



Managing Organisational Change After Mergers

Prof. Jaimini Sail

Assistant Professor

Sinhgad Institute of Business Administration and Research, Pune

Abstract

Organizational change is a double edged management tool. Managing change is a Herculean task as it involves changing the organizational culture. It can build a tighter, more focused business-or unleash a backlash of unrest and turbulence. Change is the only constant in organizations today. Change initiatives take many forms and may be the result of internal forces, such as change of an organization's mission or operational structure, or external forces, such as a change in the industry or economy. It is the process of developing a planned approach to change in an organization. Typically the objective is to maximize the collective benefit for all people involved in the change and minimize the risk of failure of implementing the change. The discipline of change management deals primarily with the human aspect of change, and is therefore related to pure and industrial psychology. *Organizational Change...its tough enough even when you make all the right moves. Make a few wrong ones, and your change management initiative can end up a part of this year's failure statistics.*

Whenever an organization imposes new things on people there will be difficulties. Participation, involvement and open, early, full communication are the important factors. Workshops are very useful processes to develop collective understanding, approaches, policies, methods, systems, ideas, etc. Staff surveys are a helpful way to repair damage and mistrust among staff - provided you allow people to complete them anonymously, and provided you publish and act on the findings. Management training, empathy and facilitative capability are priority areas - managers are crucial to the change process - they must enable and facilitate, not merely convey and implement policy from above, which does not work. The leader must agree and work with these ideas, or change is likely to be very painful, and the best people will be lost in the process!!!!!!!!!!!!!!!!!!!!

The *key words* are change process, mental models, strategies of change management, and change managers.

The article explains the factors that inhibit change in organizations, how to manage change and *CHANGE MANAGEMENT IS SURVIVAL OF THE FITTEST.*

Introduction

Change, change, change—is the buzz word in today's corporate world. Managing constant change is no longer a new phenomenon now. In the past, there has been a lot of discussion on 'resistance to change' but today organizations as well as employees either swim or sink with the changing waters. One of the greatest myths in management is the generalization that people resist change. In fact, people love change. Why do people go on holiday? Because its change (Cunningham,2005). Since change is inevitable it is always better that we face and manage it, than we avoid same. The

waves of change sweeping the world could be due to globalization, economic downturn, technology, increase in knowledge of workers, etc. Whatever be the cause of this change involves transformation and uncertainty.

Organization believes in the concept of 'change or perish'. As it is necessary for the organization to change in order to cope up with the changing environment, to develop competitive advantage and increase existing and potential customer satisfaction leading to long-term sustainability and growth, it is important to address, 'how to change'? If an organization adopts well-known 'creative destruction' policy advocated by many researchers, there is a chance that they have to face painful overhead of carrying out the change process, disturbance and interruption in smooth running of the organization and attrition, and ultimately perish even though they made an attempt to change. On the contrary, Professor Eric Abrahamson in 2004 gave a new model of 'creative recombination', combining organization's people, structures, culture, processes, and networks which is available with them to achieve the goal of the change process.)

In the fast- changing world, companies need new and innovative practices more than best practices in order to be market leader (rather than a follower). Inventing and adopting a new practice is definitely riskier, but more rewarding . Is the scenario moving towards bottom-up paradigm where the initiation of change becomes more participative in nature. The intention is to build an organizational culture that is neither too orthodox (strictly controlled) nor too chaotic (where everyone starts thinking as a leader). There are many drivers which may trigger an organizational change. Some of them are.

- Split/Merger- A phenomenon which can alert the vision and mission of the company leading to change in job profile at all levels.
- Market Requirement- With a fast changing market, companies need to absorb 'shocks' Also, companies should create a revolution in the industry to the disadvantage of its competitors.
- Customer Feedback- In a buyers market ,the customer is considered to be the most important factor. Change is necessary to keep him happy.
- Internal Assessment- Continuous process Improvement is being modeled by ISO 9001-2000 Standard, and is practiced by CMMI, Six Sigma and many other companies.
- Industry Benchmarks- Staying ahead of the industry benchmark is a good enough reason for practicing change management.
- Change in the Management- Whenever there is a change in ' guard', it is generally changes the environment.



Folger & Skarlicki (1999) - "organizational change can generate skepticism and resistance in employees, making it sometimes difficult or impossible to implement organizational improvements" (p. 25).

Coetsee (1999) states "management's ability to achieve maximum benefits from change depends in part on how effectively they create and maintain a climate that minimizes resistant behavior and encourages acceptance and support" (p. 205).

Organizational Change Management is "all of the actions required for an organization to understand, prepare for, implementation and take full advantage of significant change".

The goals of Change Management are:

1. The successful design, implementation, measurement and maintenance of an organization's change initiative
2. Enhancement of their on-going capacity for managing change
3. Enterprise Transformation is driven by an underlying strategy that organizes and energizes People to understand, embrace and make full use of new process and technology
4. Degree of success of this endeavor is measured by the level and nature of the Business Impact achieved

Eight Steps of Change and Behavior

Each step is designed to create a new behavior in the organization that will support the change process

Step	Action	New Behavior
1	Create a Sense of Shared Need and Urgency	People start telling each other, "let's go, we need to change things!" [Note: This is the most important step. If you lose urgency the change effort grinds to a halt, maintain it and you will be able to navigate the remaining 7 Steps.]
2	Create the Vision and Build the Guiding Team	A group powerful enough to guide a big change is formed and they start to work together well. The guiding team develops the right vision and strategy for the change and begins to engage key stakeholders.
3	Define the Change Impacts	The guiding team identifies the organizational and personal impacts required to realize the vision.
4	Communicate for Buy-In	People begin to buy into the change and this shows in their behavior
5	Plan/Organize/Enable Action	More people feel able to act, and do act, on the vision.
6	Create Short-term Wins	Momentum builds, as more and more people try to fulfill the vision, while fewer and fewer resist change
7	Sustain the Change	People make wave after wave of changes until the vision is fulfilled
8	Make It Stick	People keep behaving in new ways despite the pull of tradition, turnover of change leaders, etc.

The Change Process as "Unfreezing, Changing and Refreezing"

The process of change has been characterized as having three basic stages: unfreezing, changing, and refreezing. This view draws heavily on Kurt Lewin's adoption of the systems concept of homeostasis or dynamic stability.

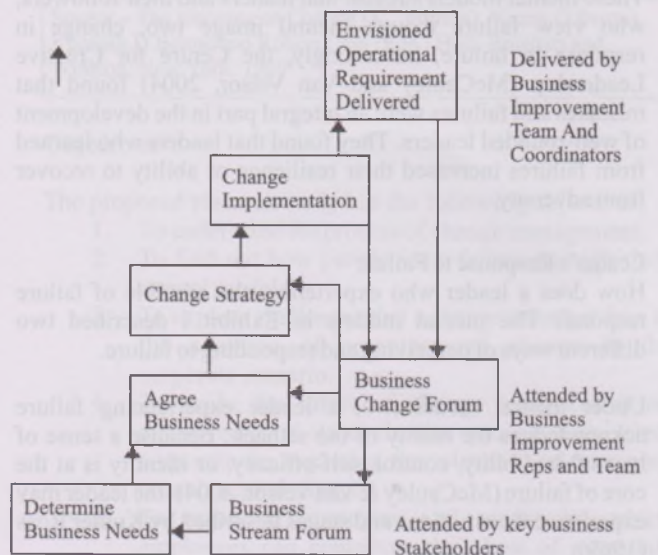
What is useful about this framework is that it gives rise to thinking about a staged approach to changing things. Looking before you leap is usually sound practice.

What is not useful about this framework is that it does not allow for change efforts that begin with the organization in extremes extremis (i.e., already "unfrozen"), nor does it allow for organizations faced with the prospect of having to "hang loose" for extended periods of time (i.e. staying "unfrozen").

In other words, the beginning and ending point of the unfreeze-change-refreeze model is stability-which, for some people and some organizations, is a luxury. For others, internal stability spells disaster. A tortoise on the move can overtake even the fastest hare if that hare stands still.

Exhibit I

Key Interfaces in the Change Process Aimed to Increased Organizational Performance through Implementation and Reviews.



Mental Models

Here is a paradox. Successful people and organization experience failure! The paradox is that it is not the lack of failure that brings success; rather, it is the changes people and organizations make because of setbacks that eventually bring success. The purpose of this article is to provide a theoretical model for leaders to use when failure happens so that setbacks are perceived as opportunities for learning and for creating positive changes (Manz, 2002).

History provides us with numerous examples of people and organizations that experienced severe setbacks; yet were above to change and achieve success.

What is it that helps people and organizations achieve success despite experiencing failures? Maxwell (2000) says, "The



difference between average people and achieving people is their perception of and responses to failure” and Manz (2002) says, “Failure is a natural part of life that can impact us positively or negatively depending on how we define it”. In other words, people and organizations respond to failure based on their mental models or mindsets (Bandura, 1986; Pfeffer, 2005). Thus, the mental models of the leader and the people in the organization are critical to promoting learning from failures and creating positive change in response to failures.

Manz. (2002) suggest that people view failure through either of two mental models.

1) Mental Image One

Failure is a negative, fatal, and final result indicating

- An inability to perform and a lack of success
- A failing short because of ineptness, deficiency, or negligence
- A bad, bad thing that should be avoided, mourned and punished.

2) Mental Image Two

Failure is short-term unexpected results that reflects a challenging in progress and that provides;

- A stepping stone to success
- An opportunity for learning and development
- An opportunity for creative change and innovations.

These mental models suggest that leaders and their followers, who view failure through mental image two, change in response to failure, interestingly, the Centre for Creative Leadership (McCauley and Van Velsor, 2004) found that mistakes and failures were an integral part in the development of well-rounded leaders. They found that leaders who learned from failures increased their resilience or ability to recover from adversity.

Leader's Response to Failure

How does a leader who experiences the crucible of failure respond? The mental models in Exhibit I described two different ways of perceiving and responding to failure.

Under mental model two, a leader experiencing failure acknowledges the reality of the setback. Because a sense of loss of credibility, control, self-efficacy, or identity is at the core of failure (McCauley & Van Velsor, 2004), the leader may experience the emotions and stages described by Kubler Ross (1969)

- First Stage : Denial and Isolations
- Second Stage : Anger
- Third Stage : Bargaining
- Fourth Stage : Depression
- Firth Stage : Acceptance

As the leader works through some or all these stages and emotions, the importance of accepting or acknowledging that a failure happened is critical. McCauley and Van Velsor (2004) indicate that leaders are more likely to learn from their mistakes, if the mistake is openly acknowledged. Once the leader acknowledges the reality of the failure. McCauley and Van Velsor suggest there are several things that the leader can do to maximize their learning from the experience. First,

leaders need to accept the reality that during the course of their career, hardships (failures) will happen. Second, people must be intentional about finding the constructive lessons in hardships. “It requires that people be willing to look inward and face whatever they find there”. Third, leaders must learn how to move beyond the hardship. “one difference between leaders who are effective and those who are not is that effective leaders learn to face up to their hardships, acknowledges the effect of the experience, and then let go”.

Interestingly McCauley and Van Velsor (2004) found that “it is only when a leader experiences a personal hardship that he or she learns the importance of being sensitive to others, becomes more aware of the fears and hopes of others, and decides to be more vulnerable”. McCauley and Van Velsor suggest that the lessons leaders can learn from failure includes:

- a) Self-knowledge
- b) Sensitivity and compassion
- c) Limits of control; and
- d) Flexibility

Strategies of change management

Managing the kinds of changes encountered by an institution within organizations requires an unusually broad and finely honed set of skills.

Consideration of change Strategies

Before considering change-what type of change, how to do it, identifying who is to be involved or who is affected by any change, two points need to be made. Firstly, it is absolutely crucial to gain the most senior level support, ownership and commitment as any change Management plan is destined to fail unless visibly supported by a main sponsor often from the senior management of the organization, the organization's key stakeholders and in some cases, its customer base too. Secondly, acceptance is needed within the organization that such recommended change is seen as being appropriate for the specific organization. On this basis, acceptance by the management of an integrated business plan objective will then allow them to consider the type of change strategy best suited to pursue a new direction or initiate changes necessary to facilitate increased organizational performance.

Directive Strategy

Here the management can use its authority to impose the changes required and will be able to carry them out speedily. However, the disadvantage of this approach is that it is likely to increase resistance or even undermine change implementation.

Expert strategy

This approach is usually applied when a “technical” problem requires solving. Such as the introduction of a new IT system and as such, better suited to smaller technical or operational change than a wider cultural change requirement.

Negotiating strategy

This approach involves a willingness to negotiate with individuals and teams affected by the change and to accept the adjustments and concessions may have to be made. Opting for this approach does not that remove the management's responsibility for the direction and initiation of change, but acknowledges that those affected have the right to have some input in the change proposed, or that they are not supportive. The advantage of this approach is that resistance to change is likely to be less. However, the implementation time may take a



longer period. Changing work practices in return for increased pay and /or other benefits is a classic example of negotiating strategy.

Educative strategy

This approach involves changing peoples values and beliefs so that they support the change and are committed to a shared set of organizational values. Winning hearts and minds is a complex process that involves a mixture of activities, such as: communication ,persuasion,education,training and selection. The advantage of approach, if successful, is that people will be positively committed the change. In general, this approach typically takes much longer and requires more resources than the previous strategies.

Participative Strategy

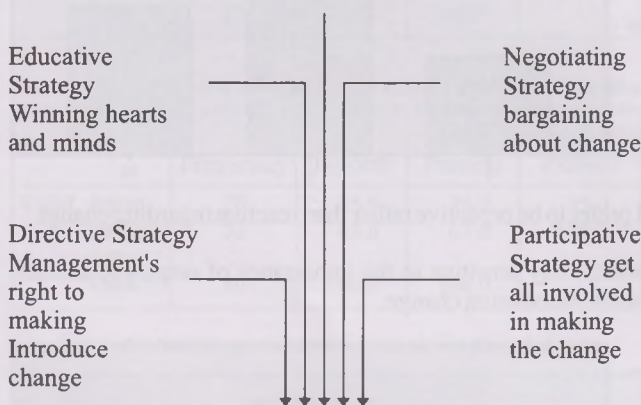
This strategy has a number of advantages; changes are more likely to be widely acceptable over the others, it promotes the active involvement of people and is likely to increase their commitment to and enthusiasm for the change process. Additionally, there will be opportunities for both managers and employees to learn from the experiences and skills of this wide participation. Whilst this has a number of advantage s due t the participation of staff, the identified changes are likely to take longer to implement and require additional resources to support the change.

Exhibit I

Choice of Change Strategy or Strategies for Organizations to Consider.

Expert Strategy

Manage change as problem solving



Implementation of Selected Change Strategy

Exhibit I Four Basic Change Management Strategies	
Strategy	Description
Empirical-Rational	People are rational and will follow their self-interest-once it is revealed to them. Change is based on the communication of information and the proffering of incentives
Normative-Reductive	People are social beings and will adhere to cultural norms and values. Change is based on redefining and

reinterpreting existing norms and values, and developing commitments to new ones.

Power-Coercive

People are basically compliant and will generally do What they are told or can be made to do. Change is based on the exercise of authority and the imposition of Sanctions.

Environmental-Adaptive

People oppose loss and disruption but they adapt readily to new circumstances. Change is based on building a new organization and gradually transferring people from the old one to the new one.

Note – The fourth and last strategy in the exhibit is not one of those presented by Bennis, Benne and Chin. It is instead the product of the author's own experiences during some 30 years of making and adapting to changes in, to, and on behalf of organizations. An excellent example of this strategy in action, albeit on an accelerated basis, is provided by the way in which Rupert Murdoch handled the printers of Fleet Street. He quietly set about building an entirely new operation in Wapping, some distance away. When it was ready to be occupied and made operational, he informed the employees in the old operation that he had some bad news and some good news. The bad news was that the existing operation was being shut down. Everyone was being fired. Thee good news was that the new operation had jobs for all of them- but on very different terms, that there are also elements of the Empirical-Rational and power –coercive strategies at play here serves to make the point that successful change efforts inevitably involve

Source – The planning of Change (2nd Edition). Waren G Bennis, Kenneth D Benne and Robert Chin (Eds.) Holt, Rinehart and Winston, New York: 1969

Objectives

The proposed research study has the following objectives:

1. To understand the process of change management.
2. To find out how people view failure through their mental models.
3. To explore challenges that a change manager face in the adoption of organizational change in the corporate scenario.
4. To study the effect of change management on employees and its evaluation processes in select corporate for exploring the relevance of managing organizational change..
5. To arrive at strategies and means by which employees can contribute their best of potentials even in an organization which has undergone change.

Methodology

- a) Research Design: The study proposes to adopt a Descriptive Research Design. This design is most appropriate as the research studies the systems and processes in detail to explore the possibilities of change management and also makes an attempt to find out corporate's strategic abilities for managing organizational change as a key to success.
- b) Sources of data and tools for data collection: The research proposes to depend on both Secondary and Primary sources of data. For secondary data references include books by

management experts, article in periodicals, research papers on the subject, articles by experts etc. For collection of primary data the research includes of personal interviews and design a structured questionnaire which was circulated and filled by employees in select corporate from Pune.

c) Sampling Plan:

Population – employees of Arya Omnitalk
Sample size – app. 80 nos.

Sample: The sample consisted of 80 employees of the different Department. Although a sample size of 200 was initially targeted, because of the low response, it was reduced to 80.

Tool: Data was collected using the questionnaire— “Enhancing competitiveness through “managing organizational change””, a comprehensive questionnaire specifically prepared for this survey (Appendix). It consist of 41 questions which are to be answered on a 5-point Likert scale (1= Strongly Disagree; 2=Slightly Dissagree; 3= Neutral; 4= Slightly Agree; 5=Strongly Agree). The 14 statements in the questionnaire were written as per the 'projective' format of questionnaire designing. In addition to the 14 statements, a hypothetical question (having a forced-choice format with yes/no categories) on their willingness to rejoin the company on a higher pay in the event of their removal was also a part of the questionnaire (statement or item 15).

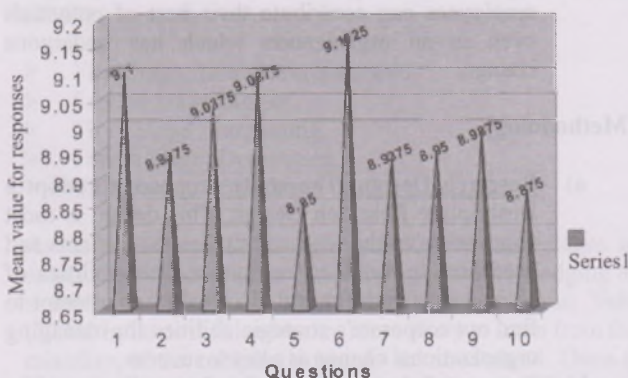
Results and Discussion:

Responses of the 80 employees were analyzed using appropriate statistics to arrive at meaningful conclusions. The statistical package used for data analysis was SPSS Version 15.0 .To begin with, descriptive statistics in terms of Means and Frequencies were computed of the questionnaire items. These are presented in Table 1. Means for items 1 and 41 are found to be on the higher side. By and large, employees strongly agree with the statement that Change management due to merger has brought significant change in employees.

FINDINGS

H1 : THE APPLICATION OF CHANGE PROCESS IS POSITIVELY CORRELATED WITH ENHANCING COMPETITIVENESS

Employee response to change process



RESULT : Indicate the mean value for responses for the questionnaire which show a positive correlation of questions and the high ranking on each item. thus denotes,

change has certainly brought an impact for enhancing competitiveness.

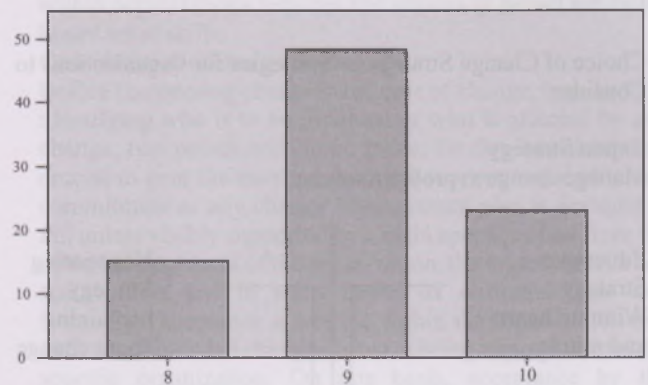
I prefer to be proactive rather than reactive regarding change

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 8	13	16.3	16.3	16.3
9	46	57.5	57.5	73.8
10	21	26.3	26.3	100.0
Total	80	100.0	100.0	

am acutely sensitive to the importance of employee attitude when introducing change

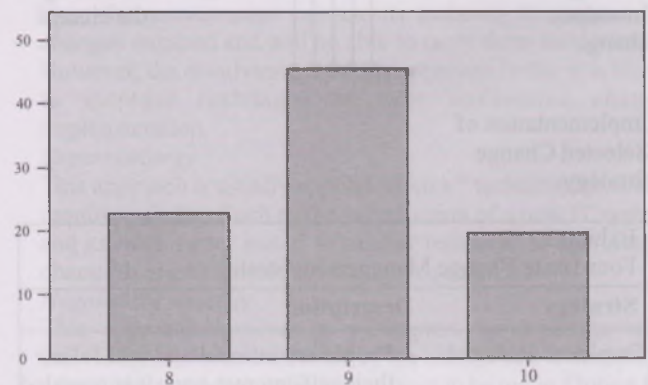
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 8	21	26.3	26.3	26.3
9	43	53.8	53.8	80.0
10	16	20.0	20.0	100.0
Total	80	100.0	100.0	

I prefer to be proactive rather than reactive regarding change



I prefer to be proactive rather than reactive regarding change

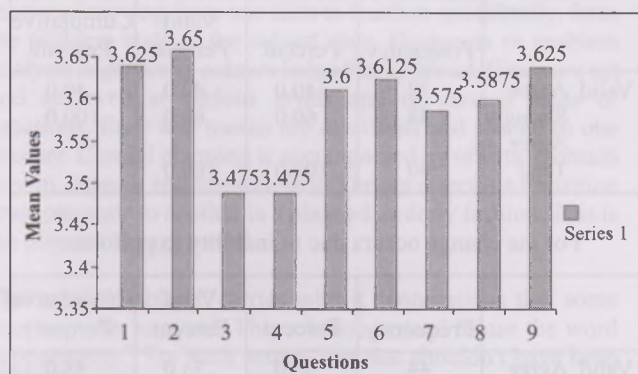
am acutely sensitive to the importance of employee attitude when introducing change



am acutely sensitive to the importance of employee attitude when introducing change

H2 : ORGANIZATIONAL CHANGE IS POSITIVELY CORRELATED WITH METAL MODEL.

Job satisfaction due to change



RESULT : The perceived failure of change can be described in the above hypothetical statement where the responses to the question have maximum high mean value for seven questions. Thus change is positively correlated to proactive mental models of people who undergo the change.

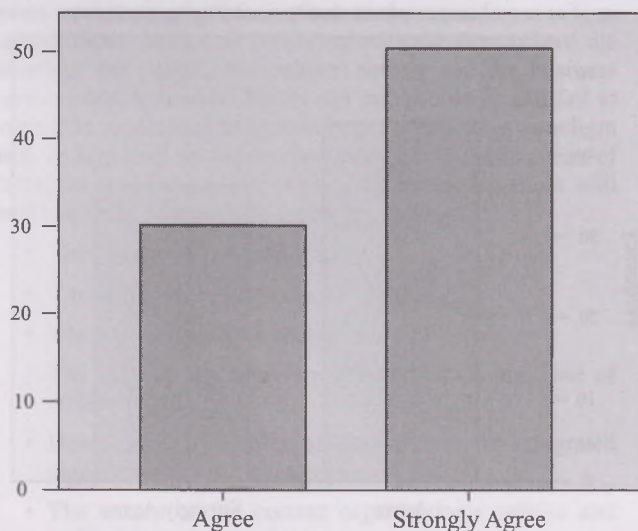
Your job makes good use of your skills and abilities

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	30	37.5	37.5	37.5
Strongly Agree	50	62.5	62.5	100.0
Total	80	100.0	100.0	

Your job gives you a feeling of personal accomplishment

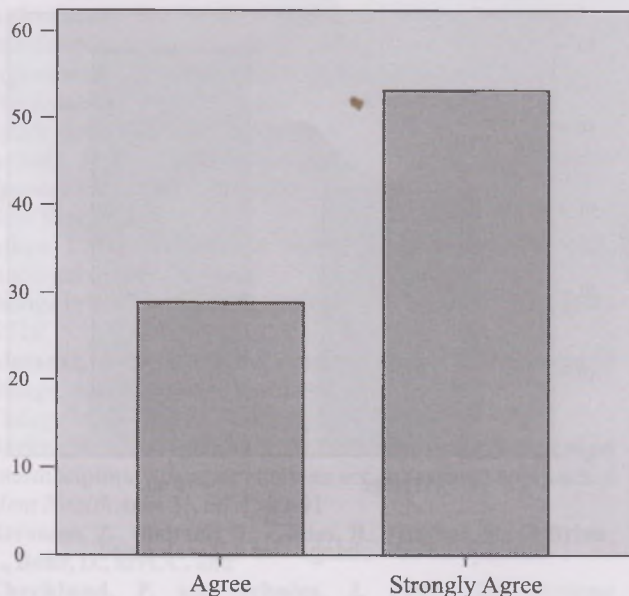
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	28	35.0	35.0	35.0
Strongly Agree	52	65.0	65.0	100.0
Total	80	100.0	100.0	

Your job makes good use of your skills and abilities



Your job makes good use of your skills and abilities

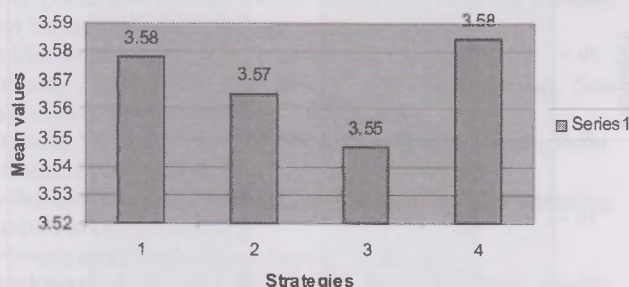
Your job gives you a feeling of personal accomplishment



Your job gives you a feeling of personal accomplishment

H3 : HEALTHY ENVIRONMENT IS POSITIVELY CORRELATED WITH STRATEGIES OF CHANGE MANAGEMENT.

Strategies for change management



RESULT : The four strategies adopted by the organization have proved to be more effective as a response to Organizational change. Each strategies had four sub-sets of questions. The above Histogram is self explanatory in denoting that is 'the environmental adaptive strategies play a vital role in effective adaptation of change.

Initially the new change was not welcomed

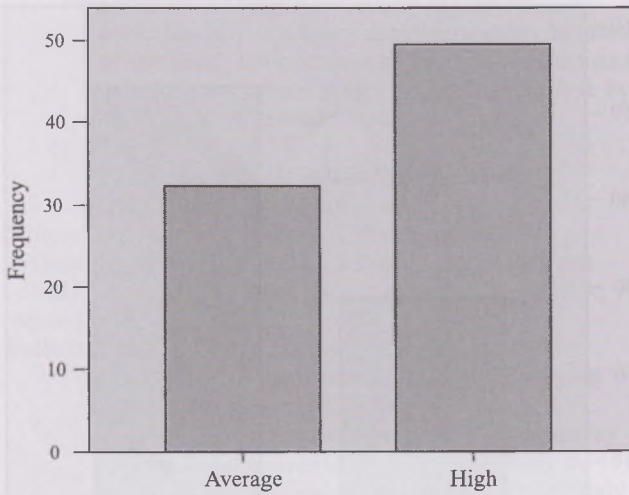
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Average	32	40.0	40.0	40.0
High	48	60.0	60.0	100.0
Total	80	100.0	100.0	

Gradual growth of ideas and work made us feel apart of change

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Average	35	43.8	43.8	43.8
High	45	56.3	56.3	100.0
Total	80	100.0	100.0	



Initially the new change was not welcomed



Initially the new change was not welcomed

change agents.

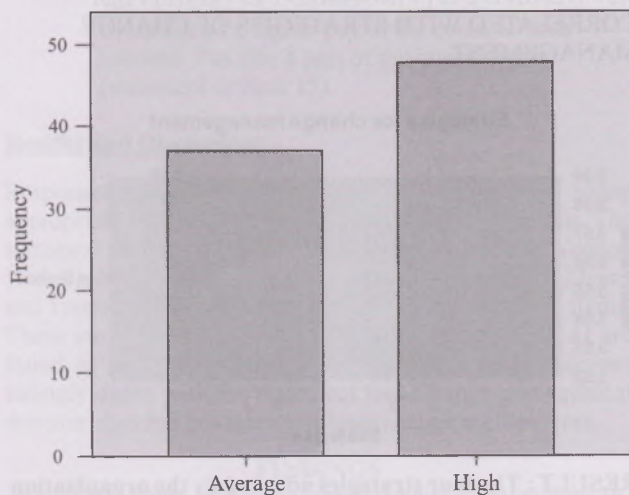
For me change is an opportunity for creative and innovation

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	32	40.0	40.0	40.0
Strongly Agree	48	60.0	60.0	100.0
Agree Total	80	100.0	100.0	

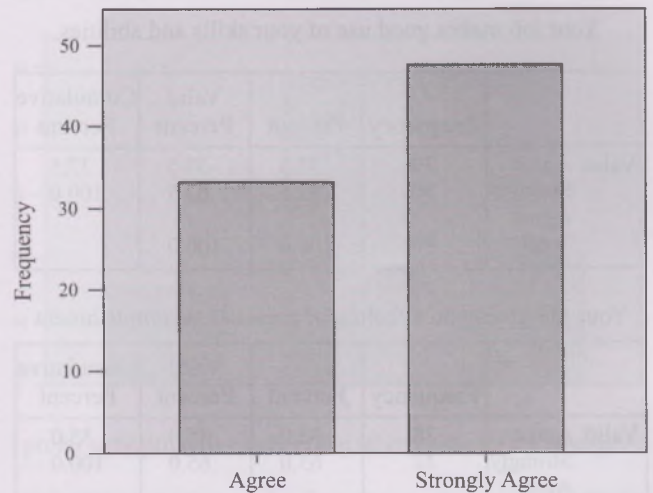
For me change occurs due to inability to perform

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	44	55.0	55.0	55.0
Strongly Agree	36	45.0	45.0	100.0
Agree Total	80	100.0	100.0	

Gradual growth of ideas and work made us feel apart of change



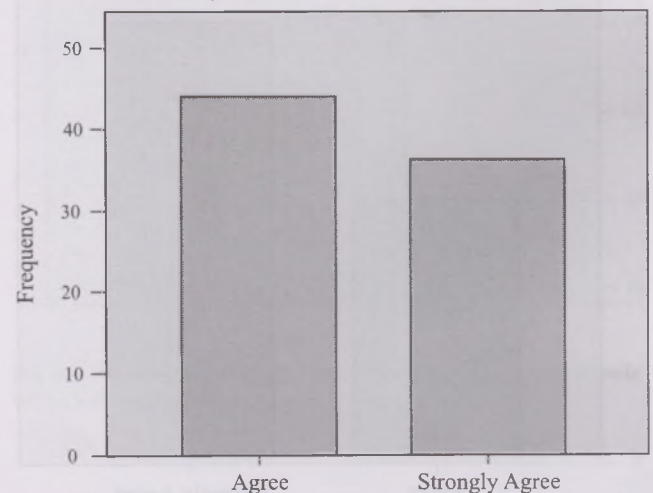
For me change is an opportunity for creative and innovation



For me change is an opportunity for creative and innovation

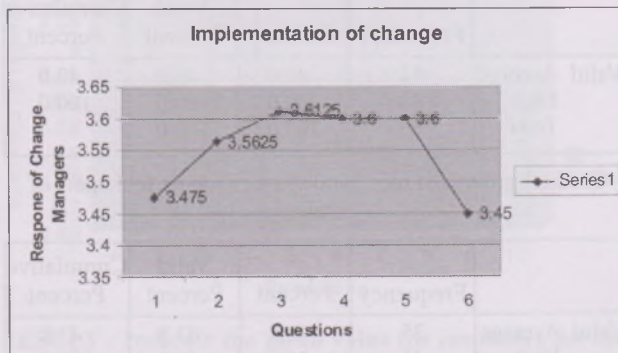
Gradual growth of ideas and work made us feel apart of change

For me change occurs due to inability to perform



For me change occurs due to inability to perform

H4 : EFFECTIVE IMPLEMENTATION OF CHANGE IS POSITIVELY CORRELATED WITH CHANGE MANAGERS.



RESULTS: Change Managers have proved as best



For the Change Process as Problem Solving and Problem Finding

A very useful framework for thinking about the change process is problem solving. Managing change is seen as a matter of moving from one state to another, specifically, from the problem state to the solved state. Diagnosis or problem analysis is generally acknowledged as essential. Goals are set and achieved at various levels and in various areas or functions. Ends and means are discussed and related to one another. Careful planning is accompanied by efforts to obtain buy-in, support and commitment. The net effect is a transition from one state to another in a planned, orderly fashion. This is the planned change model.

The word "problem" carries with it connotations that some people prefer to avoid. They choose instead to use the word "opportunity." For such action, one that shouldn't have been allowed to happen in the first place, and for which someone is likely to be punished-if the guilty party (or a suitable scapegoat) can be identified. For the purposes of this paper, we will set aside any cultural or personal preferences regarding the uses or "problem" or "opportunity." From a rational, analytical perspective, a problem is nothing more than a situation requiring action but in which the required action is not known. Hence, there is a requirement to search for a solution, a course of action that will lead to the solved state. This search activity is known as "problem solving."

From the preceding discussion, it follows that "problem finding" is the search for situations requiring action. Whether we choose to call these situations "problems" (because they are troublesome or spell bad news), or whether we choose to call them "opportunities" (either for reasons of political sensitivity or because the time is ripe to exploit a situation) is immaterial. In both cases, the practical matter is one of identifying and settling on a course of action that will bring about some desired and predetermined change in the situation.

Conclusion

Change is inevitable in every aspect of business life. Managers today have little or no choice in dealing with the change process and hence it is imperative, that they are well prepared for it, so that the transition is smooth and hassle free. There are a number of factors that should be considered by management teams in choosing how to implement the necessary changes. Indeed, those that are in consistent with the demands of the situation- the people, the cultural setting and the business environment, will undoubtedly run into problems and fail to embed the envisioned long term benefits of such a paradigm shift. In agreeing an appropriate strategy or combination of strategies for change, the organization's management will need to take into account the following factors:

- The urgency of the situation
- The degree of the opposition expected
- The power base of the change initiator
- The existing transparency of information and ease of communication
- Demonstrate examples of commitment to integrated planning during the change process
- The nature of the current organization's culture and its likely response to change.

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for the Change Process in Public Sector and ...
A very useful framework for thinking about the change process is provided by the model of Mintzberg and McHugh (1985). The model is based on the idea that change is a process of learning and adaptation. It starts with a 'disruptive event' which creates a 'problem' for the organisation. The organisation then responds in one of three ways: 'planned change', 'emergent change', or 'adaptive change'. 'Planned change' is a top-down process where change is initiated by senior management. 'Emergent change' is a bottom-up process where change is initiated by lower levels of the organisation. 'Adaptive change' is a process where the organisation adapts to its environment over time.

The word 'problem' carries with it connotations that some participants involved in the process would use the word 'opportunity'. For some actors, the problem that is being addressed is a challenge to the status quo, and for which solutions are likely to be provided by the other party to a conflict. A conflict can be identified for the purposes of this paper, we will not enter into a detailed analysis of the nature of the conflict. From a rational, analytical perspective, a problem is a situation in which the current state of affairs is not desirable. A problem is a situation in which the current state of affairs is not desirable. A problem is a situation in which the current state of affairs is not desirable. A problem is a situation in which the current state of affairs is not desirable.

From the general literature it follows that 'problem' is a central concept in the study of change. We think of it as a 'problem' because it is a situation in which the current state of affairs is not desirable. A problem is a situation in which the current state of affairs is not desirable. A problem is a situation in which the current state of affairs is not desirable. A problem is a situation in which the current state of affairs is not desirable.

Change is inevitable in every aspect of human life. Managers today have little or no choice in dealing with the change process and must take steps to ensure that they are well prepared for it. The first step is to identify the change and to understand its nature. The second step is to develop a strategy for dealing with the change. The third step is to implement the strategy. The fourth step is to evaluate the results of the change process. The fifth step is to adjust the strategy as needed. The sixth step is to communicate the results of the change process to all stakeholders. The seventh step is to celebrate the success of the change process.

- The nature of the change process is a key factor in determining the success of the change process.
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