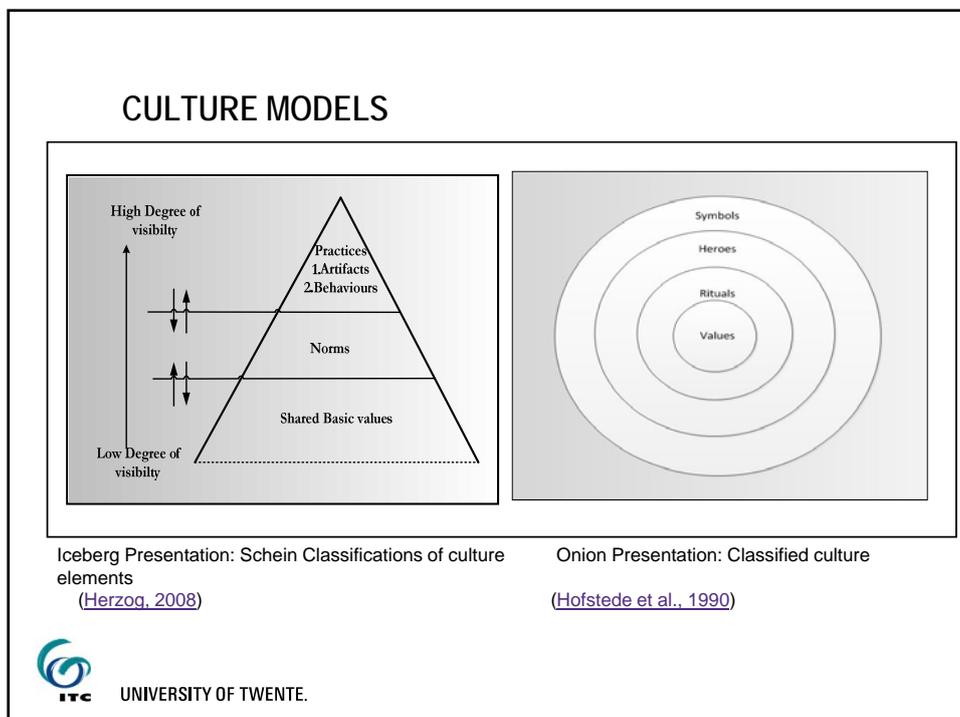
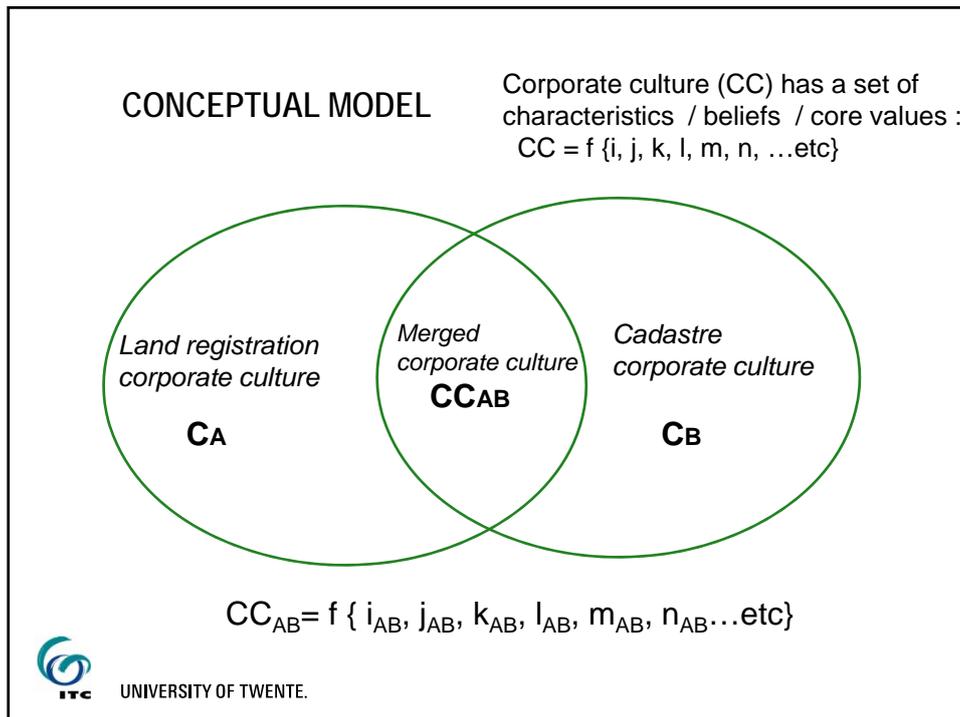


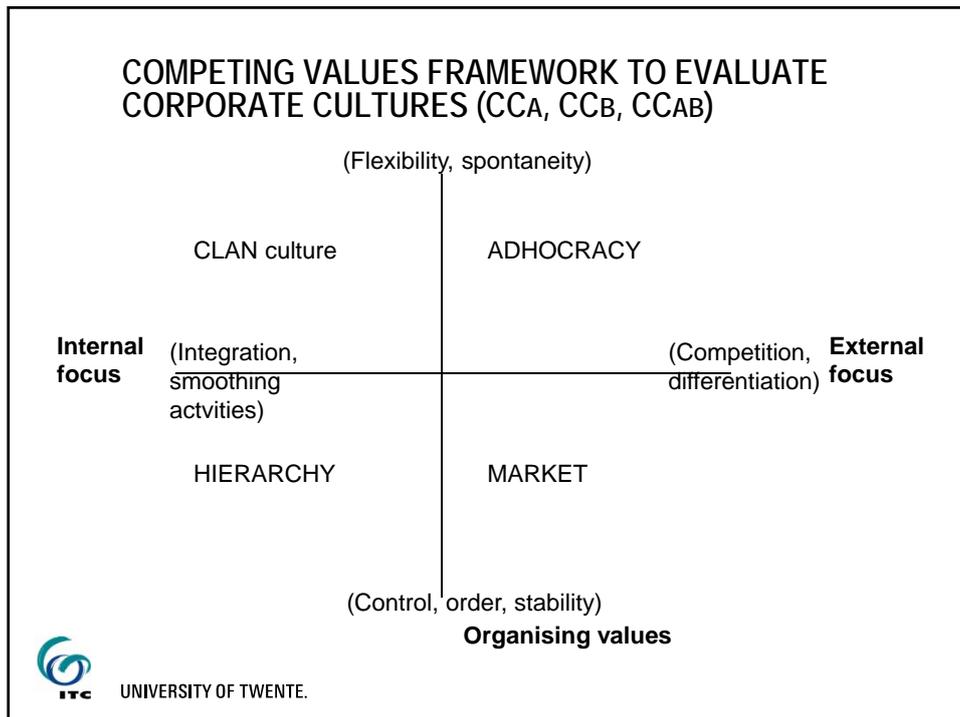
PROBLEM STATEMENT – UNIFIED / MERGED CADASTRES

- 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
UNIVERSITY OF TWENTE.





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

ITC UNIVERSITY OF TWENTE.

METHOD OF DATA COLLECTION -> Q METHODOLOGY



	CLAN	MARKET	HIERAR
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 on improving standardised procedures were established ago. We therefore 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	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	7. We are organized into departments according to specialisation level has a level higher than it must execute as given



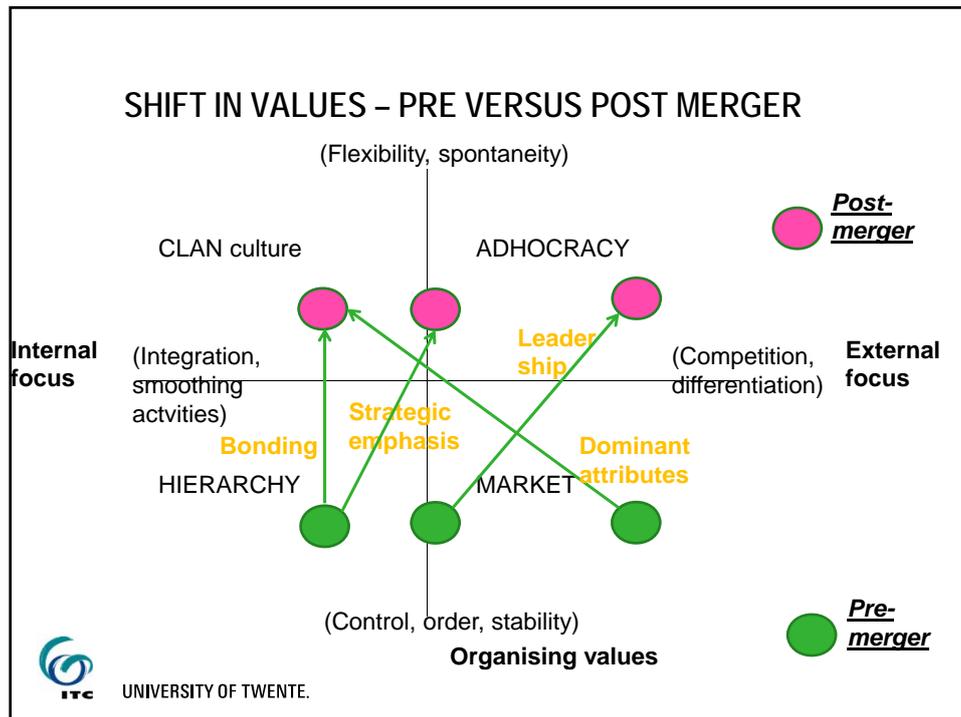
UNIVERSITY OF TWENTE.

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”



UNIVERSITY OF TWENTE.



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

ITC UNIVERSITY OF TWENTE.



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?



UNIVERSITY OF TWENTE.



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



UNIVERSITY OF TWENTE.