

## Organizational Culture: Uber

Uber organizational culture has been associated with sexual harassment and discrimination for the past few years. In June 2017 the global transportation technology company “fired more than 20 employees after a company investigation into sexual harassment claims and workplace culture.”

The Uber company culture crisis has resulted in the resignation of co-founder and CEO Travis Kalanick. The company’s new CEO Dara Khosrowshahi, has successfully led internet travel company Expedia for 12 years. Mr. Khosrowshahi now has an important task of sophisticating Uber organizational culture so that the ride-hailing giant can improve its image and eventually become profitable.

Change management of Uber organizational culture initiated by Dara Mr. Khosrowshahi can be explained by applying Lewin’s Model of Culture. The model divides change management in organizational culture into 3 stages:

**Stage 1: Unfreezing.** During this stage, the necessity of cultural changes for the long-term growth prospects of the company needs to be explained to employees at all stages. So far, Khosrowshahi has dealt with this stage effectively. “Uber’s new CEO had employees write and vote on cultural guidelines for the workplace”. In total about 12000 employees voted and the results of voting determined underlying principles for Uber’s new organizational culture.

**Stage 2: Implementing changes.** According to results of the voting discussed above, new principles of Uber organizational culture have been developed as the following:

- We build globally, we live locally.
- We are customer obsessed.
- We celebrate differences.
- We do the right thing.
- We act like owners.
- We persevere.
- We value ideas over hierarchy.
- We make big bold bets.

**Stage 3: Refreezing.** The company is attempting to promote its new culture to all organizational stakeholders in general and employees in particular. The global transportation technology company has developed its online classes led by SVP of Leadership and Strategy.

The classes are aimed at promoting Uber organizational culture, along with increasing employees' overall knowledge about strategy.