

Setting the footprint for managing a successful transition: Changing culture as a starting point

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Abstract

This research is an attempt to identify the kind of culture which is needed for a major transnational company to become a circular economy based organization based on the guidelines of Ellen McArthur Foundation. It aims to identify and learn from organizations with the relevant culture on the particular traits which may assist other organizations foster the culture required to implement a circular economy strategy. The information gathered is expected to contribute empirical information on culture management for circular economy strategy and an attempt to fill in the literature gap on strategy, mind-set shift and culture change, especially in transitioning towards sustainable business practices. The thesis mind-map and outline of chapters have been provided.

Literature pointed out that alignment between organizational culture and strategy ensures successful implementation. The development of a more sustainable economic model, the circular economy, has triggered organizations to look into their business strategies and adjust accordingly. This research is an attempt to identify and learn from organizations with relevant culture on the particular traits which may assist other organizations foster the culture required to implement a circular economy strategy. The researchers applied Johnson's (2001) cultural web and other relevant literatures on organizational culture, leadership, collaboration, and form constructs for an exploratory case study. Several management qualities have been mentioned namely the development of cross-functional teams, establishment of relationships beyond transactional partnerships, a risk oriented learning environment, entrepreneurial organization culture and structure, and empathetic leadership.

Keywords: Organizational culture Circular economy Sustainable business Authentic leadership Johnson cultural web

