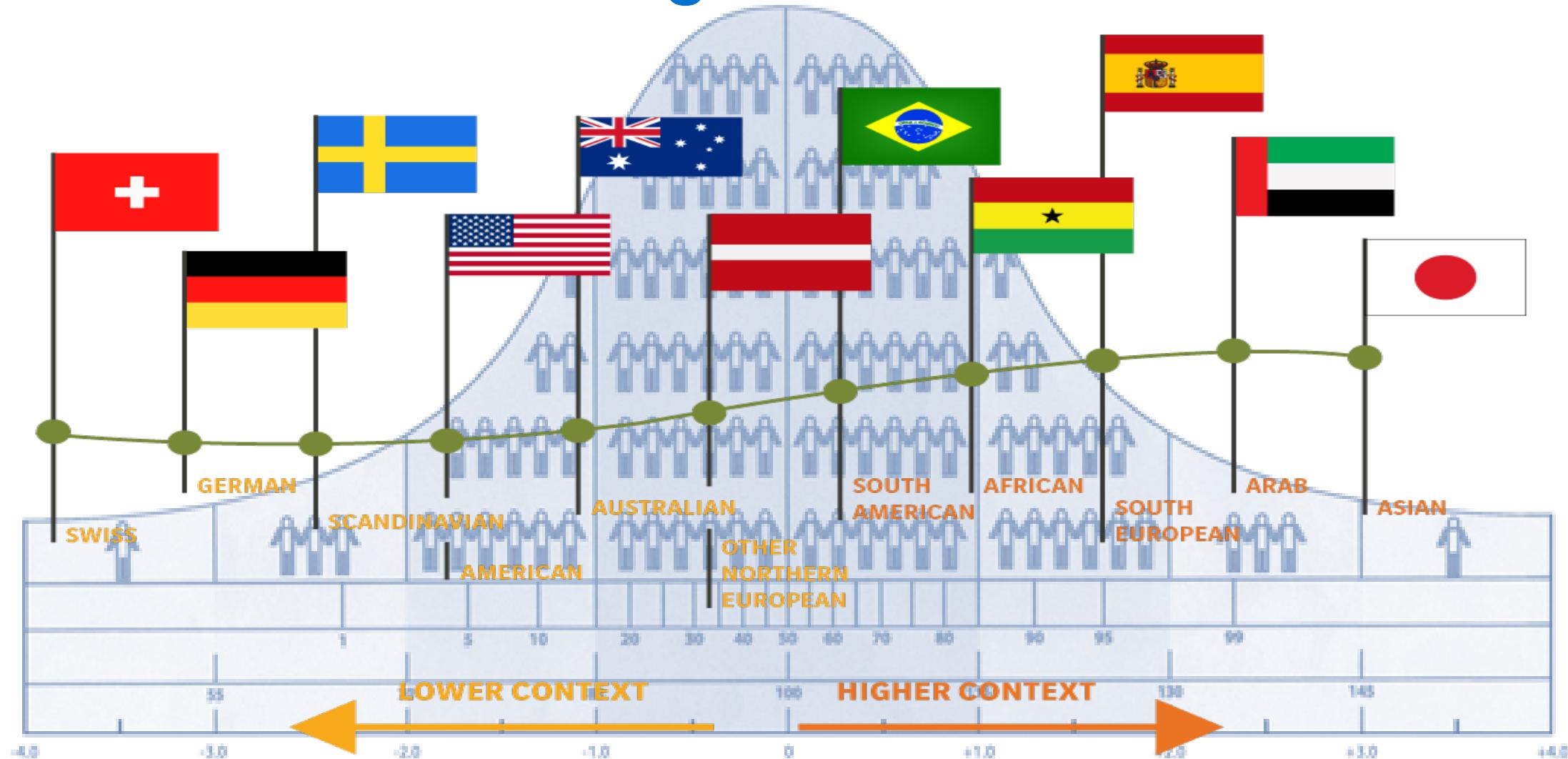
- Processing all information that is readily available
- Using the least amount of time
- Conserving the most amount of energy

# Globally Diverse Workforce



Source: [www.360paths.com/web-outsourcing](http://www.360paths.com/web-outsourcing)

# Low Context Vs High Context Continuum



# What is Low and High Context?

PARAMETERS	LOW CONTEXT	HIGH CONTEXT
THINKING	Individualistic	Collectivistic
UNDERSTANDING	Literal Meanings	Inferred Meanings
COMMUNICATION	Logically Structured Direct and Concise	Harmoniously Structured Indirect and Wordy
PERSONALITY	Goal-Oriented	Relationship-Oriented
DRIVERS	Data-Driven	Emotion-Driven
SOCIETY	Democratic	Hierarchical
UNCERTAINTIES	Risk Tolerant	Risk Averse

Section: 4

# Leverage Culture for Change

# Effecting Change in Diverse Workforce

- Real change can happen only when we gain a greater awareness of our:
  - Diverse workforce and
  - Patterns of thinking and doing
- Success of change hinges upon:
  - How your change is presented and
  - How it gets interpreted by your people

# Achieving Synergy with Diversity



Understand Audience



Be Culturally Competent



Create Buy-In

# How to Sustain Complex Change?



Sources: [http://www.pinsdaddy.com/growing-stage-transparent\\_eYTv%7C5iR5fNETVVcbz3uVdV1IPxHxGJD2twTnTx3Wfw/](http://www.pinsdaddy.com/growing-stage-transparent_eYTv%7C5iR5fNETVVcbz3uVdV1IPxHxGJD2twTnTx3Wfw/); [www.paulkern.me/](http://www.paulkern.me/); <http://mgbs.com/apple-tree>; <http://roadblockremoval.com/>; <https://www.demandgen.com/knowing-look-key-metrics-evaluating-marketing-automation-efforts/>

Section: 5

# Closing Thoughts

# Closing Thoughts



Embracing your people's natural inclinations and rewarding the way they value is the only way to make your dreams a reality

# Appendix

# Resistance Management Methods

Method	How to Use	When to Use	Advantages	Drawbacks
Education	Communicate the desired changes and reasons for them	Employees lack information about the change's implications	Once persuaded, people often help implement the change	Time consuming if lots of people are involved
Participation	Involve potential resisters in designing and implementing the change	Change initiators lack sufficient information to design the change	People feel more committed to making the change happen	Time consuming, and employees may design inappropriate change
Facilitation	Provide skills training and emotional support	People are resisting because they fear they can't make the needed adjustments	No other approach works as well with adjustment problems	Can be time consuming and expensive; can still fail
Negotiation	Offer incentives for making the change	People will lose out in the change and have considerable power to resist	It's a relatively easy way to defuse major resistance	Can be expensive and open managers to the possibility of blackmail
Coercion	Threaten loss of jobs or promotion opportunities; fire or transfer those who can't or won't change	Speed is essential and change initiators possess considerable power	It works quickly and can overcome any kind of resistance	Can spark intense resentment toward change initiators