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Ángel Cabrera, ^a ... Sebastián Barajas, ^c

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Abstract

Organizations undergoing technology-driven change must understand that technology is only one of several inter-related components which drive organizational performance. A multi-system perspective of organizations highlights the interdependencies between an organization's technology, structure and culture and how these affect organizational processes and behaviors. Successful technological innovations require that either the technology be designed to fit the organization's current structure and culture or that the organizational structure and culture be reshaped to fit the demands of the new technology. Thus, the desired effects of new technology are most often realized in organizations able to implement the additional changes that are required to maintain overall fit. To illustrate these issues, this paper presents a case study based on a technology-driven change in a Turkish financial organization. Special attention is given to

the role of organizational culture, which is often cited as the most critical factor in successful technology assimilation.



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Keywords

Organizational culture; Organizational strategy; Technology-driven change; Technology assimilation

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Ángel Cabrera is Professor of Organizational Behavior and Human Resource Management and Dean at Instituto de Empresa graduate business school in Madrid, Spain. He holds an engineering degree in Telecommunications Engineering from Universidad Politécnica de Madrid, and an M.S. and Ph.D. in Psychology from the Georgia Institute of Technology, which he attended as a Fulbright Scholar. Before joining Instituto de Empresa he worked as a consultant and manager at Andersen Consulting (now Accenture). His current research focuses on change and knowledge management.

Elizabeth F. Cabrera is Assistant Professor of Human Resource Management and Organizational Behavior at the Universidad Carlos III in Madrid, Spain. She received an undergraduate degree in Business Administration from Rhodes College and M.S. and Ph.D. degrees in Industrial and Organizational Psychology from the Georgia Institute of Technology. Her research interests include HR architectures, organizational culture, and the evaluation of HR systems and interventions. Her research is partially funded by the Spanish Ministry of Science and Technology research grant SEC2000-0395 and the Comunidad de Madrid research grant 06/0065/2000.

Sebastin Barajas is a Director at Deloitte Consulting. He received his undergraduate business degree from the University of Barcelona and his MBA from ESADE business school, also in Barcelona. He was a founding partner of the consulting firm CMC and later an Associate Partner with Andersen Consulting (now Accenture). His current interests focus on people centered business transformation.

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