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CADASTRAL MERGERS FROM COPORATE CULTURE PERSPECTIVE
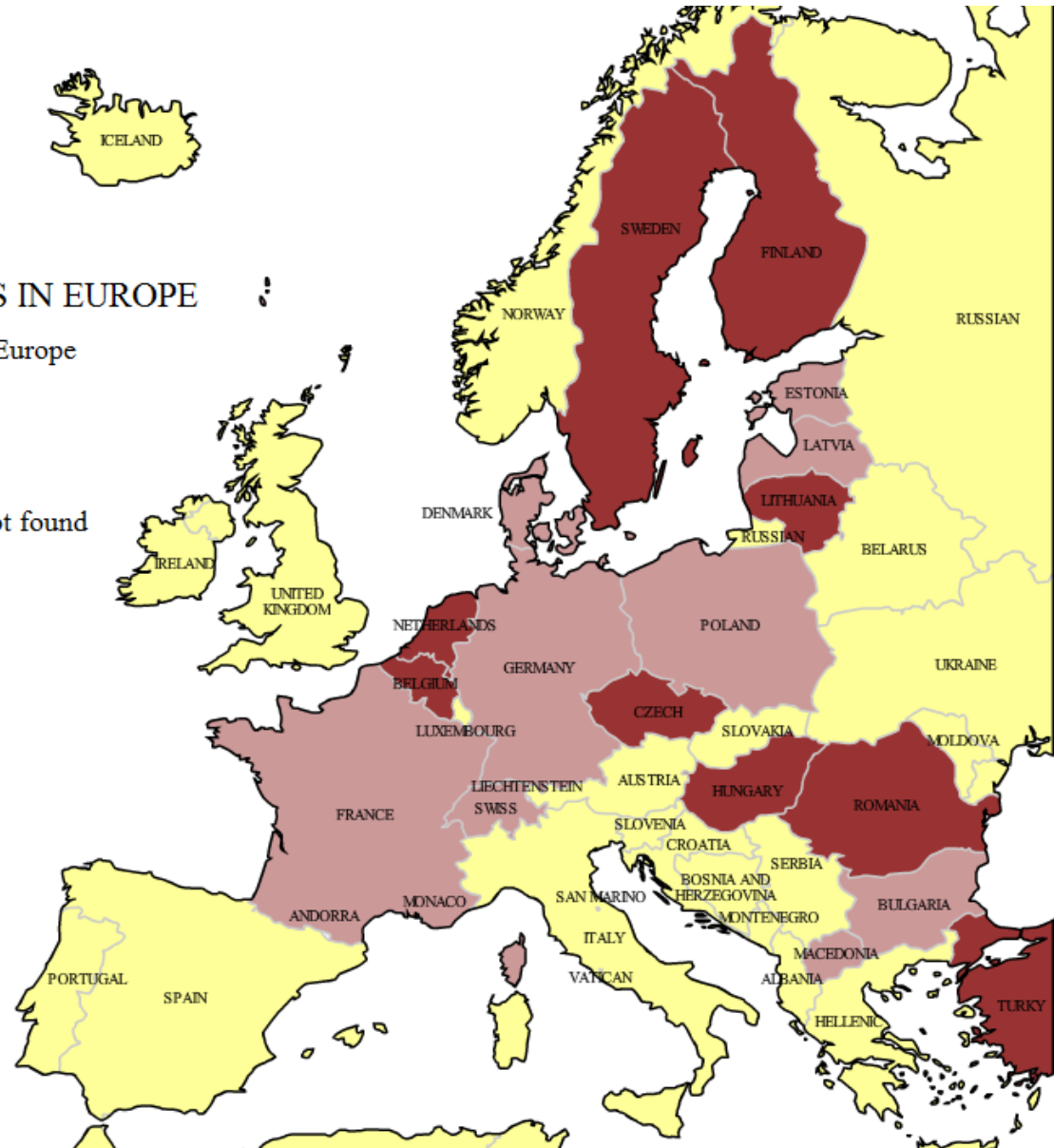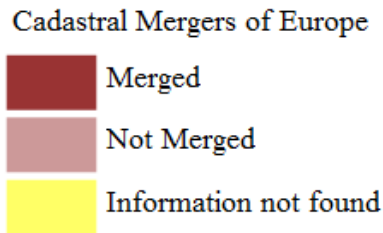
MAY 2013

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ISSUES

1. Problem statement - unified cadastres
2. MSc work of Tsitsi Muparari – case Sweden – corporate culture perspective
3. Implications for possible further research on unified Cadastres

EUROPEAN CADASTRAL MERGERS

CADASTRAL MERGERS IN EUROPE

Cadastral Mergers of Europe

- Merged
- Not Merged
- Information not found

PROBLEM STATEMENT – UNIFIED / MERGED CADASTRES

- Land administration mergers may find themselves in a oscillation of reform waves, which may ultimately generate a complex and hybrid set of organisational, structural, technical, informational and cultural features.

- Currently there is limited empirical evidence and superficial theoretical knowledge on the socio-organisational effects and impacts of land administration mergers, the merger of cadastral mapping organisations with land registries.

- Most studies on unified cadastres primarily reason from operational or legal perspectives (or bottlenecks), few on organisational cultures

- MSc work from TSITSI NYUKURAYI MUPARARI (Zimbabwe) – 2013 - **EVALUATION OF MERGERS OF CADASTRAL SYSTEMS: A corporate cultural perspective**
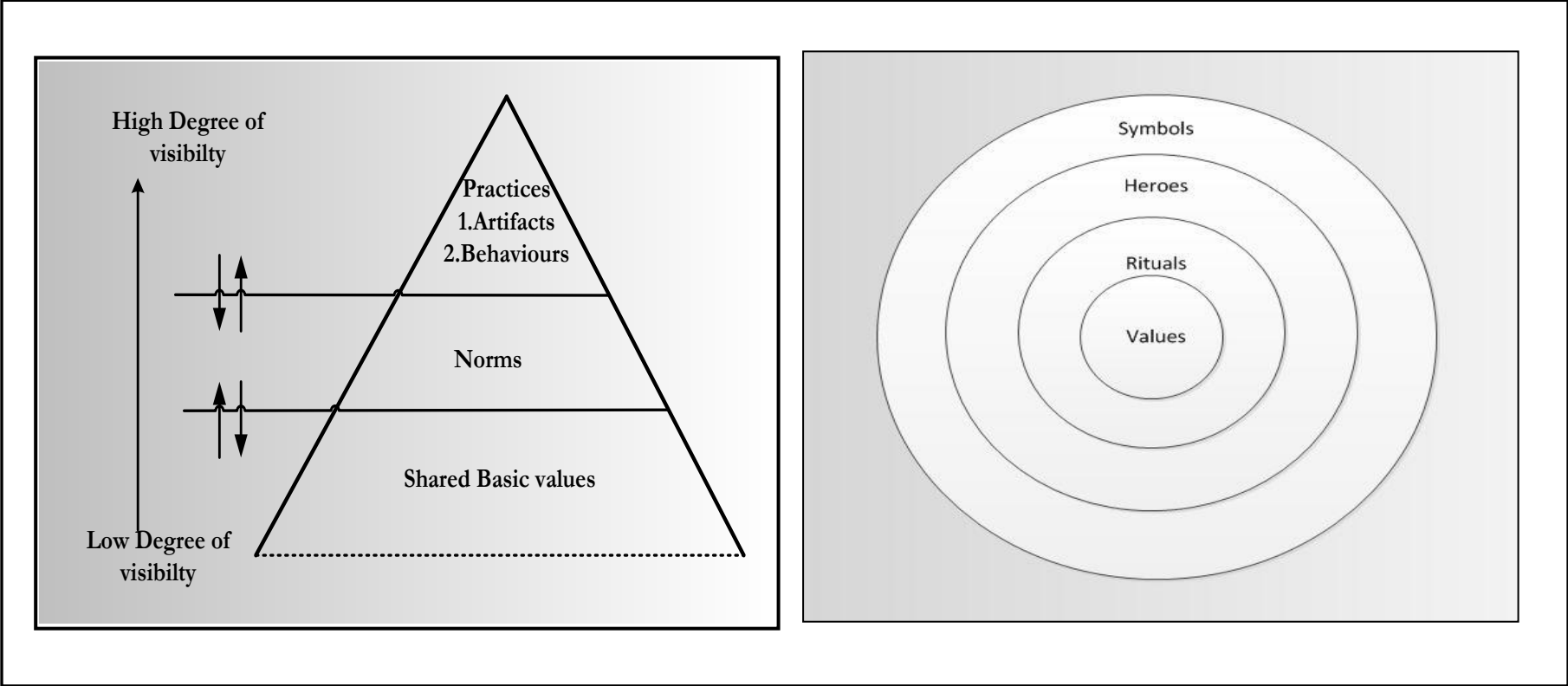
- Case : Sweden

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CONCEPTUAL MODEL

Corporate culture (CC) has a set of characteristics / beliefs / core values :
CC = f {i, j, k, l, m, n, …etc}

Land registration corporate culture

C_A

Merged corporate culture
CC_{AB}

Cadastre corporate culture

C_B
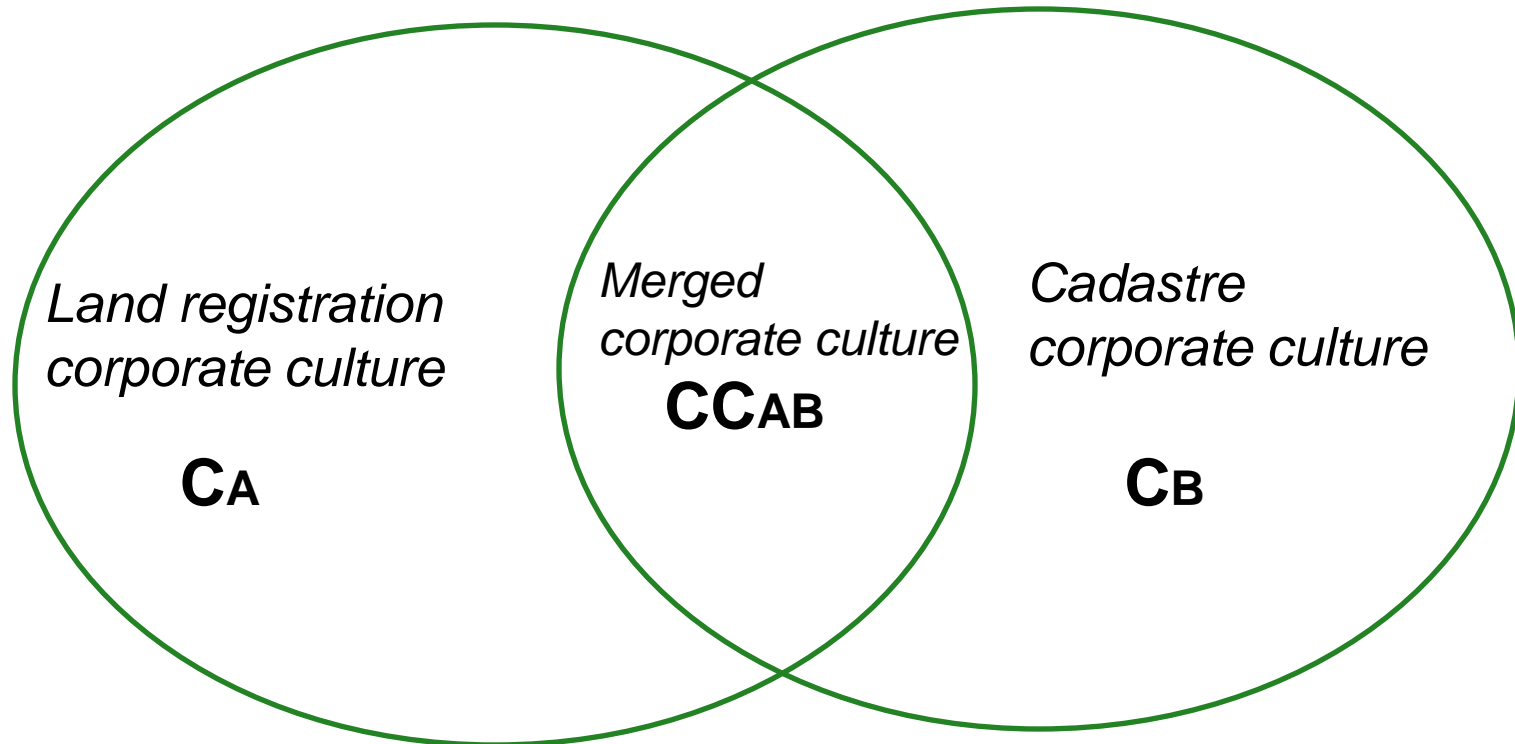
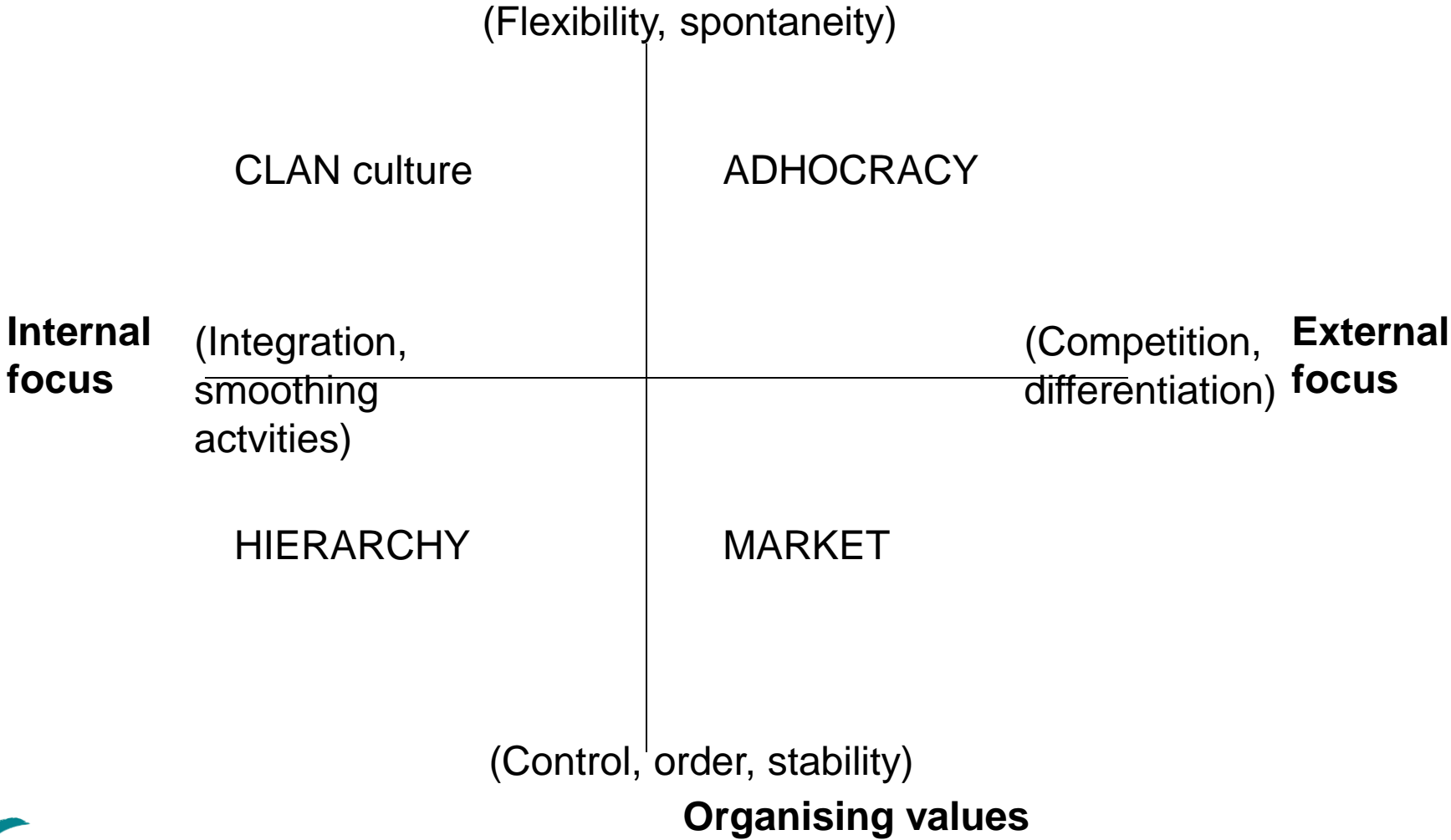$$CC_{AB} = f \{ i_{AB}, j_{AB}, k_{AB}, l_{AB}, m_{AB}, n_{AB} \dots etc\}$$

CULTURE MODELS

Iceberg Presentation: Schein Classifications of culture elements
   (Herzog, 2008)

Onion Presentation: Classified culture
(Hofstede et al., 1990)

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COMPETING VALUES FRAMEWORK TO EVALUATE CORPORATE CULTURES (CCA, CCB, CCAB)

(Flexibility, spontaneity)

CLAN culture   ADHOCRACY

Internal focus   (Integration, smoothing actvities)   (Competition, differentiation)   **External focus**

HIERARCHY   MARKET

(Control, order, stability)

Organising values

CHARACTERISTICS OF ARCHETYPE CORPORATE CULTURES

	CLAN	ADHOCRACY	HIERARCHY	MARKET
Dominant attributes	Cohesiveness, participation	Creativity, adaptability	Uniformity, regulations	Competitiveness
Leader style	Mentor, facilitator	Entrepreneur, innovator	Administrator	Achievement-oriented
Bonding	Loyalty, tradition	Flexibility, risks	Rules, procedures	Competition
Strategic emphases	Human resource development	Innovation, growth	predictability	Competative advantage

|	CLAN	MARKET	HIERARC
Dominant attributes	1. We depend on each other to complete a task. We share information and knowledge amongst us	2. In this organisation anyone who cannot follow or lead must get out of way	3. We depend improving standardised procedures w were establis ago. We ther have low risk
Leader style	5. We have open and frank communication with our leaders. We are free to propose unconventional ideas for facing problems and opportunities, and to introduce conflicting opinions	6. We abide and stick to planned procedures set for a particular goal or task at that particular moment. We do not oppose or raise conflicting opinions about either the task	7. We are org into departm according to specialisation level has a lev higher that it must execute as given

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COMPARISON PRE-/POST-MERGER OPERANT VALUES

Aspect	Post merger value systems	Premerger cadastre value systems
Competence and experience	"Rules are for the new employees and definitely not for us"	"we were experts who liked to do things in our own way"
Pro- activeness	"We are the overseers of the system"	"Non conformists and Activists"
Recognition of Law	"Flexibility under the house of law"	"Hierarchicalists"
Task and goal achievement	"we have authority over processes, procedures and task"	"we were product oriented and slow to change"

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SHIFT IN VALUES – PRE VERSUS POST MERGER
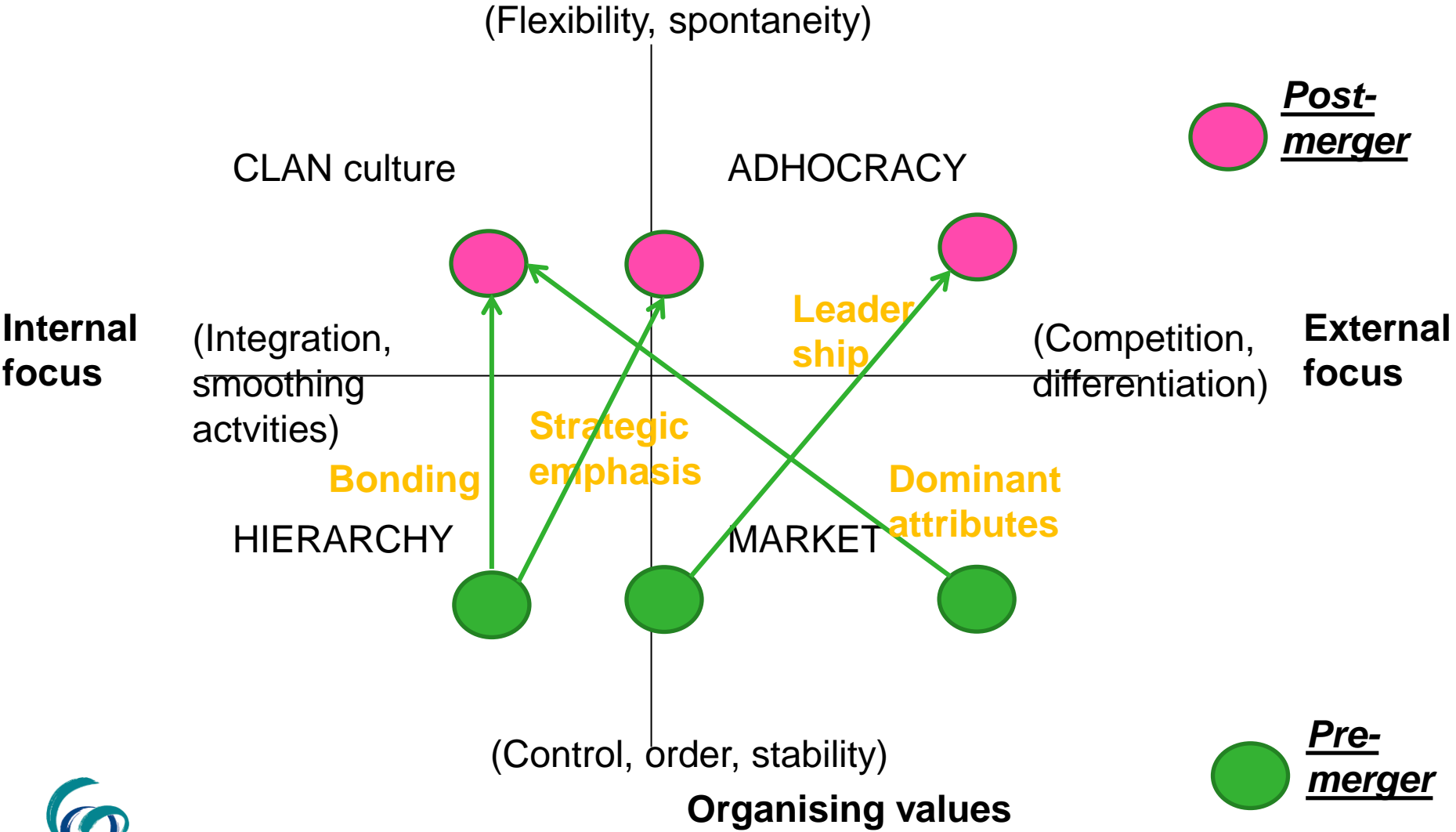
CONCLUSIONS AND RECOMMENDATIONS

- Mergers infringe long-existing and persuasive and complex corporate cultures of individual organisations
- Blending of cultures is not just the sum of both; it is both a mix and the emergence of new cultural features
- Consequently, organisational reform managers need to be aware of potential implications when assuming a single faceted organisational culture
- When assuming an overemphasis of one type of culture it may cripple the effectiveness and progress in the organisation

ARISING QUESTIONS THAT MAY BE INTERESTING TO RESEARCH IN FUTURE

- How much of the culture changes are not shown by the present research in the context of the Swedish and other cadastral systems?
- What is likely to be the nature of change after two or three years down the line?
- What is likely to be the nature of the professional training specific to surveying and law in Sweden five years down the line?
- How do the external stakeholders influence the culture changes?
- How does corporate culture change of work process influence the e-governance?
- What is the difference between the planned corporate culture and the existing individual values?
- What is the difference between the planned corporate culture and the expected corporate culture?

IMPLICATIONS FOR FURTHER RESEARCH ON UNIFIED CADASTRE

- Which dominant values are playing a crucial role in current merger discussions?
- Which values are dominant in:
  - Operational mergers/integrations of data processes, information processes, production processes
  - Strategic organisational issues - long term organisational goals, (geo)G2G's, coordination efforts, funding/financial reforms
  - External drivers – current political and societal preferences, dominant societal cultures