



Effective Change Management in Freelancing Projects

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ABSTRACT

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This thesis will propose a framework that organizations can use to facilitate change management in projects that involve freelancers. Digitalization has brought about the breakdown of traditional organizational structures and many organizations have taken advantage of this to engage with freelancers as a core business model. As such, it is important to understand how freelancers as a core stakeholder group impact the traditional change management methods that organizations employ to realize change management project goals. To propose such a framework, this thesis will examine the role of freelancing in the global economy, describe the status of freelancing in the global economy, and understand why a framework may be necessary for such organizations that engage with freelancers. To that end, existing change management literature, both from theoretical and practical standpoints, will be examined to understand what would complement such a framework, and what could be missing from existing literature. Surveys with freelancers themselves will be conducted, as well as with experienced project teams, to hear directly what is important for each group in change contexts, considering their experiences in their respective roles to date. The key takeaways from such research methodology and approach are: change management projects teams must build team cohesion and in so doing articulate the change need to the freelancers clearly and refer to potential impacts on freelancer payments; teams must maintain clear communication, updating freelancers throughout the execution phase; the team must conduct post-mortems internally, as well as with freelancers, particularly to involve them on lessons learned and performance recognition, and; teams must continue to foster engagement with the freelancing community outside change management projects to cultivate a collective environment to future potential change initiatives.

Keywords: freelancing, change management, digitalization

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ABBREVIATIONS AND TERMS

AI	Artificial Intelligence
C	Change
CEO	Chief Executive Officer
D	Dissatisfaction with the status quo
DT	Digital Transformation
FS	First practical steps in change
ICT	Information and communication technology
IT	Information technology
MBTI	Myers-Briggs Type Indicator
OD	Organizational Development
R	Resistance to change
SWOT	Strengths, weaknesses, opportunities, threats
TAMK	Tampere University of Applied Sciences
UK	United Kingdom
US	United States (of America)
V	Desirability of the proposed change
WBS	Work Breakdown Structure

1 INTRODUCTION

The rise of artificial intelligence (AI) has been well-documented in recent years. There has already been a multitude of tools that have been made available to consumers on smartphones and computers. Most recently, gaining attention is ChatGPT and other AI-based tools, which have been launched for consumer and commercial use (Hu, 2023; Hiter, 2023; Dilmegani, 2023).

Central to the development of such tools is data, and in many cases, data is collected, categorized, and/or evaluated by contributors around the world (Jadagi, 2023; Research and Markets, 2023; Fomenko, 2023). Contributors engage in these tasks not just out of curiosity, but also because they wish to be compensated for the time and effort that they have placed into helping these companies gather the data they need. By this definition, they engage in freelancing work and as such will be regarded as freelancers in this thesis.

The rise of such tools has brought a rise in the role of freelancing in the global economy. There is a growing number of companies engaging with freelancers to help achieve business goals, both for their organization, as well as for the customers they serve (TELUS international, 2023; Appen, 2023; TransPerfect, 2023). As these tools develop, so do the needs of those organizations that aim to build and improve on them, and as such, the nature of the work of the freelancer can evolve. If the continued and devoted effort of freelancers is required by such organizations, then how can organizations adopt an appropriate change management strategy to ensure that their business goals, or in other words the ongoing engagement of freelancers, are met?

The main objective of this thesis is to understand how companies engaging in projects with freelancers around the world can effectively apply change management to those projects. The main research question of this thesis will be, *what change management framework could be implemented to guide companies engaging in projects with freelancers?* By answering this question with a clear framework, organizations will be able to understand some key actions and tactics that they can employ to ensure that change management can be executed effectively and that engagement with freelancers can continue.

To set the scene about how such a framework can be formulated, an examination of existing change management literature, as well as an analysis of the state of freelancing in the global economy, will be used to understand what such a framework would look like. To that end, there are three supporting research questions:

- *What are the main principles of change management? How is change management typically executed in companies?*
- *In what ways do freelancers differ from employees? What considerations need to be made in projects involving freelancers?*
- *How can change management be applied to the freelancers? What are the challenges? What needs to be done differently when the target is crowd workers?*

2 CHANGE MANAGEMENT THEORY

This literature review will focus on three main areas. Firstly, it will focus on the conceptualization of change within an organization, covering literature that highlights the need for managers and individuals in an organization to understand the nature of their organization and how this affects the planning and execution of change management. Secondly, it will cover the preparation for change, highlighting literature that describes the reason for change within an organization, and variables that need to be in place to ensure change can happen. Finally, it will summarize some literature covering the practical steps that organizations take to facilitate and execute change in the organization.

2.1 Conceptualizing Change

The aim of this section is to raise and highlight some of the initial topics that relate to change management, in particular those topics that relate to the organization – how it is structured and how it behaves as a business. It is argued that managers who aim to implement change need to understand the unique characteristics of the organization, to understand how change can be conceived, planned, and implemented in the most effective way for the organization in question (Green, 2007; Green & Cameron, 2004; Kotter, 2012; Beer & Nohria, 2000).

In the context of this thesis, it is important to highlight these topics, as organizations that engage in freelancing projects may differ from those other organizations who having a more standard organizational structure. Due to the role of the freelancers, the organization may have a unique way of operating, and they may plan and implement change in ways that differ from other organizations that do not work with freelancers. In other words, the presence of freelancers for those organizations adds a level of stakeholder interest to any change management project involving the freelancers, and the organization would naturally take a different approach.

2.1.1 Understanding the Organization

This section discusses the metaphors that are used to describe how the organization operates generally, which can then be used to explain how change can happen. It also discusses organizational culture as a factor in how change management can or should be executed. On a more individual level, this section also covers personality and how certain types of individuals may perceive and receive change, as well as how each type of individual may play a role in change.

Organizational Metaphors

The first metaphor for organizations is depicting them as *machines*. Central to this metaphor is the belief that individuals should be assigned a role and that everyone should be guided by goals relating to their roles (Green, 2007; Green & Cameron, 2004; Morgan, 2006; Nobl Academy, 2019). This would entail that teams represent only the sum of their parts, or in other words, individuals with their own specific goals related to their roles play their part in the formation of a team, that has been assigned a specific project goal. Finally, central to this metaphor is the influential role of the manager; it assumes that managers react to a larger business goal, and shape their team, comprising of individuals with specific roles and goals associated with that role, to achieve this goal.

A contrasting metaphor of organizations is that they are *political systems*. Rather than assuming a structured, hierarchical approach, it assumes that building partnerships and alliances between individuals within an organization is what allows business goals to be met (Green, 2007; Green & Cameron, 2004; Morgan, 2006; Nobl Academy, 2019). In other words, while there may be an established organizational structure, it is more important to be aware of the political map of the organization and to understand who holds the power to allocate scarce resources toward a change management project. To this end, it describes an organization where change cannot be met without the support of powerful individuals.

An organizational metaphor that may differ from a political system is one defined as a *cultural system*. In this metaphor, organizations can be seen as those that foster shared beliefs and norms within themselves, including rituals and other standard practices that define interactions within the organization

(Morgan, 2006; Nobl Academy, 2019). To this end it can be seen as a mini society, focusing on the shared experience of those that make up the organization. Due to these somewhat fixed beliefs, norms, and rituals, change may be difficult to achieve when those who foster the cultural system of the organization feel that it may jeopardize the existing values and beliefs.

While the previous metaphors describe a specific dynamic in an organization, the metaphor of organizations as *organisms* asserts that there is no 'one best way' to shape and manage an organization; rather, the business environment itself and how information is shared throughout the organization is the determining factor in how successful it is. It therefore describes the organization as one where there is a continuing need to find the best fit between the individuals and teams that make up an organization (Green, 2007; Green & Cameron, 2004; Morgan, 2006; Nobl Academy, 2019). Part of this best fit is to ensure that individuals are part of the decision-making and solution-finding processes, to allow change management to happen successfully.

Like the organism metaphor of an organization, the *brain* metaphor is seen to describe the collection of collective intelligence and wisdom within its structures, and thus see members of the organization taking on specific roles that relate to how individuals and thus the organization learn (Morgan, 2006; Nobl Academy, 2019). It assumes therefore that as individuals in the organization continue to learn, future behaviors can be understood, especially in the context of change, as past experiences can influence individuals in the organization to better plan in anticipation of the changes that are to come.

Another metaphor is to depict organizations as *flux and transformation*, which is built on the basic assumption that from chaos naturally comes order. It describes scenarios without cause and effect; rather, such scenarios allow for 'new ways of doing things' (Green, 2007; Green & Cameron, 2004; Morgan, 2006; Nobl Academy, 2019). To that end, it defines change as something that cannot be managed; rather, it is something that emerges. Part of the chaos is the potential tensions and conflicts that arise within the organization, and it is assumed under this metaphor that managers facilitate productive exchanges that enable teams to allow for the emergence of change.

In contrast to some of the metaphors raised above, the organizational metaphor of a *psychic prison* aims to describe organizations being limited in their ability to change and adapt to pre-existing conditions, such as how they approach change considering various internal and external factors that may prevent any change your adaptation (Morgan, 2006; Nobl Academy, 2019). Therefore, this metaphor highlights the need for organizations to think outside of the box and to push through barriers that prevent meaningful change.

Lastly, the organization metaphor of *instrument of domination* describes the harsh nature in which organizational leadership uses the individuals that make up the organization to their advantage, particularly viewing those individuals as an entity to be subjugated for their benefit (Morgan, 2006; Nobl Academy, 2019). This also extends to natural resources and other items, for example, that they consider available to be exploited for their gain. Therefore, it focuses on the nature of leadership, and how the personality of the leader is pivotal in welcoming and adapting to change.

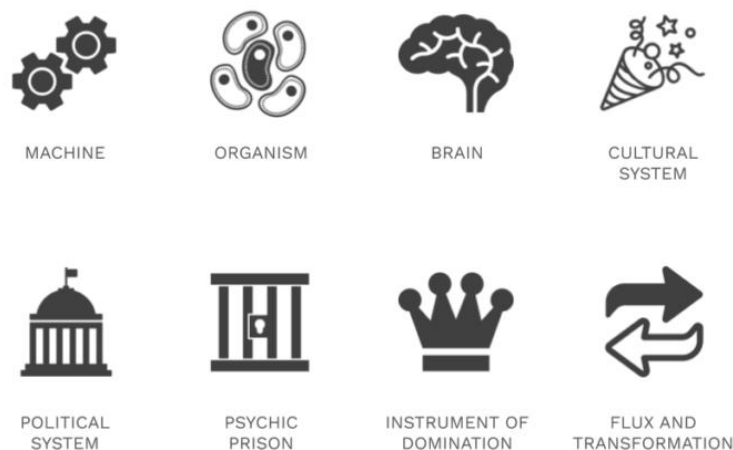


Figure 1: Organizational Metaphors (Nobl Academy, 2019)

Organizational Culture

Each organization has its own identity or unique way of doing things, and thus they are all different from each other (Green, 2007; Green & Cameron, 2004;

Beer & Nohria, 2000). According to Green (2007), understanding culture is important, to know whether the existing organizational culture is ideal for the desired end state after the change has been implemented. Similarly, they argued that it's important to know that the organizational culture may either help or impede the change effort. They finally argue that it's important for individuals in the organization to know the organizational culture since it can shape thoughts ideas and decision-making processes in the context of planning and executing change.

Trompenaars and Hampden-Turner (2001) see that the culture of organizations has been created in an unconscious way, which lies in the way that top management or those who built the organization have shaped the organization. They also refer to an organization's culture as a 'collective of shared assumptions, beliefs, values, norms, actions, artifacts, and language patterns', adding that it is there is a body of knowledge acquired by those who have joined the organization, about behaviors, meanings, symbols, and interpretations that guide one's actions in an organization.

Schein (1999) has identified three levels of culture with three corresponding levels of difficulty in changing it. Firstly, *artifacts* are termed as things that you find as a new member when you enter an organization and understand each of the functions that make up the organization. Secondly, *espoused values* are those that provide meaning to some of the things that you find after joining the organization such as some of the rules that are either implicit or explicit. Finally, *basic underlying assumptions* of the organization lie at its core, helping to define its identity, and are indicative of how the organization has evolved to become a successful one.

Schein (1999) has also identified six ways in which culture can *evolve* in an organization. *General evolution* is that which describes how the organization has naturally adapted to its business environment, while *specific evolution* defines how subgroups within the organization have naturally adapted on their own. A *guided evolution* in an organization is that which has resulted from direct input from its leaders, while *guided evolution* is that which resulted from the encouragement for teams to learn from each other. Similarly, a *planned and*

managed culture change refers to that in which committees and projects are formed to bring about change resulting from cultural 'insights' on the part of leaders. Finally, *cultural destruction* refers to a change in leadership that in effect removes those who have helped to create the former culture, bringing about the need for a change in leadership to create a new culture.

Harrison (1972) highlights four separate cultural types within organizations. A *power* culture would indicate that the decision-making processes are mainly centralized towards those that carry power in the organization. In contrast to this, a *role* culture would indicate that the organization is comprised of individuals undertaking various roles, and accountabilities are assigned to each role. A *task* culture indicates the importance of getting the job done, and as such, there is less focus on the power role that an individual in the organization may have. Finally, a *people* culture indicates that an organization would have the needs of its employees central to its mission and would dedicate much of its effort to creating consensus around decision-making across all individuals in the organization.

Goffee and Jones (2000) have depicted two important variables - sociability and solidarity. A *networked* culture indicates an environment with high sociability and low solidarity, where professional relationships and mutual support are valued. A *fragmented* culture indicates an environment with low sociability and solidarity where freedom is valued, and individual achievements are recognized. In opposition to that, a *communal* culture indicates an environment with high sociability and solidarity, where cohesion, collaboration, and shared values are important to the organization. Finally, a *mercenary* culture indicates low sociability and high solidarity where the importance is placed on tasks and interactions between individuals at the organization are transactional.

Organizational Personality

Understanding personality is important as its implications '...run throughout all aspects of change, particularly in the initial framing of the change, the implementation plan, and the communication to and engagement with the stakeholders (Green, 2007). From an outside-in perspective, as organizations are

comprised of individuals who collectively make up specific stakeholders, it is important to understand how the individuals themselves perceive and react to change within the scope of their responsibilities; conversely, from an inside-out perspective, organizations themselves may have a personality, which exhibits the collective nature of the individuals that make up the organization (Green, 2007; Green & Cameron, 2004).

On this note, we can understand the important role of the management team within an organization and how they work toward promoting the organization's personality that they deem to best meet business goals. Green (2007) argues that the management team is comprised of 'thinking and judging types,' which could result in them '... making decisions about change by valuing a logical, analytical, 'business case' approach rather than spending time on how the decisions tie in with the core values and what the impact on people is going to be.'

Green (2007) highlights the use of the Myers-Briggs Type Indicator (MBTI) profiling mechanism, sharing four different personality dimensions, highlighting that each individual prefers one combination over the other. *The thoughtful realists* want to understand the reason for change and what evidence can be provided to support the argument for change, requesting time to ponder these points before taking action. *The thoughtful innovators* also require the time to think about change before acting, but with the argument that the change must conform to the bigger picture. *The action-oriented realists* are quicker to get on board with change, but they require a clear understanding of how the change can improve efficiency and effectiveness in the organization. Finally, *action-oriented innovators* think about different change methods and the possible different scenarios that it has in the future.

Regarding how the organization itself may have its personality and the role that the management team plays in defining and promoting that personality. Irving Janis (1972) conceived the term 'Groupthink'. It defines it as a '...mode of thinking that people engage in when they are deeply involved in a cohesive in-group, when the members' striving for unanimity overrides their motivation to realistically appraise alternative courses of action' (Janis, 1972).

2.1.2 Understanding Change Types

This section will highlight the various ways in which change is conceived and carried out within an organization. It highlights several change paradigms, which aim to describe how change can potentially take place within an organization, according to the unique characteristics of that organization. It also highlights four different analyses of the types of change that can occur within organizations.

The goal of this section is to highlight some of how the implementation of change is covered in current literature and to theorize about how these ways can be applied to change management projects involving freelancers. It could be possible that some of these change methods can apply to those projects involving freelancers, or it may be that an entirely new approach may be required to ensure the success of change in projects involving freelancers.

Change Paradigms

The first paradigm is where change takes place through *design*, indicating an approach that correlates highly to project management methods involving a highly planned approach (Green, 2007; Green & Cameron, 2004). It relates to the metaphor that organizations act as machines, in that managers play a strong role in defining the roles in the organization, assigning team members to that role, and structuring the trains around the roles people play within the organization.

Another paradigm to describe how change takes place is through *learning*, describing scenarios where change happens through the acquisition of new skills and experience on the part of the individuals at the organization (Green, 2007; Green & Cameron, 2004). Thus, it places a high emphasis on the ability of individuals to learn new skills, not to mention the importance that managers should place on creating the appropriate environment for learning on the part of all individuals in the organization.

On a similar note, one paradigm describing how change takes place is through *people*, which describes the importance of having the right people in the right roles within the organization (Green, 2007; Green & Cameron, 2004).

Additionally, it asserts that to successfully manage change, the organization must create the conditions appropriate for those individuals to carry out the intended change.

Relating to individuals at the organization another approach to change is that through *addressing the interests* of all the stakeholders in the organization. This paradigm reflects on the political nature of organizations, highlighting that individuals belonging to the same organization, everyone has different needs to fulfill their roles, and assuming that not all needs can be met, there will be winners and losers (Green, 2007; Green & Cameron, 2004). This paradigm is used to address the resistance to change on behalf of those whose needs have not been met, and for management to find the best possible solution for all involved.

The final paradigm is change through *emergence*, which details the proactive steps organizations can take to build an environment where change can happen naturally, and as such, strongly relates with the metaphor of organizations as flux and transformation (Green, 2007; Green & Cameron, 2004). It describes organizations where its individuals are kept up to date with organizational developments, and those where obstacles are identified and removed, to create an environment where change can happen naturally.

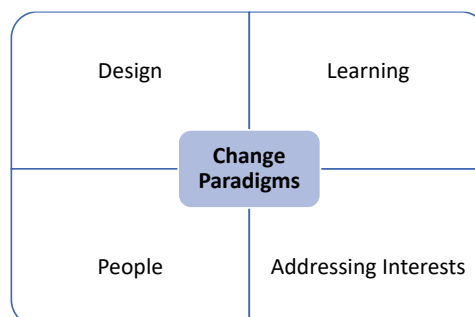


Figure 2: Change Paradigms

Change Types

Balogun and Hailey (2004) have identified four different types of change, and each differs on axes relating to whether it is a gradual or sudden change, or whether it has a transformative impact on the organization or minimal.

Adaptation as a type of change refers to those that are implemented gradually in staged initiatives. *Reconstruction* is a type of change designed to reconfigure in a dramatic way the operations are managed. *Evolution* as a type of change refers to those that are implemented gradually through interrelated initiatives. *Revolution* as a type of change ‘occurs via simultaneous initiatives on many fronts, and often in a relatively short space of time.’

	Transformation	Realignment
Incremental	Evolution	Adaptation
Big-Bang	Revolution	Reconstruction

Figure 3: Change Types (Balogun & Haley, 2004)

Stace and Dunphy (2002) have similarly identified four different stages of change. The first stage is noted as ‘fine tuning’, referring to the way change is based on improving the synergy between strategy, people, processes, and structure. The second stage is referred to as ‘incremental adjustment’, whereby sizeable changes are brought on, mostly due to external influences. The third stage is referred to as ‘modular transformation,’ entailing a major structural change in various modes or parts of the organization. Finally, the fourth stage refers to ‘corporate transformation,’ entailing the implementation of a new vision, mission, and/or values that fundamentally change the strategy of the organization.

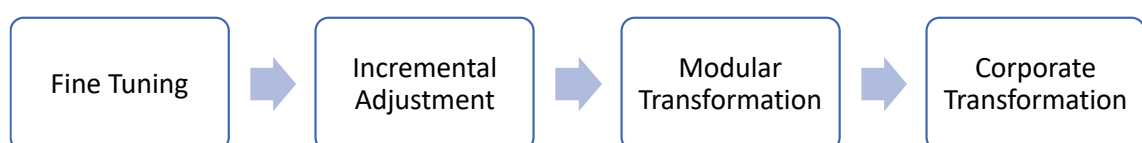


Figure 4: Change Types (Stace & Dunphy, 2002)

Higgs and Rowland (2005) propose two axes of change – *approach* and *predictability*. Relating to the approach, there are two categories – uniform approach (top-down) and disseminated approach (bottom-up). Relating to predictability, there are two categories – change as a predictable (planned) phenomenon and change as a complex (emergent) phenomenon. They claim from their research that planned change is less successful, and that the emergent approach works best for large-scale change. Furthermore, they claim that the emergent approach can describe to organizations how change happens, as opposed to how change is articulated. They assert that it is important for management to set a vision or set of principles that foster an environment to allow agents to carry out change.

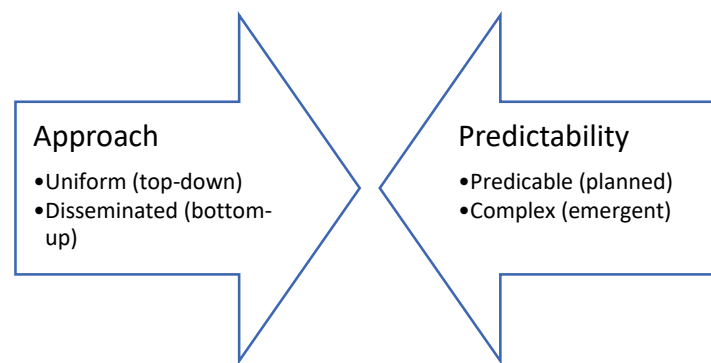


Figure 5: Change Axes (Higgs & Rowland, 2005)

Kahane (2004) articulates three different complexities when it comes to change. *Dynamic* complexity refers to the point about ‘whether to focus on the whole system or just a specific part’; *generative* complexity refers to the point about ‘whether to take a planned or emergent approach’, and *social* complexity refers to ‘the question of who to involve in the change’. They assert that change initiatives can be planned and executed when all complexities are overcome.

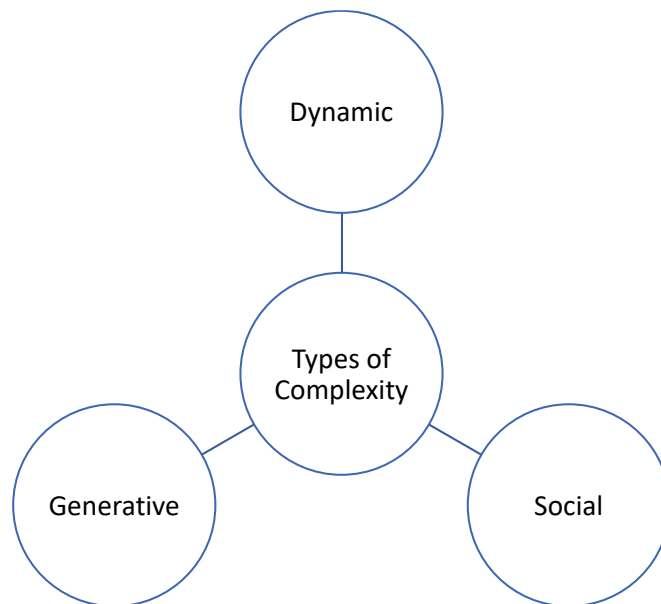


Figure 6: Change Complexities (Kahane, 2004)

2.2 Preparing for Change

This section aims to highlight the various factors that bring about the need for change within an organization. It will discuss general points regarding the need for change and highlight some of the external and internal factors that caused the change. It will raise some of the hypotheses of various authors who have analyzed those various factors that bring about change, also relating this point to some of the conceptualizations of the organization that were covered earlier, to understand how that can play a role in the preparation for change within an organization.

In the context of this thesis, it is important to highlight some of how organizations prepare for change, and some of the factors that play into this preparation, as changed management projects involving freelancers may have different characteristics to other projects and organizations. The role of the freelancer in an organization is one additional group of stakeholders that need to be taken into consideration when preparing the change, and the current literature on this may or may not apply to this type of change management project involving freelancers.

2.2.1 Need for Change

Green (2007) discusses the need for change within an organization. They highlight how this need could originate from outside the organization, acting as an external force on it, or it may come from within the organization, as a change conceived and planned by individuals within the organization. Regarding the former, the external force may be from regulatory bodies and forcing updated or new regulations on organizations, or it may originate from the actions of competitors, creating the need for the organization to reorganize and adapt to the new competitive environment. Regarding the latter, individuals within the organization may perceive a need to strategically review the existing processes, due to some change in leadership or management. With these factors in mind, organizations need to understand the forces that are driving change within it and ensure that the aims and objectives of the change are understandable and applicable to the whole organization.

External Factors

Green (2007) and Cameron & Green (2004) summarize the external factors in terms of 'political, economic, social, technological, legal, and environmental'. The key policy directions of the current government as well as other potential directions in the future can drive the need for organizations to make change. Similarly, change may be required due to economic trends and the impact that those have on the organization. Change may also be driven by social trends, such as demographics and purchasing patterns that evolve. Similarly, technological improvements over time can force organizations to enact change by taking on newer more up-to-date technologies, to remain competitive. Finally, the prominence of environmental factors such as environmental degradation and climate change, may force organizations to devote more resources to combating them, ensuring their sustainability for the future.

Internal Factors

Green (2007) and Cameron & Green (2004) highlight the need for organizations to assess their current capabilities and see whether it is fit for the purpose for which we want them to be. They highlight three ways to look at how efficient and effective the organization's current processes are: 'tracking map the value chain

and identify areas of misalignment or underperformance; assess the level of resources that the organization has in terms of its financial, physical, intellectual capital, human, customer, and social capital; or identify the organization's core competencies.' They highlight the usefulness of the McKinsey 7S model - staff, skills, systems, style, shared values, strategy, and structure - to highlight the state before and after the change has been implemented. They also highlight the usefulness of the SWOT analysis, to see the value that an organization's strengths bring, the ability to which the organization can then exploit opportunities, the weaknesses the organization has as a risk, and finally the ability to address threats to the organization.

Green (2007) and Cameron & Green (2004) also highlight the need to identify each stakeholder and map them to each other. This will help the organization to understand the interest of each stakeholder in the change and how they may be affected by the change. Since these two factors may differ for each stakeholder, they suggest how a Power and Interest Matrix can be used to establish the relative interest and important study each stakeholder has in the change being examined.

		Level of Interest	
		Low	High
Power or Influence	Low	Monitor with minimum effort	Keep Informed
	High	Keep Satisfied	Manage Closely

Figure 7: Power-Interest Matrix

2.2.2 Resistance to Change

Beckhard & Harris (1987) have proposed a change formula, a mathematical-like formula used to determine whether change will occur. In general terms, it shows that *change* (C) will occur if the *resistance to change* (R) is outweighed by the

combination of the following factors: level of *dissatisfaction with the status quo* (D), the *desirability of the proposed change* (V), and the *first practical steps of the change* (FS).

$$C = [D * V * FS] > R$$

Figure 8: Change Formula

Regarding the level of *dissatisfaction with the status quo* (D), there may be two reasons for this: something is causing issues now, or something may cause issues in the future. Relating to both points, individuals in the organization may have identified a better or preferred way to do things or have identified an opportunity to do things more efficiently. To put it more simply, there may be individuals who are dissatisfied and wish to have a better way of doing things, even if they may have not identified it yet.

Regarding the *desirability of the proposed change* (V), the organization may be at different points in the proposal of the change. The organization may have been clear plan about the inputs needed to achieve the desired output, and the role that each individual plays in the change, or the organization may have a general direction in which they want to proceed with change but may like the information needed to make a specific plan. In each case, it is important to establish the organization's mission and vision, or in other words clearly state the type of business the organization is in, what the organization's values are, and relating strongly to this, the ultimate direction and call that the organization is going to take.

Regarding the *first practical steps of the change* (FS), an organization can first conceive the existing and future state of the organization and encourage an evaluation of the impact of the change between existing and future states. It is particularly useful to come up with a clear picture of that state and ensure that there's a shared understanding among the change leaders (Green 2007). It can then be used to engage with stakeholders as a way to start the mobilization of

the greater change management team, involving them in finalizing what the future will look like.

Regarding *resistance to change* (R), Lewin's model of organizational change discusses the notion that any given situation represents an equilibrium between forces driving change and forces resisting change; the point then is '...to identify those forces, their direction, nature, and strength, and how they can be modified' (Green, 2007). From this, we can see that organizations should increase the driving forces and reduce the restraining forces. Some steps to move toward the end state would be to state clearly the desired goals and outcomes, and in so doing, come up with an action plan to promote the driving forces and overcome the restraining forces.

2.2.3 Approaches to Change

Regarding the approach to change, Green (2007) will differ based on how the organization is. They argue that if the organization takes the *machine* metaphor, '...those in charge will design the process that will have a clear direction and be able to formulate a plan that will simply get them from A to Z.' Conversely if the organization takes a political metaphor, he argues that '...more discussion negotiating a way through the various stakeholder groups and communities of interest.' If the organization takes an organism metaphor, he suggests '...more ongoing responsiveness to external conditions, emerging needs, and internal dysfunction, so the destination might not be fully envisaged.' Finally, if the organization takes a flux and transformation metaphor, the organization would focus '...on themes emerging within the present rather than the future,' and '...effort would be put into building capability and capacity and enabling the organization to respond to and harness environmental changes.'

2.3 Executing and Capitalizing on Change

The aim of this section is to highlight the different ways in which the execution of change management in organizations is discussed. Each organization fundamentally differs in the way it is managed, and thus various methods are tried and tested in different organizations. This section will highlight four various

guides that could potentially be used by organizations to plan and execute a change management project within their organization. The four examples given in the section were selected as they provide a clear step-by-step process that management can implement to facilitate their change management project, as opposed to other examples which may only explain the conditions that make the change necessary, without any guidance on how to execute the change from start to finish.

In the context of this thesis, it is important to emphasize that there is not one single way to execute a change management project in an organization. Furthermore, the presence of freelancers adds a level of complexity to a change management project that would involve freelancers are stakeholders in that project. Therefore, highlighting several different guides can emphasize the need to take a flexible approach to change management, especially in unique change management projects such as those involving freelancers.

2.3.1 Green's Step-by-Step Guide

Green in their book 'Change Management Masterclass' (2007) proposes five clear stages of change management: organization, mobilization, implementation, transition, and integration. Rather than provide readers with a checklist or other type of chronological list of items to complete to finalize a change management project, they have collected various theoretical analyses to provide readers with ideas about how to start and complete each of the stages mentioned, since many change management projects can differ fundamentally and there is not a 'one-size-fits-all' approach. They have cited numerous case studies, both from personal and third-party experience, to demonstrate how some of the concepts and steps highlighted have supported, or in some cases not supported, a change management project.

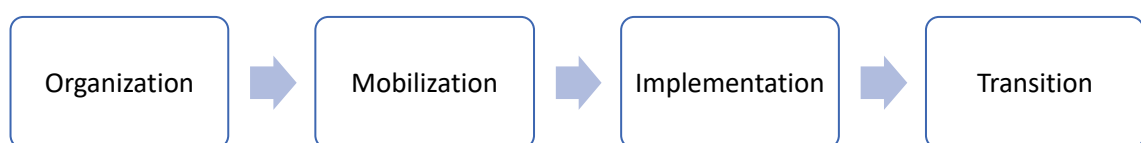


Figure 9: Green's Step-by-Step Guide (Green, 2007)

Organization

Green (2007) highlights during the organization phase the various factors relating to change, such as change start-points, paths, style, targets, and roles. They also mentioned the importance of utilizing the 7S framework, using it to describe to state of the organization before and after the changes are implemented. Additionally, the 'cultural web' is also mentioned as an important ingredient during the organization phase, which highlights the existing cultural environment of the organization, as well as how this environment may change as a result of the change implemented. In terms of managing the change, they also mentioned Tichy's Three Management Tools – technical systems, vertical systems, and cultural systems – that require consideration when preparing for the change. Finally, they mentioned the role that project management methodology can play in preparing and organizing how the change management project will proceed.

Mobilization

Green (2007) starts by discussing the four different personality types of individuals, and how managers should consider personality when mobilizing individuals to participate in the change. In terms of mobilizing individuals, they highlight the importance of Beckhard and Harris's Change Formula and raise the work of Porter and Lawler (1968), who have identified effort, performance, and satisfaction, as three important components of individual effort. In addition to the different personality types, they highlight various stakeholder types and propose various strategies and tips that can help manage to overcome resistance and anxiety on the part of the individuals who will participate or be subject to the change. They finally highlight some of the cultural factors that should be considered when mobilizing individuals in global contexts, referencing Hofstede's Cultural Dimensions to understand how individuals across the globe may approach change differently.

Implementation

Green (2007) summarizes that the implementation phase is when the organization should ensure that change is carried out, identify any potential difficulties, and ensure that there is continuous alignment throughout the organization. They highlight the observation of Pfeifer and Schmitt (2005) that there are numerous barriers present throughout the change implementation phase and fatigue can set in if organizations cannot alleviate these barriers preventing the completion of the implementation phase. It reiterates Green's assertion (2007) that control mechanisms ought to be in place at a management level to ensure the three items outlined above can be carried out. To this end, they refer to Kotter's Eight Steps and how these eight steps can help guide managers toward control mechanisms that can successfully implement change.

Transition

Green (2007) reintroduces the role of personality to understand how each individual can respond to and take on the change implemented in the organization, highlighting that each individual will require different tangible and intangible items to help them participate in the change. This includes addressing some of the anxiety and other feelings on the part of individuals that may work against the organization realizing change, as it is likely that there are some individuals whose needs cannot be met during the implementation of the change. To this end, they share some strategies and tactics on how to continue the progression through the change. They also highlight the role of the team, and how team mission and goal-setting activities can be made clear at this point, to ensure there is cohesion among the individuals that make up teams and thus the organization.

Integration

Green (2007) describes integration as the incorporation of new processes that have come from the change into the regular line of business, but importantly also focuses on the need for organizations to 'embed' mechanisms in the organization that enables change to occur in future cases. They share five disciplines formulated by Senge et al (1999) that would help enable this – 'personal mastery, mental models, shared vision, team learning, and systems

thinking'. The first two, in this case, highlight the need for the organization to understand the plight of the individuals who make up the organization, as well as how they interact in the company, while the next two focus on how the organization shapes common vision toward the future, and how individuals working in teams can leverage their skills and work together for this vision, while the final point highlights awareness for all in the organization to understand how their roles are interdependent with others and how this interdependency interacts with change.

2.3.2 Kotter's Eight Steps

Kotter in his book *Leading Change* (2012) proposes eight steps that leadership and management can take in the organization to facilitate effective change. They have identified these eight steps to counter some of the issues and mistakes that they have observed in case studies from companies that have had difficulties in achieving a change initiative. According to Kotter (2012), 'the first four steps in the transformation process help defrost a hardened status quo... [while] phases five to seven then introduce many new practices,' while the last step '...grounds the changes in the corporate culture and helps make them stick.'

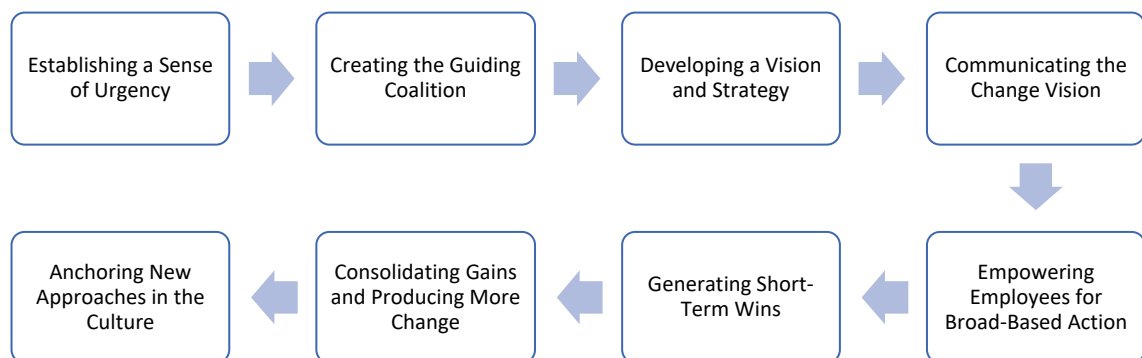


Figure 10: Kotter's Eight Steps (Kotter, 2012)

Establishing a Sense of Urgency

The first step of eight highlights the dangers of complacency in an organization when considering implementing change, and the importance of establishing an

urgency in the organization about the need for change, to combat the complacency. Kotter (2012) on this point notes that when complacency is high, 'transformations usually go nowhere, because few people are even interested in working on the change problem,' and if urgency is low, it is 'difficult to put together a group with enough power and credibility to guide the effort or to convince key individuals to spend the time necessary to create and communicate a change vision.' To this end, Kotter has noted nine sources of high complacency and low urgency, such as the absence of a major and visible crisis, low overall performance standards, lack of sufficient performance feedback, too much 'happy talk' from senior management, and so on.

To counter this, Kotter (2012) proposes nine ways to raise the urgency level, each involving bold moves on the part of the management of the organization. These are: creating a crisis by allowing a financial loss or errors to 'blow up'; setting exceedingly high targets relating to revenue, income, productivity, and customer satisfaction; ceasing to measure subunit performance, and ensuring all individuals are accountable to overall business performance; sharing more information with individuals in the organization regarding financial performance and customer satisfaction; insisting that individuals talk more with unsatisfied customers and other stakeholders; being more transparent in the media and publicized information to cease 'happy talk'; using more consultants to ensure accurate data and transparent discussion; bombarding individuals in the organizations about potential opportunities for them and the business, and; removing any excesses that the organization does not need.

Creating the Guiding Coalition

The second step involves ensuring that no one is going it alone when it comes to the change need and that a group of responsible individuals in the organization band together to present a united force toward the change. Kotter (2012) notes that it is not possible for any one individual, even a CEO, to plan and execute all of the steps needed to implement change, adding that 'weak committees' cannot do much better. They note that one of the reasons that individuals and 'weak committees' are unsuccessful is that decision-making processes are not appropriate for the task at hand, and that 'only teams with the

right composition and sufficient trust among members can be effective' (Kotter, 2012).

Kotter (2012) proposes three factors to ensure that a trusted coalition can be formed to lead the change initiative. Firstly, *finding the right people* entails finding members of a coalition with a healthy mix of management and leadership experience. Secondly, *creating trust* can entail planning some extracurricular off-site events, for members of the coalition to get to know each other and build rapport before getting started on the change initiative. Finally, *developing a common goal* can then be formed by the coalition that dually allows members to feel that the goal is achievable and that members are motivated to achieve the goal.

Developing a Vision and Strategy

The third step involves developing a vision and strategy to guide the change initiative. Kotter (2012) mentions that this is important for three reasons: to provide a general direction for change, to motivate individuals to take part in the change, and to coordinate the actions of different individuals in the organization regarding the change. They argue that an effective vision is imaginable, desirable, feasible, focused, flexible, and communicable, and as such visions that are not effective include those where financial goals are not desirable or feasible for some individuals in the organization, those that are too long and details and are thus not communicable, and those that are too vague to be understood in any focused way.

Kotter (2012) proposes several steps to ensure that organizations can provide an effective vision for a change initiative. Firstly, creating a first draft based on initial statements of the rationale for the change, and then involving the guiding coalition in the refinement of this first draft to emphasize the importance of teamwork from start to finish. Next, focusing on both the pragmatic goals of the change initiatives, while maintaining some more optimistic visions of how the change initiative could look in a best-case scenario. Also, an effective vision provides a time frame for when the change initiative should be finalized, keeping in mind that it is likely that there are 'two steps forward, one step back'

throughout the process. Finally, an effective vision includes a description of how the organization appears at the end of the change initiative.

Communicating the Change Vision

The fourth step involves communicating the change vision to the organization. Kotter (2012) argues that ‘...the real power of vision is unleashed... when most of those involved... have a common understanding of its goal and direction,’ adding that ‘...a shared sense of a desirable future can help motivate and coordinate the kinds of actions that create transformations.’ They note that the communication of the vision can often fail due to inconsistencies between the verbiage of the vision and actions of managers, as well as ambiguous and unrelatable verbiage that cannot be acted upon in the organization.

Kotter (2012) proposes several tips when communicating the change vision to the organization. Firstly, ensuring the messaging is simple and free of any unrelatable jargon, perhaps using metaphors, analogies, and examples to convey messages simply. Next, using multiple communication channels and repeating the messaging to the organization to help individuals internalize the messaging while ensuring that leadership and management are open to feedback from individuals in the organization. Finally, leadership and management lead by example, embodying the change that they aim to lead in the organization, as well as addressing some inconsistencies and issues transparently.

Empowering Employees for Broad-Based Action

The fifth step involves the empowerment of the individuals in the organization. Kotter (2012) notes that individuals ‘...won’t help, or can’t help, if they feel relatively powerless,’ if some of the barriers to their empowerment in the change initiative are not removed. Such barriers may involve the counterproductive structure of the organization, lack of skills and technology required, and lack of ‘leading by example’ from management and leadership. As such, Kotter (2012) highlights that the lack of empowerment can prevent the organization from working toward the vision they have established.

To empower individuals in the organization in the change initiative, Kotter (2012) reiterates the need to communicate the change vision to the team. Also, relating to some of these barriers, they highlight the need to ensure that structures in the organization and the technology systems they use should be updated and brought in line with the standards required to meet the change vision. Similarly, they mention the need to provide training and support to ensure the organization is comprised of individuals with the appropriate skills to carry out the change vision. Finally, they mention the need for leadership and management to be accountable to the vision and ensure any counterproductive actions from their side are also highlighted and improved.

Generating Short-Term Wins

The sixth step is to generate short-term wins for the organization regarding the change initiative. Kotter (2012) argues that the characteristics of short-term wins are that they are visible to all individuals in the organization, that they are clear and unambiguous as a 'win', and they relate clearly to the greater change initiative. They argue that it provides evidence of the potential impact of the initiative, building momentum toward the final goals of the change initiative, rewards those individuals involved in the change helps calm the critics down, and can help fine-tune the greater change vision. They finally highlight the need for both good leadership and good management to find and highlight short-term wins.

Consolidating Gains and Producing More Change

The seventh step is to consolidate the gains achieved from the short-term wins to produce more change toward the final goals. Kotter (2012) notes the potential resistance that leadership and management encounter throughout the change initiative and highlights the need to proactively overcome this resistance. They also highlight the need for leadership and management to understand how each subunit within the organization is dependent on each other, or in other words, the degree of interdependence there is within the organization since change in one subunit can create the need for change in others.

Kotter (2012) notes the realizations that organizations should have at this point in the change initiative. They highlight that in many cases, organizations may require more change, not less, due to the complex nature and interdependencies that organizations have, and that more help may be needed to continue to work toward the change vision. They note the duality of effective leadership from management, as well as the need for detailed project management techniques from individuals below, to continue this work. Finally, they highlight how it is important for all involved to be conscious of interdependencies so that they can be worked through, rather than delayed.

Anchoring New Approaches in the Culture

The eighth and final step is to create an ongoing change mentality by anchoring new approaches in organizational culture. Kotter (2012) notes that the results of the change initiative can be supported by a change in organizational culture that is created by leadership in the organization and fostered by individuals. They note that this culture change can be dependent on the results of the change initiative and involves much discussion and reflection across the organization about the initiative. They note that to prevent old cultural norms from returning, leadership ought to make tough decisions about the management of the organization, which may result in the turnover of individuals in the organization.

2.3.3 Bullock and Batten's Planned Change Model

Bullock and Batten (1985) have identified four separate phases of planned change. They have drawn on previously published phase models to identify seven different criteria required for organizational development (OD), and in turn, proposed the four phases that encapsulate the criteria. They then argue that other phase models can be '...subsumed under [their] four-phase model', and thus their model '...can be used as a standard yet flexible structure for reporting and integrating case studies of OD.'

The first phase, *exploration*, involves defining the need for change and the factors causing it and working toward acquiring the appropriate resources needed for

change to go ahead. Secondly, the *planning phase* involves the creation of a change plan and obtaining its approval from management. Thirdly, the *action phase*, as it suggests, involves the completion of said plan, ensuring that feedback is collected for potential improvement throughout the execution. The final *integration* phase involves incorporating the change with the entire organization, including establishing policies and updates that facilitate this. As can be seen, this approach correlates to the machine metaphor shared earlier about organizations, assuming that a planned approach is an ideal way to plan and execute change (Green & Cameron, 2004).

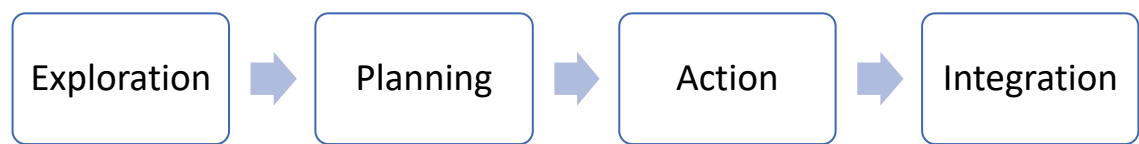


Figure 11: Bullock and Batten's Planned Change Model

2.3.4 Nadler and Tushman's Congruence Model

Nadler and Tushman (1997) have created a model that shows organizations are comprised of various important components that are in 'various states of balance and consistency,' or 'fit', arguing that '...the higher the degree of fit... among the various components, the more effective the organization.' This model thus shows the degree of interdependence that each of these components have together within the organization, and how important this interdependence is for the success of the organization.

Regarding the model, they depict the organization as a system that brings in inputs and converts them into outputs (Nadler & Tushman, 1997). Examples of inputs may include the general business environment in which the organization exists, the resources it possesses, and the history it has had, while the output can encapsulate various aspects that are dependent on the organization itself, such as what it has produced, its performance, and how effective it is in reaching its business goals.

In between input and output is what Nadler and Tushman (1997) call the transformation process, comprising four components that managers of organizations should keep in mind when trying to identify the best 'fit'. Firstly, *the work* refers to the tasks and activities performed by individuals in the organization and their role in the day-to-day operations. As such, the processes that make up the task, the difficulties, and the rewards for the individuals should be considered as part of this component. Secondly, *the people* refer to the background, skills, and characteristics of the individuals in the organization, identifying their expectations about their background and the work they perform. Thirdly, *the formal organization* refers to how the organization is structured, and what systems are in place to facilitate the work performed by the people. Finally, *the informal organization* refers to the culture of the organization – beliefs, values, and norms that are unwritten or unplanned.

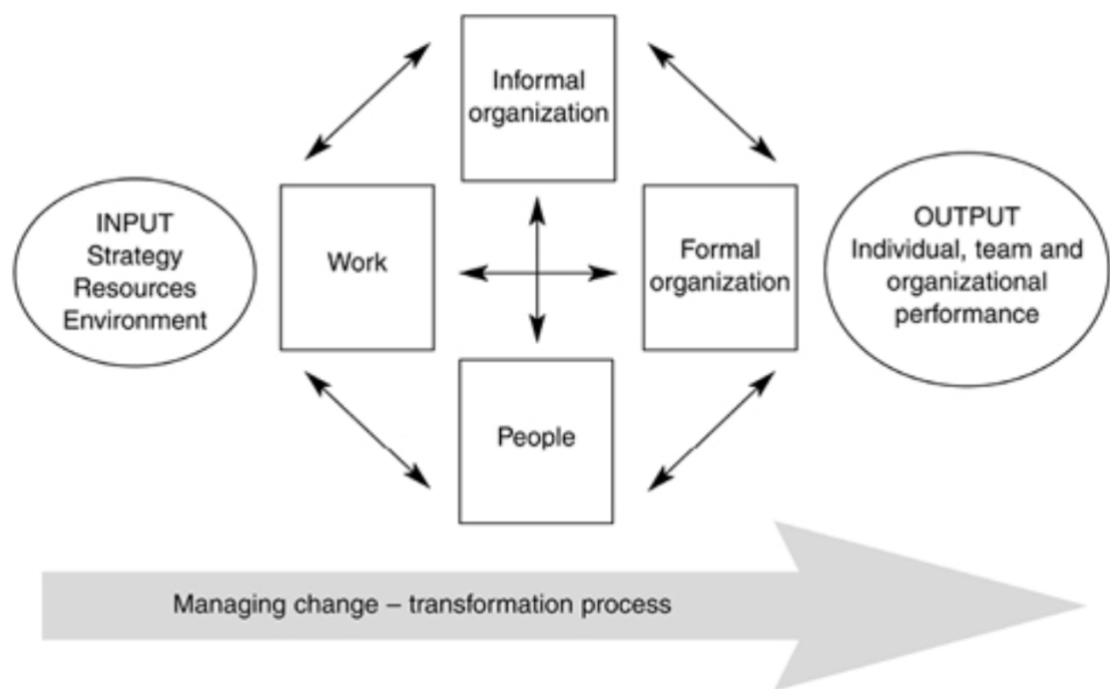


Figure 12: Nadler and Tushman's Congruence Model (Green & Cameron, 2004)

3 FREELANCING IN THE GLOBAL ECONOMY

The aim of this section is to define freelancing and raise some of the topics that have increased the opportunity for many individuals around the world to engage in freelancing work. It will describe the differences in freelancing types including an explanation of the differences between the types, in particular entrepreneurship and gig work in the shared economy. It will also discuss the role that digitalization has played in freelancing, highlighting its role in the propagation of freelancing work around the world. There will be a brief overview of the state of freelancing work in various economies around the world, highlighting some of the location-based differences that are seen. It will finally summarize some of the positive and negative aspects that freelancing has shown in the global economy, as well as some common proposals that are raised to promote some of the positive aspects and alleviate some of the negative aspects.

It is important to highlight these topics about freelancing in the global economy to show the evolution of the definition of work over time, which is shown by the sharp increase in less-permanent work relationships between organizations and individuals, such as in the case of freelancers. There are growing opportunities for individuals to take up freelancing work, and the number of organizations that engage with freelancers for short-term cooperation is increasing. Setting this context will help examine how change management literature can be updated to incorporate the growing role of freelancers within an organization's structure.

3.1 Defining Freelancing

Downey (2022) defines a freelancer as 'an individual who earns money on a per-job or per-task basis, usually for short-term work as an independent contractor.' With this definition in mind, there can be multiple terms used to describe a similar type of worker; in addition to 'freelancer', there are also terms such as 'gig worker', 'independent contractor', 'free agent', and 'self-employed.' For this study, the term 'freelancer' will be used to describe any individual who engages in per-job or per-task short-term work, per the definition outlined earlier.

Some of the benefits of being a freelancer revolve around their ability to flexibly take on paid tasks when it suits them personally, as well as when there is a high demand for a specific type of freelance job. An example of the former is when an individual has been laid off from their permanent job and needs paid work at short notice to make ends meet. An example of the latter is highlighted by Downey (2022), who notes that they are 'not employee[s] of a firm and may therefore be at liberty to complete different jobs concurrently by various individuals or firms unless contractually committed to working exclusively until a particular project is completed.'

Some of the drawbacks of being a freelancer focus on the lack of job security and consistency with regular income. Downey (2022) highlights that freelancers do not enjoy much of the benefits of being a permanent employee, such as plans regarding health insurance and retirement, and they are often subject to lower hourly rates than permanent employees. It can be seen from this that it can be difficult for individuals to continue freelancing as a primary source of income, especially in those countries where there is a lack of public support in terms of health care and other arrangements.

The type of short-term work that freelancers engage in can vary, depending primarily on the freelancer's background and skill level. Downey (2022) notes that the most traditional representation of freelancing work is that of a journalist, who 'reports on stories of their choosing and sells their work to the highest bidder.' Another example is that of a web design or app developer, who performs a specific job for a company and then moves on to the next job with another company once it is completed. Other types of freelancing work that do not typically require a specific skill level or area on the part of the freelancer include examples such as data entry, labeling, and validation, as well as the 'gig work' examples of food delivery, rideshare, and other manual tasks.

Freelancing vs. Entrepreneurship and Shared Economy

Hudek, Tominic, and Sirec (2020) discuss some of the similarities and differences between freelancers and entrepreneurs, identifying that the latter can refer not only to those who perform work tasks as contracted by an organization but also

to those who formalize their role and status as an entrepreneur within the regulatory framework in their location. In terms of some of the similarities, they highlight the risks associated with both work types, as they work for themselves without any of the protections that employment in an organization would provide.

In terms of some of the differences, Burke and Van Stel (2011) highlight the fundamental difference that entrepreneurs are managers and freelancers are workers, and to this end, an entrepreneur would be a manager of an organization that aims to provide goods and services to customers. In this case, an entrepreneur, while setting up an organization, may engage with freelancers, to obtain their background and skillset to help the entrepreneur reach their business goals, and this engagement may end once these goals are met.

3.2 Role of Digitalization in Freelancing

Digitalization, or Digital Transformation (DT) is defined as 'the profound transformation of business and organizational activities, processes, competencies and models to fully leverage the changes and opportunities of a mix of digital technologies and their accelerating impact across society in a strategic and prioritized way, with present and future shifts in mind' (i-SCOOP.eu, 2017). Bughin et al (2018) claim that it has already started to reform numerous sectors, resulting in a momentous impact on the economic performance of organizations.

The impact that digitalization has on the organization can vary according to its unique characteristics and needs. To this end, Westerman et al. (2014) have conceptualized digitalization in organizations into three main categories that each describe how digitalization can impact a business's operations: *substitution*, referring to technologies that replace a process already performed in the organization; *extension*, referring to technologies that improve the functionality of a process, and; *transformation*, referring to technologies that fundamentally redefine a process.

Furthermore, to the point about the impact digitalization can have on organizations, Pihir et al. (2018) argue that the optimization of business processes is not solely about digitalization, in other words, organizational strategy and structure should also be optimized to allow digitalization to reach its true potential in the organization. They have highlighted the following determinants as those that need to be in place alongside digitalization: *strategy orientation*, referring to the role that the vision statement, and support put forth by organizational leadership; *customer centricity*, referring to an organization's ability to track and predict customer needs; *ICT and process infrastructure*, referring to an organizations ability to take on and adapt to technology requirements; *talent, capability, and capacity strengthening*, referring to the practical steps organizations take to invest in the individuals that make up the organization, and; *innovation culture and organizational commitment*, referring to the willingness for management and leadership in the organization to commit to a culture that promotes innovation.

With this description of digitalization in mind, freelancing is one example of how global businesses have reacted to digitalization and taking advantage of access to talent and capability across the world. It has allowed organizations to be open to collaboration with anyone around the world, as long as both parties have the necessary digital tools to ensure that collaboration can happen. In terms of volume, it allows businesses to obtain the desired volume of data that they require to achieve their own business goals, and in terms of quality, it allows businesses to pinpoint the exact freelancer to engage with since the freelancer may have the background and skills that they desire.

Common Freelancing Platforms

Numerous online freelancing platforms have come about due to digitalization, which has helped organizations source available freelancers for their projects. Organizations may wish to engage with freelancers on a short-term basis, or these platforms may facilitate a longer arrangement where a freelancer is there continually works on many short-term projects for the same organization or the freelancer may be engaged with the organization on a long-term basis. These platforms facilitate the sourcing, hiring, performance, and payment functionalities

that an organization would ordinarily take on themselves for permanent work relationships with employees. These platforms have evolved to take an official function between the organization and the freelancer, for example, by ensuring that necessary information about this arrangement is made known to the public authorities around the world.

Workmarket originated in 2010, and the company was subsequently bought by ADP in 2018 (Forbes, 2014; DeWitt, 2018). At the time of acquisition, DeWitt (2018) highlighted that the company ‘...helps companies manage their integrated workforce in a simple, secure and compliant manner,’ allowing organizations ‘...to source and vet independent workers, manage their engagements, and pay and evaluate these workers.’

Upwork was established in 2015, after over 15 years of mergers, acquisitions, and rebranding (Lunden, 2015). The company states that its mission is ‘...to create economic opportunities so people have better lives has taken us so much further,’ highlighting the fact that they have ‘...become the world’s work marketplace where everyday businesses of all sizes and independent talent from around the globe meet here to accomplish incredible things’ (Upwork, 2023). To highlight the company’s role in the global freelancing market, Ruby (2023) has noted that 18 million freelancers are using the platform to search for freelancing opportunities, and there are five million customers of Upwork, who are using the platform to find freelancers for their short-term work, with 793,000 of those are deemed active clients, using the platform permanently to engage with freelancers. They also report that the company’s revenue is \$698 million as of 2023.

3.3 Freelancing in the Global Economy

Regarding freelancing, there are many reports and articles detailing its role in the modern global economy. Gig Economy Data Hub (2018) summarizes that over a quarter of workers participate in the gig economy to some degree, with one in ten gig workers relying on such work as a primary method of income. Additionally, one percent of workers regularly use online platforms to connect with work

opportunities. To examine these statistics more closely, we can see how freelancing has played a role in the economies of countries around the world.

Philippines

According to a report by Payoneer (2020), there are over 1.5 million freelancers declared in the Philippines, becoming the fastest-growing source for freelancers in the world. Similarly, Lee-Tan (2023) reports that there has been over 200% increase in the level of freelancers since the COVID pandemic of 2020. They note the impact that the prevalence of freelancing has had on the economy in the Philippines, indicating that consistent growth in 2023, despite global economic challenges, is due in part to the large number of freelancers in the country.

Lee-Tan (2023) theorizes about the rise in the number of freelancers in the Philippines. They observe that there is a large English-speaking population in the Philippines, which has been one of the main catalysts for international organizations seeking English-language support for their operations. They also note the lower costs associated with labor in the country, compared to many of the organization's home countries. They believe that the hard-working nature of people in the Philippines leaves the country with a good reputation, especially as many people in the Philippines are keen to supplement their income with additional compensation from some part-time or 'side' jobs associated with freelancing.

India, Pakistan, and Bangladesh

According to a report by Payoneer (2020), India is the second highest-growing market for freelancers in the world, with over 15 million reported people engaging in freelancing tasks. Particularly during the COVID pandemic, the number of freelancers grew exponentially, in total 46% between Q1 and Q2 of 2020, as a result of the shifts in the job market as a result of the pandemic. They also report that a similar phenomenon occurred in Pakistan, noting that people in that country adapted to job market shifts, as well as took advantage of the government's move toward online education. While the report focuses on the impacts of the

pandemic, they also refer to the large freelancing presence in both countries before the pandemic and hope exponential growth was observed as a result.

Ostoj (2021) shares conclusions about how this came to be so. They remark that these countries have very large populations, and English is an official language or is widely spoken by the population, resulting in a large pool of English-speaking resources. Furthermore, they highlight that these countries have traditionally had an 'informal' job market, where it is common for work providers to contract individuals to work on a short-term basis. These factors, in addition to the lower cost of labor in these countries, have helped these three countries to obtain more share of global freelancers, supplanting the US and the UK from the top of this list.

United States of America

McKinsey Global Institute, in a report from 2016, that approximately 11 percent of the working-age population in the United States of America (US) had engaged in independent work while adding that the proportion could have been much higher due to the lack of available data to accurately depict the scale of independent work at the time. In an updated report from 2022, MBO Partners reported that there will be 64.6 million gig workers in the US in 2022, which represents an increase compared to 2021 and earlier years. Of this number, 21.6 million people engage in gig work on a full-time basis, categorized by those engaging in gig work for at least 15 hours per week. In terms of economic contribution, Ozimek (2021) reports that freelancers contributed approximately 1.3 billion dollars to the US economy in 2021, which was 100 million dollars higher than in 2020.

Additionally, it has been noted that the skill level of freelancers has been increasing year-on-year. Ozimek (2021) reports that the number of workers with post-graduate degrees engaging in gig work has increased by 6% compared to 2020, while the proportion of gig workers who are high school graduates or those who had left school earlier has declined by 6% compared to 2020. One of the reasons for this, according to the report, is that the job functions in the most demand are arts and design, marketing, and IT, which would entail a higher level

of educational and skill background than other job functions. Thus, the report would suggest that there is a growing range of job functions for freelancers, and in turn, a greater demand for more skilled and experienced freelancers by organizations.

3.3.1 Implications of Freelancing on the Global Economy

This section will highlight some of the implications of freelancing on the global economy, highlighting some of the positive aspects that freelancing has had on organizations and individuals, and in turn on the global economy, and highlight some of the negative aspects that can be seen. It is important to highlight the positive aspects as it can help explain the proliferation of freelancing in the global economy, highlighting the various factors of why more and more people are opting for freelance work around the world. It is also important to highlight the negative aspects as well as some of the proposals that can help alleviate some of these aspects, to see how freelancing may evolve in the future, and what role freelancing can play in the future global economy.

Positive Aspects

One of the most general positive aspects of freelancing in the global economy is the benefits that it gives to both the freelancers and the organizations that engage with the freelancers. Burke, in a report from as early as 2012, has laid out the benefits that freelancing brings to organizations through a thorough study of 23 organizations and their experiences in engaging with freelancers to achieve their own unique business goals. Burke (2012) argues that '[f]reelancers play a pivotal role in Britain's 21st-century innovation-driven economy,' highlighting that freelancers help promote innovation and efficiencies, alleviate organizational risks, as well as support start-ups to make a strong start due to the specific skillset that freelancers possess while freeing them from more permanent contractual requirements as in the case of permanent employees.

Another positive aspect of freelancing in the global economy is how it allows underutilized resources to be utilized effectively for some business and economic

purposes. A study published by Ostoj (2021) shows that in various countries, in particular India, Pakistan, and Bangladesh, the conditions have been favorable for organizations to engage with freelancers, due to ‘...the universal knowledge of the English language, the right proportion of Internet users to the population size, the large informal sector, and considerable labor freedom.’

One positive aspect from the perspective of governance is that due to the proliferation of freelancing in the global economy, governments and other entities are starting to organize labor and other regulations around freelancing and more generally short-term employment. Johal and Anastasi (2015) highlight through their findings that supervisory and support organizations have been created to facilitate the growing role of freelancers and other independent professionals, and these have evolved, responding to their needs that have expanded due to the growth of the sector.

Negative Aspects

Traditionally, one of the negative aspects of freelancing has been that there has been very little study done on the scope, role, and conditions of freelancing in modern economies. Burke highlighted back in 2012 that ‘...freelancers are [still] largely under-analyzed and unheralded economic agents in the modern British economy. The main reason for this is that their new pivotal role has only really come to the fore with the emergence of the innovation-driven economy over the last three decades.’

Another negative aspect that has been widely reported is how freelancers are subject to lower wages and benefits during their engagement in work with organizations. While highlighting that there has been much positive reception to the rise of freelancing in the global economy, Friedman (2014) highlights that freelancers are susceptible to lower wages and reduced or lack of benefits during times of economic volatility, noting the lack of legal protection that freelancers have compared to permanent employees.

Proposals

Many of the proposals to alleviate some of the negative aspects of the rise of freelancing in the global economy focus primarily on the importance of recognizing to contribution that freelancers make to the global economy and thus ensuring that they enjoy many of the same social benefits that regular permanent employees may be entitled to. To put it simply, Friedman (2014) argues that “[T]he rise of gig labor calls for new initiatives in social policy because it shifts more of the burden of economic risk onto workers even while removing gig workers from many of the employment-bound New-Deal-era social insurance programs.”

4 METHODOLOGY

To answer the research question, primary research will be conducted in two separate ways. Firstly, quantitative data from actual freelancers will be collected via surveys. Secondly, qualitative information from individuals will be collected, within an organization that manages change initiatives involving freelancers. With the understanding of change management theories and practices in mind, as well as the understanding of freelancing in the global economy, the collection of this primary research will help answer the sub-questions:

- In what ways do freelancers differ from employees? What considerations need to be made in projects involving freelancers?
- How can change management be applied to the freelancers? What are the challenges? What needs to be done differently when the target is crowd workers?

4.1 Freelancer Surveys

A survey will be sent to a specified group of freelancers who were subject to change management in a project that they were participating in, facilitated by TELUS International (hereafter referred to as 'TI'). The goal of this survey is to gather information about what they had experienced throughout the change initiative led by the project team at TI, and whether the actions taken by the team helped the freelancers accept the change or not, to answer the following sub-questions: *How can change management be applied to the freelancers? What are the challenges? What needs to be done differently when the target is crowd workers?*

In this survey (as shown in Appendix 1), there are 19 questions, which the respondents answer anonymously regarding their experience in the change management project, which involved the change from Workmarket (hereafter referred to as 'Payment Tool A'), a third party platform used to provide payments to freelancers as compensation for the time and effort spent on the freelancing task, to Hyperwallet (hereafter referred to as 'Payment Tool B'), another third-party platform that facilitates the same task. The goal of the change initiative was

to bring about harmonization and uniformity in the way payments are sent to freelancers using Payment Tool B.

There are 10 statements, to which respondents answer with one of five options - strongly disagree, disagree, cannot say, agree, and strongly agree. The option 'cannot say' can be used in case a freelancer is not able to agree or disagree with the statement. The statements will be placed into one of the following four categories: planning, execution, follow-up, and future. These categories are named in such a way as they are the current steps taken by TI in existing change management projects, and in the case of the future category, reflective of the perceived need to ensure continuous momentum following the change initiative. Each of these categories is mapped to one or more of the steps, milestones, or areas that were highlighted by Green (2007), Bullock and Batten (1985), Kotter (2012), and Nadler and Tushman (1987), and as such, the 10 statements refer to a task that the project teams at TI should take to facilitate the change management project successfully.

Change Approach	Planning		Execution	Follow-Up	Future
Green (2007)	Organization	Mobilization	Implementation		Transition
Bullock and Batten (1985)	Exploration	Planning	Action		Integration
Kotter (2012)	Establishing a sense of urgency; creating the guiding coalition; developing a vision and strategy	Communicating the change vision; empowering employees for broad-based action	Generating short term wins; consolidating gains and producing more change		Anchoring new approaches in the culture
Nadler and Tushman (1997)	Input (strategy, resources, environment)	Work; people; informal organization; formal organization	Output (individual, team and organizational performance)		

Figure 13: Mapping of Change Approaches

Before these ten statements, there are nine questions relating to the respondent's characteristics, such as country, age group, gender, and educational background, as well as some information about the respondent's previous and current experience as a freelancer both with the organization and with other organizations.

Respondent Demographics

The following nine questions were shared with respondents, who provided details about their demographics. The goal of asking these nine questions at the beginning of the survey was to understand the spread of respondents around the world and to see if there were some common trends in the answers of the survey by certain demographics.

1. Country
2. Age Group
3. Gender
4. Time as a Freelancer – how long the respondent had been engaging in freelancing tasks.
5. Freelancing Tasks – what kind of freelancing task the worker has been engaging in.
6. Weekly Working Hours – how often and/or for how long the worker engages in the freelancing tasks each week.
7. Salary – how much money the freelancer earns by engaging in the freelancing task each week.
8. Education Level – what is the highest educational level the freelancer has obtained?
9. Education Field – in what field the freelancer has obtained their highest educational level?

Planning

The first set of statements will relate to what will be called the Planning Phase of a change management initiative in this thesis. All statements will relate to actions taken by the change management team at TI before the execution of the change. Relating these statements to some of the change management practices highlighted earlier, they will be based on some of the topics and tasks raised by Green's organization and mobilization phases, the first five steps outlined by Kotter, Bullock, and Batten's exploration and planning phases, as well as the inputs defined by Nadler and Tushman (1987). The statements are as follows:

1. Regarding the change from Payment Tool A to Payment Tool B, the TI team communicated the details of the change clearly and concisely.
2. Regarding the change from Payment Tool A to Payment Tool B, the TI team communicated the need for the change clearly and concisely.
3. Regarding the change from Payment Tool A to Payment Tool B, the team supported me when I raised any concerns.

Execution

The second set of statements will relate to what will be called the Execution Phase of a change management initiative in this thesis. All statements will relate to actions taken by the change management team at X to execute and implement the change initiative. Relating these statements to some of the change management practices highlighted earlier, they will be based on some of the topics and tasks raised by Green's implementation phase, steps six and seven of Kotter's eight steps, Bullock and Batten's action phase, as well as the four items (work, people, informal organization and formal organization) outlined by Nadler and Tushman (1987). The statements are as follows:

1. Regarding the change from Payment Tool A to Payment Tool B, the TI team told me when the change was executed.
2. Regarding the change from Payment Tool A to Payment Tool B, the team informed me about the progress of the change.

Follow-Up

The third set of statements will relate to what will be called the Follow-Up Phase of a change management initiative in this thesis. All statements will relate to actions taken by the change management team at X after the change initiative was implemented. These will also be based on some of the topics and tasks raised by Green's implementation phase, steps six and seven of Kotter's eight steps, Bullock and Batten's action phase, as well as the individual, team, and organizational outputs defined by Nadler and Tushman (1987). The statements are as follows:

1. Regarding the change from Payment Tool A to Payment Tool B, the TI team supported me when I reached out to the team with questions or concerns that I had after the change was implemented.
2. Regarding the change from Payment Tool A to Payment Tool B, the TI team shared the results of the change with me.
3. Overall, the change from Payment Tool A to Payment Tool B was implemented by the TI team in a very logical and understandable manner.

Future

The fourth and final set of statements will cover some topics relating to the future engagement that the freelancer has with projects they are engaged in with TI. Since freelancers engage in such projects to be compensated in financial terms, and organizations are reliant on the engagement of the freelancer to facilitate their project goals, it is important to see how change management projects influence freelancers' decision to continue the engagement with organizations. Relating these statements to some of the change management practices highlighted earlier, they will be based on some of the topics and tasks raised by Green's transition phase, step eight of Kotter's eight steps, and Bullock and Batten's integration phase.

1. Overall, the change from Payment Tool A to Payment Tool B has improved my participation in the project or projects with TI.
2. When it comes to future changes implemented by TI, what requests or wishes would you like to share with the team?

4.2 Team Workshops & Survey

Multiple workshops with individuals will be collected, within an organization that manages change initiatives involving freelancers, to gather opinions and feedback from them about three topics covered in the literature review about change management: the nature of our organization, various change types, as well as the need for change. By collecting this from them, the following research sub-question will be answered: *in what ways do freelancers differ from*

employees? What considerations need to be made in projects involving freelancers?

Organization

Change management literature tends to focus on the importance of leaders and managers understanding the nature of the organization, as the success of a change management approach can depend on this understanding. For instance, the culture of the organizations differs, as well as the personalities of the individuals themselves, which results in organizations that differ from one another.

Since organizations engaging in freelancing can differ fundamentally from other organizations that do not engage in freelancing, it is important to see how individuals depict their organization as one that engages in freelancing. There perhaps is not any literature on how such organizations are depicted in this way. As such, some literature and theories about the organization will be shared with the change initiative team (as seen in Appendix 2), to get feedback from the team about the following points:

- What organizational metaphor can be applied to our company as it is?
- What organizational metaphor should be applied to our company?
- Can you explain the responses you gave to the two questions above regarding the organizational metaphors?

Do's and Don't's

To hear from project team members throughout the workshops what are some of the do's and don't's, the topics raised under the preparing for change section in the literature review will be covered throughout the literature review will be introduced and discussed during the workshops and also in a follow-up survey: the need for change, resistance to change, and executing and capitalizing on change (as shown in Appendices 3 and 4). The following question will then be put to project team members, to hear from them directly their ideas about what teams should and should not do when facilitating change in projects with

freelancers: what are some do's and don't's when it comes to managing change with freelancers in our projects?

Regarding the need for change, the analyses by Balogun and Hailey (2004), Stace and Dunphy (2002), and Higgs and Rowland (2005) will be introduced to outline the need for change project management teams to understand how projects can differ depending on the scale. For instance, in many cases, particularly in the case of projects involving freelancers, projects may only be to find some adaptation or fine-tuning of existing project guidelines and requirements; however, there may be other changes at the organization that involve some larger transformation, which can indeed affect the status of freelancers in various projects. Additionally, change management projects can differ in approach and predictability, as they may arise bottom-up or top-down, or could be highly planned or iterative in their progress.

Further, teams will be introduced to a range of potential internal and external factors that may bring about the needful change, with particular focus on which factors are at play in projects involving freelancers. The internal factors, such as the 7S model, will be discussed to understand how organizational conditions can evolve and what that means for projects involving freelancers. Likewise, external factors will be discussed, in particular the legal and environmental factors that underpin an organization's ability to engage in projects with freelancers, who are not bound by any contract or other legal requirement to work together with the organization.

Regarding the resistance to change, the change formula will be introduced to the teams in the workshops to facilitate discussion about the role of resistance to change, particularly in the case of projects with freelancers, some of the resistance that the teams may face from freelancers who may disagree or not see the need for change. The role of the status quo, desirability, and practical first steps of the change, which are defined as those that can counter any resistance, will be discussed as well, to discuss with teams how some internal resistance can be thought about and dealt with, for teams to have unanimous support of the change.

Regarding executing and capitalizing on change, the framework shared by Green (2007), Bullock and Batten (1985), Kotter (2012), and Nadler and Tushman (1997) will be introduced to show a sequential order of milestones that can help project management teams devise a plan on how to plan to execute and integrate on change management projects. The goal of this discussion is to have project teams think about their round approach to change management projects with freelancers, to see which items are already implemented by the project management teams, which are not, and which factors are unique to those projects involving freelancers. This discussion will specifically help address do's and don'ts in change management projects with freelancers.

4.3 Limitations

Due to constraints regarding the scope of the type of freelancing, this study was only able to gather feedback from those freelancers who are engaging in small freelancing tasks that can be categorized by data annotation validation, and ads relevance. This study did not include gathering feedback from freelancers who might be engaged in tasks and work that is more aligned with the shared economy, which is also a phenomenon that came from rapid digitalization.

Further study would suggest that a full range of freelancers who are engaging in tasks that are associated with digitalization would provide a more in-depth view of how change management can affect freelancers.

Concerning this specific study, some limitations included the availability to survey other groups of freelancers who are engaged in other projects with other teams, and as such, the ability to interview and conduct workshops with those teams who are engaging in projects with freelancers and how they facilitate change in those projects. To get a more rounded view of change management within the same organization further study would require that more teams are included in workshops, to understand how they view the organization and what are important do's and don't's regarding change management, as well as conducting surveys with a greater range of freelancers.

Another limitation may involve the customers of such organizations and the requirements they have about the confidentiality of their projects, the content,

and the scope. Since many customers wish to keep private their initiatives regarding the development of cutting-edge and advanced technologies that go into consumer products, such studies would need to be mindful not to disclose any private information that they are forbidden to share. As such, further study would suggest that researchers could factor in customers as another vital stakeholder and change management and examine with them how they view freelancers as a part of their projects, and how expectations they have, in particular, change management, affect their reaching of project goals.

5 RESULTS

In this section, the results of both the freelancer surveys and the team workshops will be shared and summarized. Following this, main insights from both the surveys and the workshops will be shared in a way to answer the following research sub-question: *how can change management be applied to freelancers? What are the challenges? What needs to be done differently when the target is crowd workers?*

5.1 Freelancer Survey

About Demographics

There were 229 respondents to the survey from 36 different countries around the world. Of this number, 118 respondents, or 52% of the respondents, were from either India, Indonesia, or the United States, with the remaining 48% of the respondents coming from 33 different countries throughout Europe and Asia.

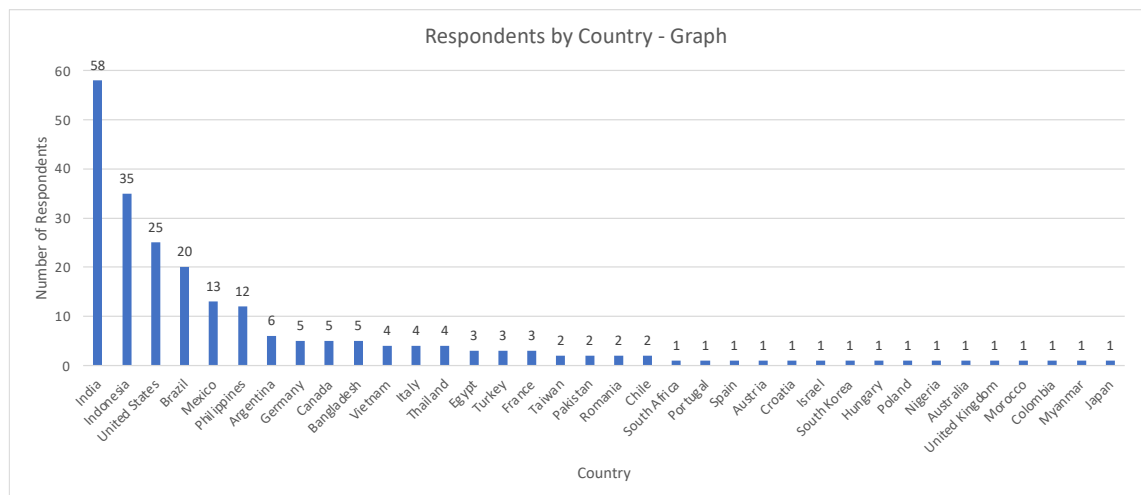


Figure 14: Respondents by Country (Graph view)

In terms of age group, there were 77 respondents and 74 respondents from the 35-44 age group and the 25-34 age group, respectively, both of which accounted for 66% of the respondents.

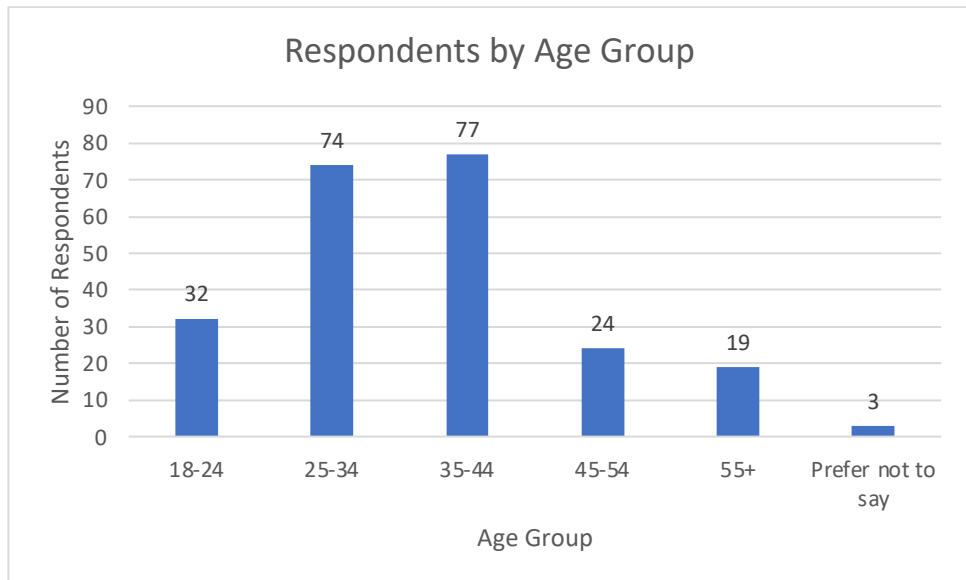


Figure 15: Respondents by Age Group

Finally, in terms of gender, 122 respondents identified as male, 106 respondents identified as female, and one respondent preferred not to say.

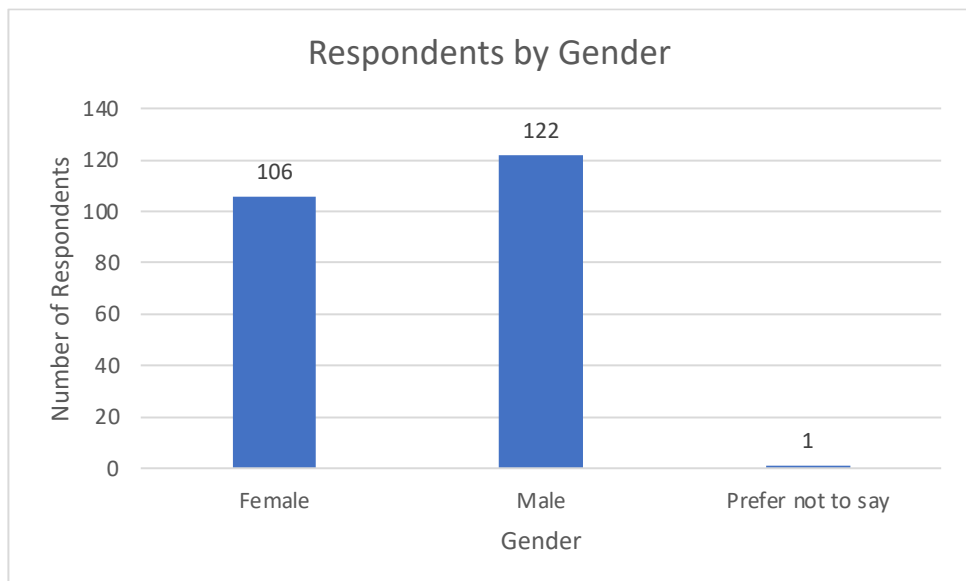


Figure 16: Respondents by Gender

In terms of the amount of time the freelancer has been engaging in freelancing tasks either with the organization or with another organization, 83 respondents indicated that they have spent between two to five years engaging in such tasks well 75 respondents indicated they have spent between six months and one year. Since nearly 70% of the respondents have been engaging in such tasks in either group, it means that two sizable groups of freelancers have either been

working for a short period or a longer period. Comparatively speaking only 19 respondents and 10 respondents have spent less than six months or more than five years, respectively.

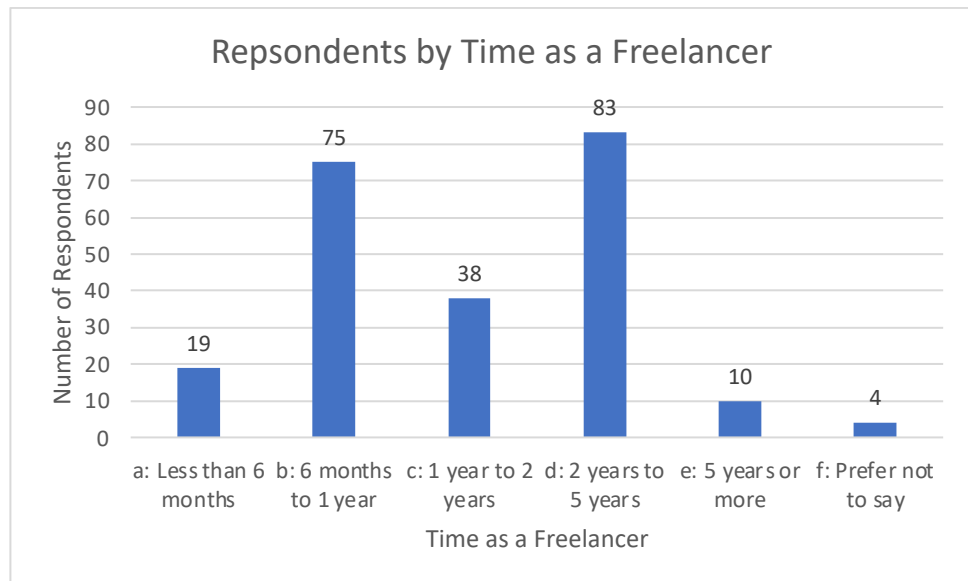


Figure 17: Respondents by Time as a Freelancer

In terms of the specific types of freelancing tasks that the respondents indicated that they performed, Social Media Evaluation was mentioned in 90 responses, while Mystery Shopping was mentioned in 74 responses. There were 56 other responses, with the tasks mentioned in these responses being data annotation, data collection, transcription, search engine evaluation, data analysis, data entry, market research, proofreading, and translation.

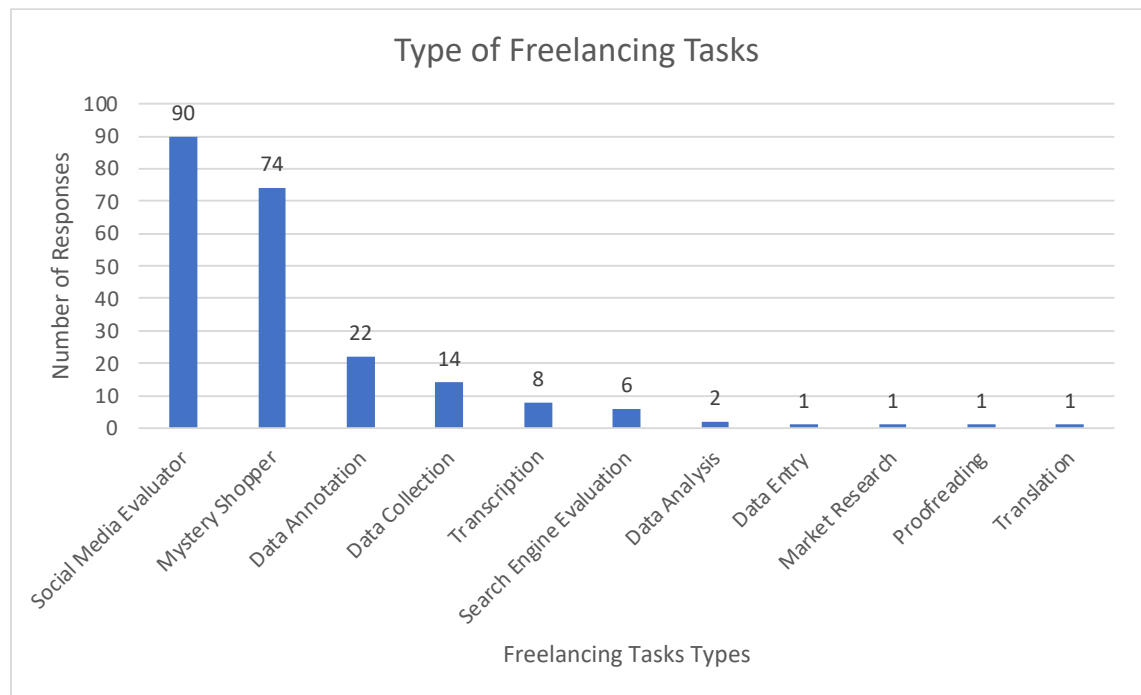


Figure 18: Respondents by Educational Field

In terms of the amount of time per week that the respondent engages in freelancing tasks, 96 respondents or 42% of the respondents indicated that they spend between 5 and 10 hours per week on freelancing tasks, with 26 respondents, or 11% of their respondents indicating that they spent more than 10 hours per week. We can therefore say that approximately half of the respondents spend more than five hours per week on freelancing tasks, with the other half spending less than five hours per week.

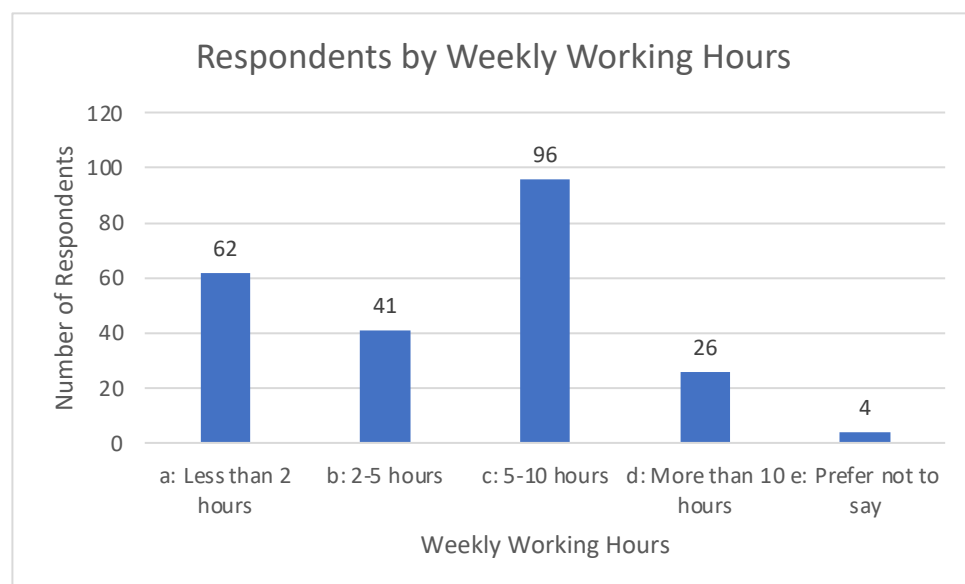


Figure 19: Respondents by Weekly Working Hours

In terms of the amount of money per week that a respondent earns from engaging in freelancing tasks, 115 respondents or 50% of the respondents mentioned that they earn less than 500 U.S. dollars or equivalent per week, while 66 respondents, or 29% of the respondents mentioned that they earn between 500 and 1,000 U.S. dollars or equivalent per week. It means that nearly 80% of the respondents earn less than 1000 U.S. dollars or equivalent per week, with a very small number of respondents earning more than 1000 U.S. dollars or equivalent per week. Thirteen respondents indicated that they preferred not to say, which represented 6% of the respondents.

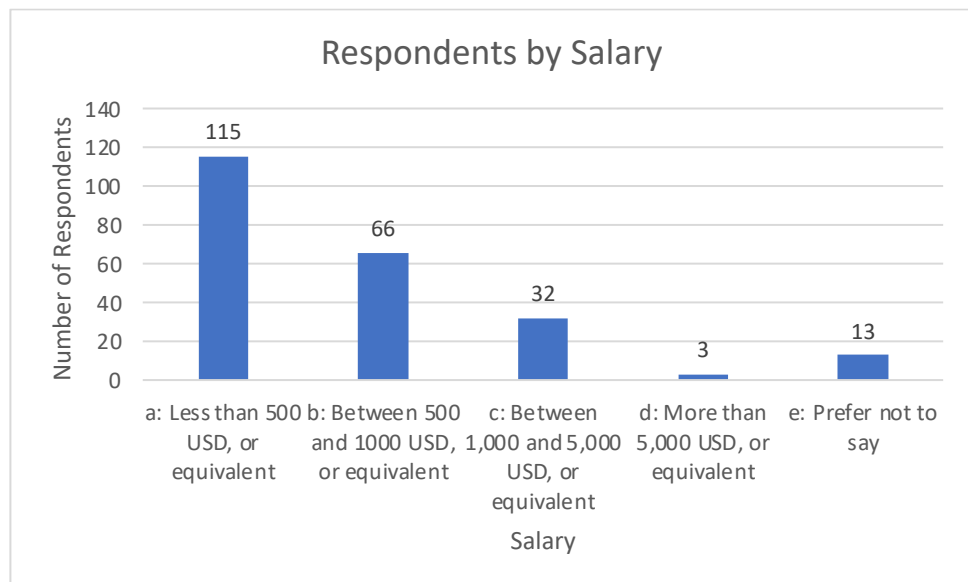


Figure 20: Respondents by Salary

In terms of the educational background of the respondents, 130 respondents indicated that they have a bachelor's degree or equivalent which represents 57% of the total respondents. 57 respondents, or approximately 25% of the total respondents, indicated that they have a master's degree or equivalent, with a further four respondents indicating that they have a doctoral or PhD to career equivalent. It means that 83% of the total respondents are university-educated with the remaining respondents indicating that they finish secondary school or equivalent or prefer not to say.

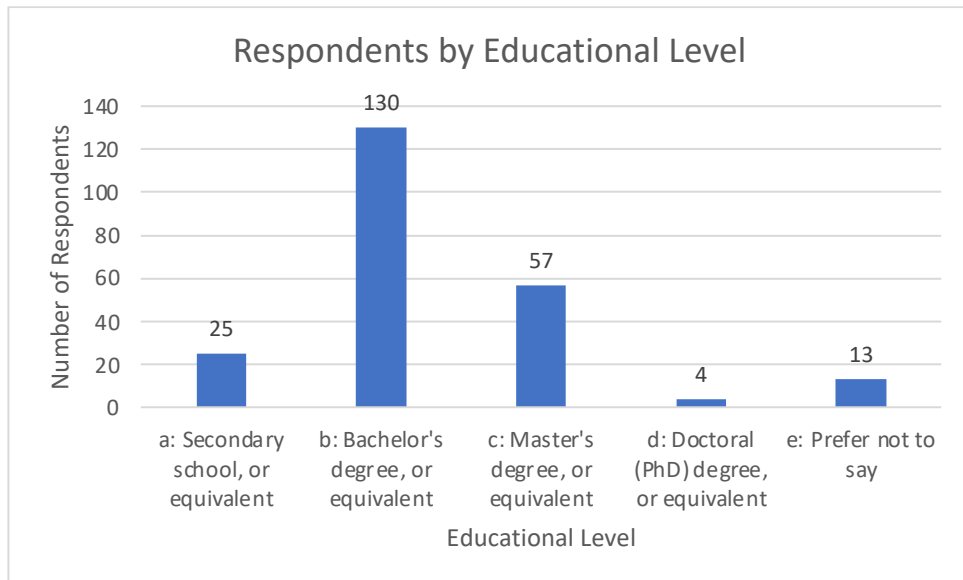


Figure 21: Respondents by Educational Level

In terms of the educational field of the respondents, 31 respondents indicated that their educational field is ICT, with 24 and 21 respondents indicating that their education field is Business and Engineering, respectively. Of the remaining respondents, 72 respondents indicated that their education field was in 12 other fields, such as Liberal Arts, Sciences, and Economics. The remaining 81 respondents declined to indicate their educational field.

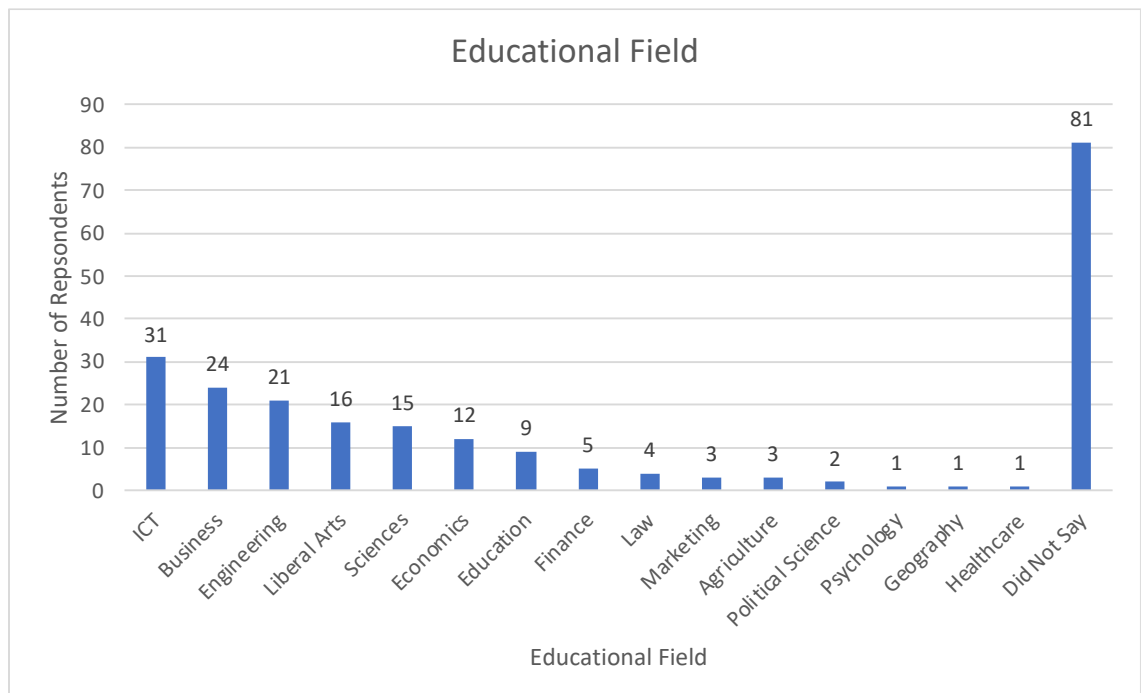


Figure 22: Respondents by Educational Field

About Change Management Experience

Regarding the responses to the statement, **Regarding the change from Payment Tool A to Payment Tool B, the TI team communicated the details of the change in a clear and concise manner**, 119 respondents mentioned that they strongly agreed with this statement, while 94 agreed with the statement, leaving 16 respondents either indicating that they disagree, strongly disagree or they cannot say.

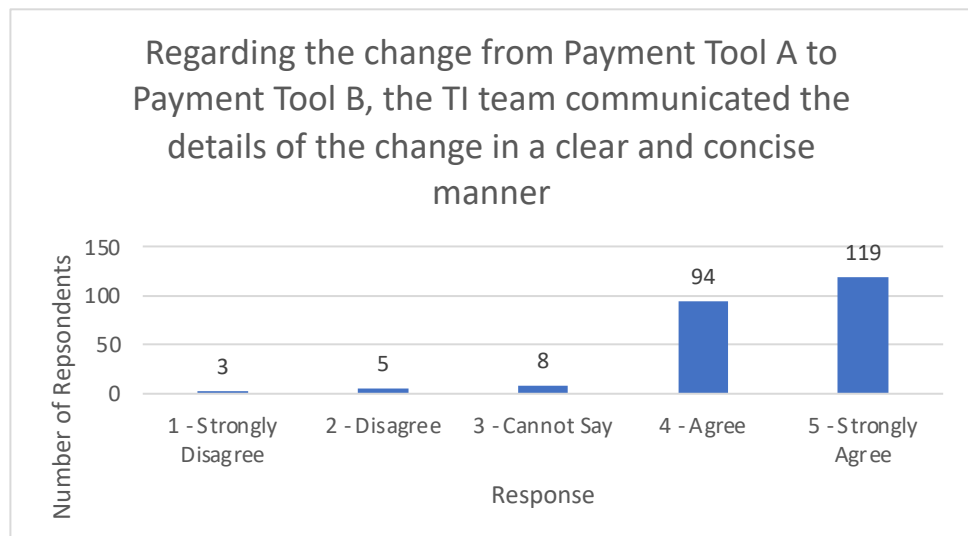


Figure 23: Responses to Communication of Change Details

In response to the statement **Regarding the change from Payment Tool A to Payment Tool B, the TI team communicated the need for the change clearly and concisely**, 97 respondents agreed, while 87 strongly agreed with the statement. Of the remaining respondents 10 disagreed, while nine strongly disagreed, with 26 respondents responding that they cannot say.

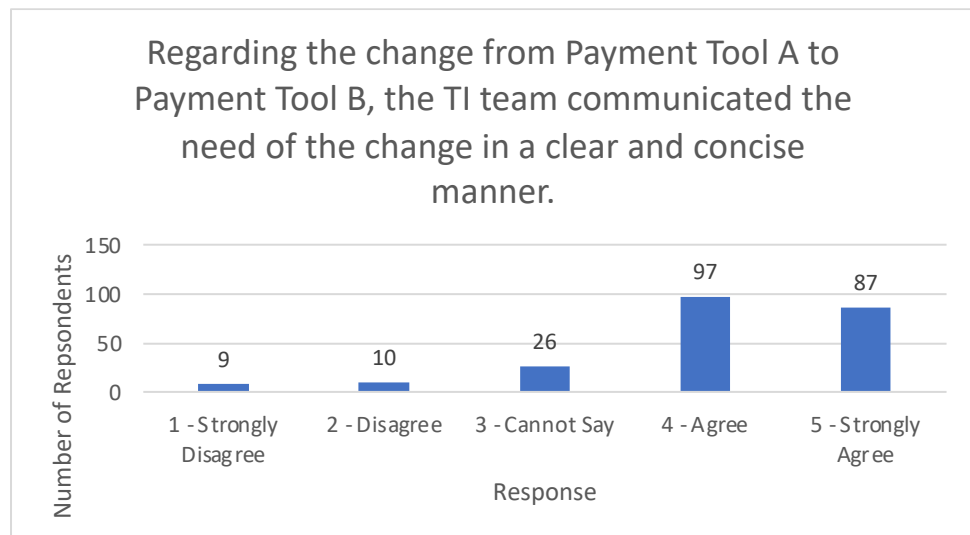


Figure 24: Responses about Communication of Change Need

In response to the statement ***Regarding the change from Payment Tool A to Payment Tool B, the team supported me when I raised any concerns about the change***, 94 respondents agreed while 84 strongly agreed with the statement. 3 respondents both strongly disagreed and disagreed respectively, while 45 respondents could not say.

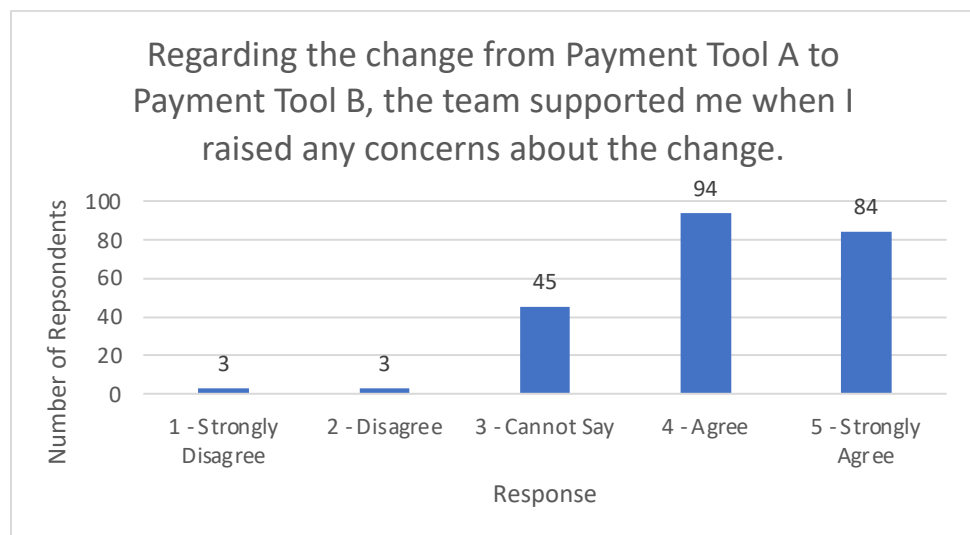


Figure 25: Responses about Support Prior to Change Execution

Regarding the statement ***Regarding the change from Payment Tool A to Payment Tool B, the team informed me about the progress of the change***, 124 respondents strongly agreed while 92 respondents agreed. Of the remaining 15 respondents, eight could not say while 3 respondents and two respondents indicated that they strongly disagreed and agreed respectively.

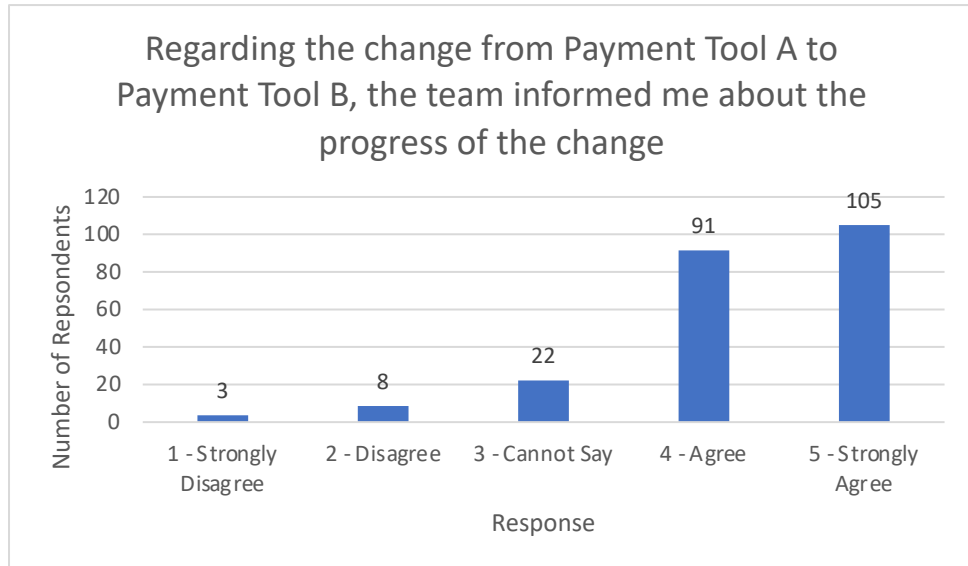


Figure 26: Responses about Communication of Change Execution

In response to the statement ***Regarding the change from Payment Tool A to Payment Tool B, the team informed me about the progress of the change***, 105 respondents strongly agreed, world 91 agreed with the statement. 22 respondents indicated that they could not say, while the remaining 11 respondents either disagreed or strongly disagreed with the statement.

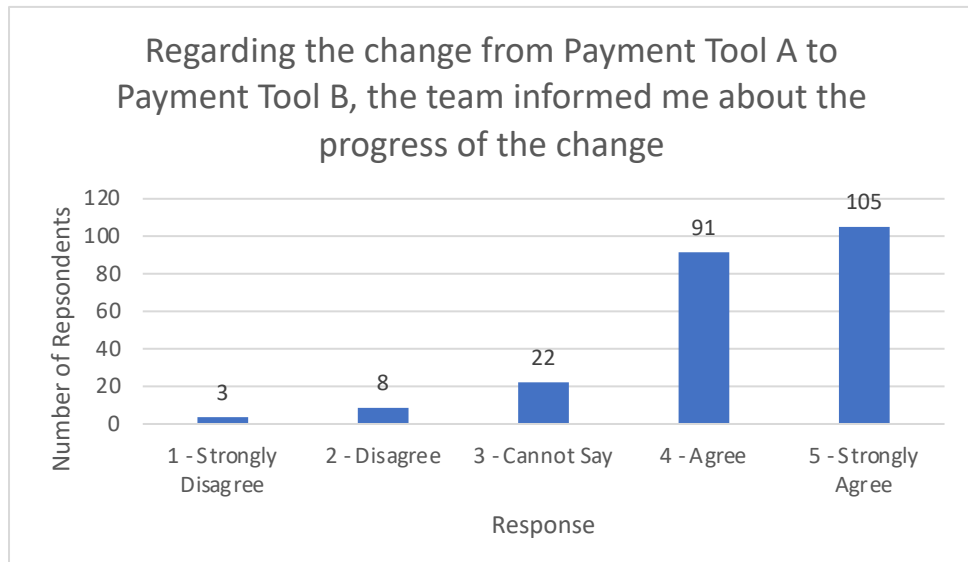


Figure 27: Responses about Communication of Change Progress

Regarding the statement ***Regarding the change from Payment Tool A to Payment Tool B, the TI team supported me when I reached out to the team with questions or concerns that I had after the change was implemented***,

89 respondents each indicated that they strongly agreed or agreed with that statement. 47 respondents indicated that they could not say, while the remaining four respondents either strongly disagreed or disagreed.

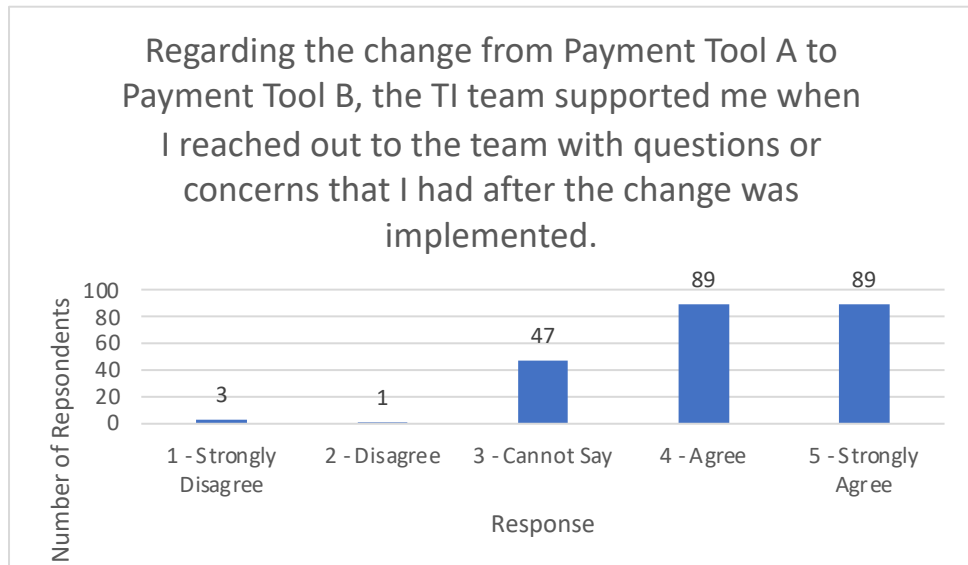


Figure 28: Responses about Support After Change Execution

In response to the statement ***Regarding the change from Payment Tool A to Payment Tool B, the TI team shared the results of the change with me***, 93 respondents indicated that they agreed with this statement, while 76 respondents strongly agreed. 42 respondents could not say, with the remaining 18 respondents indicating that they strongly disagree or disagree.

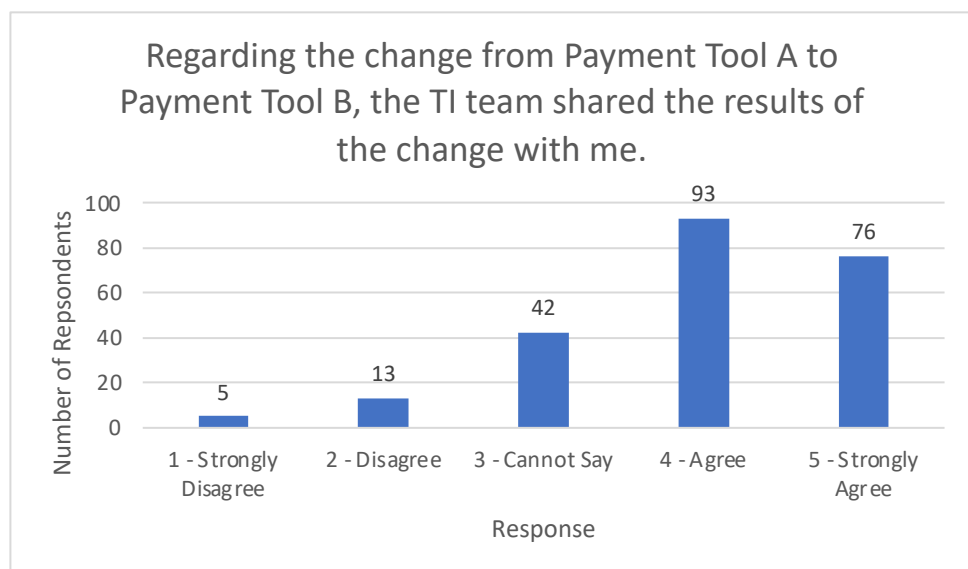


Figure 29: Responses about Communication of Change Results

Regarding the statement ***Overall, the change from Payment Tool A to Payment Tool B was implemented by the TI team in a very logical and understandable manner***, 120 respondents indicated that they agreed with the statement, while 71 indicated that they strongly agreed. Seven respondents either disagreed or strongly disagreed, with the remaining 31 respondents indicating that they could not say.

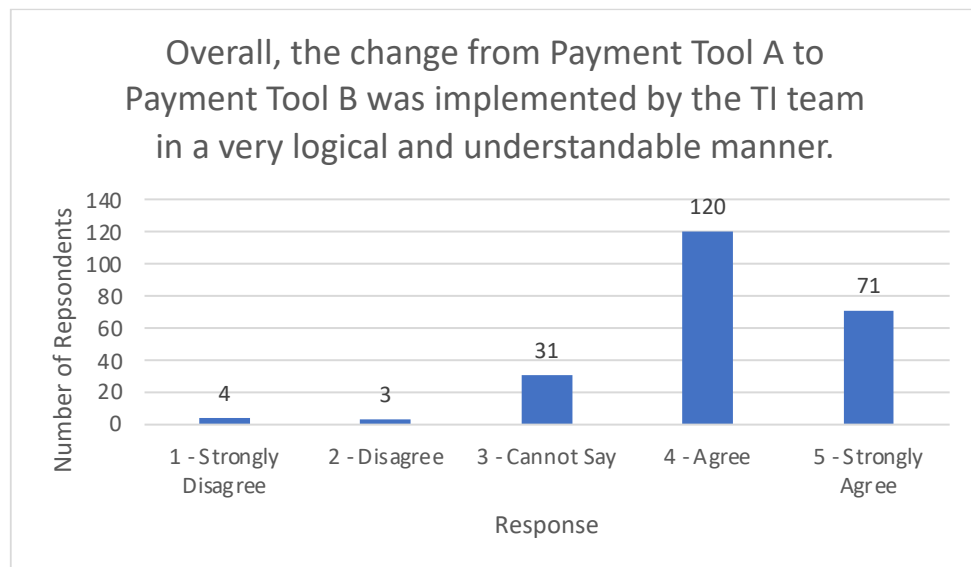


Figure 30: Responses about Overall Change Experience

Regarding the final statement ***Overall, the change from Payment Tool A to Payment Tool B has improved my participation in the project or projects with TI***, 82 respondents indicated that they agree, while 78 responded that they strongly agree with the statement. 40 respondents indicated that they could not say, with 19 respondents and 10 respondents indicating that they disagreed or strongly disagreed with the statement.

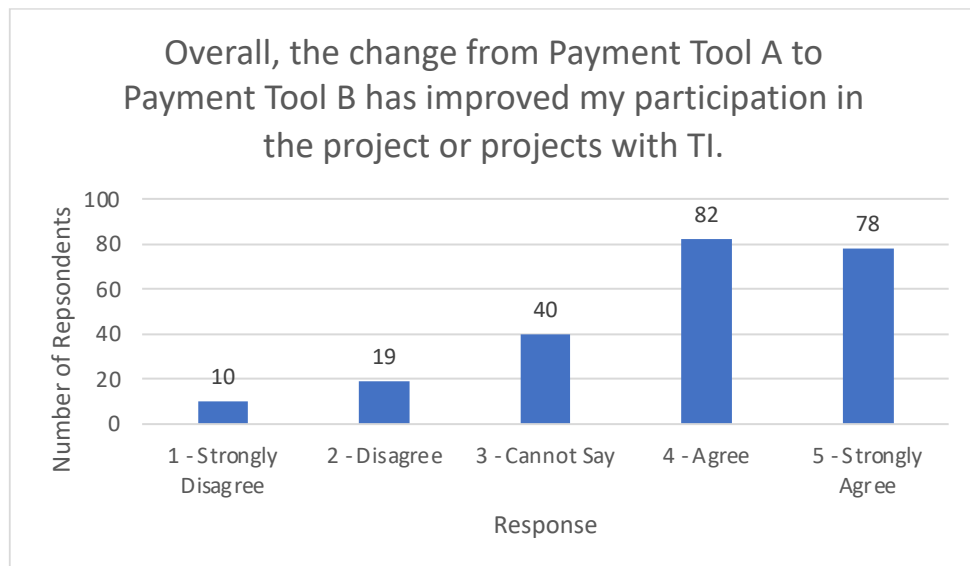


Figure 31: Responses about Future Project Participation

Regarding the question, **When it comes to future changes implemented by TI, what requests or wishes would you like to share with the team**, the majority of the survey respondents, 160 respondents, did not provide any request or wish, meaning that 69 respondents provided a request or wish for the team. Of those respondents, 18 requested more work availability, with 10 requesting more frequent payments and more payment options, respectively. Nine respondents requested a clearer payment process, five requested more frequent communication, five also requested more technical support, and 4 requested clearer task guidelines. There was one respondent each requesting a clearer qualification process for freelancing tasks, rewards for freelancer performance, a clearer onboarding process, and greater cultural sensitivity on the part of the change management team.

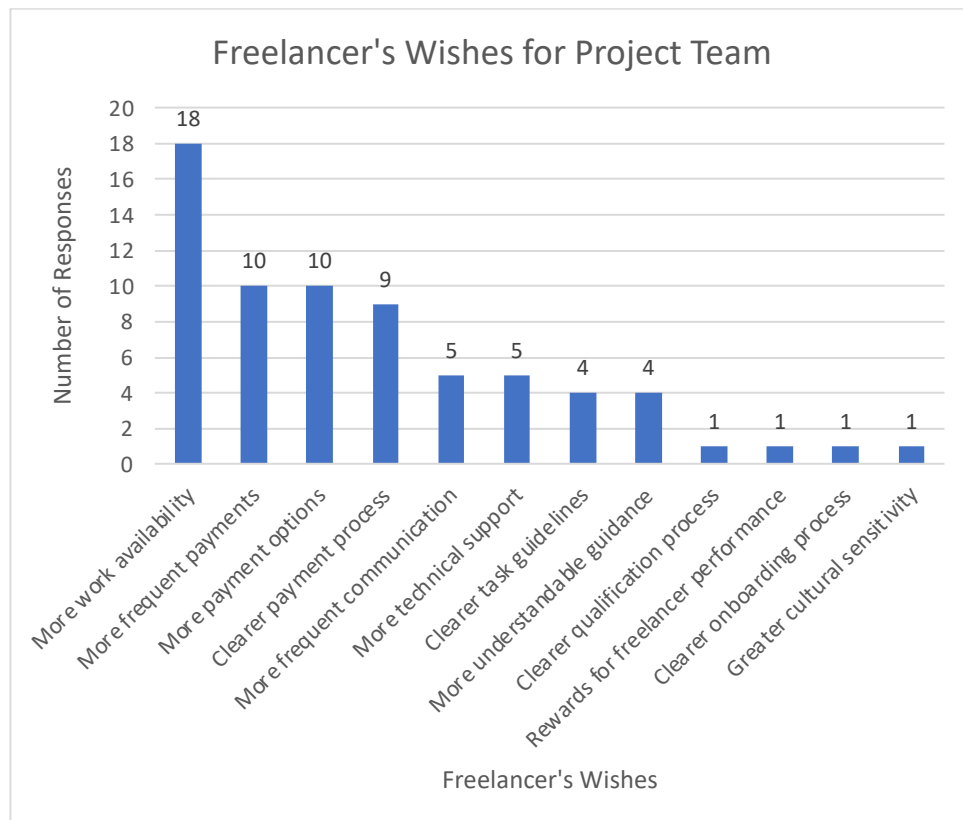


Figure 32: Summary of Main Wishes from Freelancers

5.1.1 Main Insights

About the respondents

Regarding insights about the freelancers who answered the survey about their experience throughout a change initiative with the organization they engage in freelancing tasks, most respondents are of working age, aged between 25 and 44 years of age. It is also noted that almost all respondents are either engaging in freelancing tasks on a part-time level, less than 10 hours per week or engage in such tasks in very small amounts. This may indicate that most respondents are supplementing their base salary from their full-time or permanent roles with the comparatively smaller amount of compensation that they receive from engaging in freelancing work.

Regarding insights about the countries from which respondents are engaging in freelancing tasks, most respondents are in India, the United States, Indonesia, Brazil, Mexico, and the Philippines. These countries are most often targeted by organizations for freelancing since they are typically countries where the labor

cost is lower, where there is potential for economic growth associated with a growing, more educated population, and/or where the market, or population size, is the largest. We can see that not only cost is a determining factor for organizations to engage with freelancers in certain countries, but also the potential for economic growth for the organization in growing countries.

About the change experience

Regarding some positive aspects that respondents note regarding the change experience, the team effectively shared the content of the change, or in other words, could explain to freelancers what exactly was changing. Freelancers also noted in the survey that the implementation was facilitated smoothly. For both points, this may have been because the team articulated well what change would occur, or it may be because the change itself was straightforward, or not complicated in a way that would cause concern or confusion with the freelancers.

For all questions, most respondents noted that they agreed or strongly agreed with the statements, which would indicate that the respondents felt that overall, the team executed the change management initiative in a positive way; however, we perhaps can infer some improvement ideas from those statements which attracted more answers that disagree or strongly disagree with the statement. On this note, some respondents indicated that they did not agree that the team effectively communicated the need for the change, shared the results of the change, or that the change initiative created conditions to improve the experience for the freelancer in the tasks they performed.

The reason for this may be the change initiative itself. Since the change initiative that was used for the survey was one that involved moving from one payment management system to another, the benefit of this change may not have effectively been communicated to the freelancers. Further, once the change went live, freelancers may not have experienced any specific benefit in using the new payment management system compared to the previous one, and thus could not say that their experience improved their participation as a freelancer with the organization.

Another inference we could make is by the number of respondents who indicated that they cannot say that they agree or disagree with either of the statements. On this note, the statements that had the most respondents indicating that they could not agree or disagree were the statements regarding support from the change initiative team. We can infer that since most respondents indicated that they agreed or strongly agreed with the statements that the team offered support, those who indicated that they could not say that they agreed or disagreed did not require any support from the team. This therefore may indicate that the change initiative was simple, or that there was not much difference before and after the change.

Finally, perhaps the most important item from the freelancer survey came in the final question, where freelancers wished from the project team for more work availability, and to get paid more for their work. They also indicated their desire for more frequent payments, more payment options, and in general a clearer payment process. In summary, this feedback shows that freelancers engage in such work to get paid for their effort on terms that suit them more conveniently, such as being paid weekly instead of monthly, for example, or receiving their payment in a way that is more accessible to them. To this end, it is important for change management project teams to always be accountable for freelancer payments, and indicate occasions where freelancer payments can be affected by change.

5.2 Team Workshops & Survey

About the Organization

In response to the question about what organizational metaphor can be applied to our company as it is, respondents indicated that one of four organizational metaphors can be applied to the organization as it is. All metaphors carry some similarity, in that project teams are required to be agile to take on and facilitate change with the freelancers in the project, there is a certain degree of learning associated with the change, and the role that managers play in facilitating an

environment where project teams and freelancers are like can be flexible and can learn from change.

Ideal Organizational Metaphors
<ul style="list-style-type: none"> ✓ Brain ✓ Organism ✓ Flux and Transformation ✓ Machine

Figure 33: Ideal Organizational Metaphors

Firstly, respondents indicated that the brain metaphor can provide an accurate representation of the company as it is, due to the way this metaphor indicates how organizations and those that belong to it can figure things out as they go. As the respondents pointed out, there can be many new things, such as rules and regulations, that occur in the context of the project, and therefore the organization and those that belong to it need to constantly plan, learn, and change as necessary during the lifetime of the project.

On a similar note, respondents indicated that the organism metaphor is also relevant to the organization and the teams that belonged to it, primarily due to the dynamic relationship that the team has with the freelancers that are part of the project, especially in terms of two-way communication that is necessary throughout the project life cycle. Much like the team members that belonged to the organization, freelancers also need to learn and adapt together with the team so that both groups of stakeholders can work together towards meeting project goals.

In the context of issue management and resolution, respondents also noted that the flux and transformation metaphor can be applied or related to such scenarios. As pointed out earlier, projects that involve the import of freelancers are often subject to changes and updates that can cause confusion and uncertainty for both the project team and the freelancers. It is therefore important that management and leadership in the organization always focus on

finding the right team organization that will facilitate progressed throughout the confusion and uncertainty that new information can bring.

Finally, the team also noted that the machine metaphor can be applied to projects involving freelancers, especially in the context of smaller, more minor changes and updates that may occur in the project. In this scenario, the change initiative may be small, and the process needed to implement the change makes very little impact on the project, the team, and the freelancers; as such, only a small interaction is needed between the project team and the freelancer to facilitate change. To this end, this metaphor can apply especially in scenarios where the freelancer does not have the opportunity to debate or reject the change and must take on the change to secure their continued participation in the project.

About Change Management Do's and Don't's

In response to the question about what we should do to facilitate change in projects with freelancers, the respondents gave three main action items that the team should ensure when facilitating change in projects with freelancers: clear and concise communication with freelancers, clear consensus or common understanding among the team, and evaluating the success of the change initiative.

Do's	Don't's
<ul style="list-style-type: none"> ✓ Maintain always clear and concise communication with freelancers ✓ Establish clear consensus or common understanding among the team ✓ Evaluate the success of the change initiative. 	<ul style="list-style-type: none"> ✗ Assume mass or common behavior from freelancers ✗ Use one channel for communication, ✗ Fail to conduct a post-mortem or lessons learned process following the change.

Figure 34: Summary of Do's and Don't's

Regarding clear and concise communication throughout the change initiative, respondents gave clear examples of how such communication can be formed and shared with the freelancers. They noted that if the change initiative results in fundamental changes to the task that the freelancer is performing, the change management team must define or define the scope of the task and set deadlines, and most importantly, be clear about the quality standards to which freelancers should perform the tasks. They also note that in the context of the change initiative, the change management team should facilitate interactive and on-demand communication channels with freelancers, since many freelancers are performing the task on a part-time basis and would require support in a timely fashion. To this end, respondents also highlighted the need for continuous engagement with freelancers, such as reminding freelancers about the communication channels available to them, to keep freelancers motivated toward the task, and continuously informing them of scope, timing, and quality standards regarding the tasks.

Regarding clear consensus or common understanding among the team, respondents noted that before and throughout the change management project, all team members should be aware and informed of the scope and scale of the specific tasks assigned to other members of the team. They noted that this is because there can be some misunderstandings and misjudgments throughout the team if, for example, team members assume that a certain task takes a shorter amount of time than the actual amount of time taken, or that a task is less complicated than it is. Furthermore, if there are any misunderstandings among the team, this can reflect in the way in which information is communicated to the freelancers, who may eventually feel that they are receiving conflicting messaging from the same team. Ensuring team members are aware of the full scope and scale of each task can ensure that the project schedule can proceed on the agreed terms.

Lastly, and perhaps the most emphasized point by the team in response to this question, was the importance placed on evaluating the success and effectiveness of the change management project in the closing phase, or at the end after the change was implemented and there has been enough time to evaluate its effectiveness. The team pointed out the importance of doing a

postmortem on the change management project, evaluating what went well throughout the project, what did not, and finally whether the project met its goals. If the project did not meet its goals, or many things did not go well throughout the project, is important to ensure that there is an adequate plan to refine and improve on a change management plan for the next upcoming projects, particularly to ensure that the freelancer's motivation towards their participation in the project is maintained.

In response to the question about what we should not do to facilitate change in projects with freelancers, the respondents gave three main points that the team should avoid when facilitating change initiatives with freelancers: assuming mass or common behavior from freelancers, using one channel for communication, and failing to conduct a post-mortem or lessons learned process following the change.

Regarding the first point about assuming mass or common behavior from freelancers, there can be several reasons why this should be avoided. Firstly, as we have seen from the survey sent to freelancers, there are freelancers all around the world from different countries and cultures, are of different demographics, and have different educational backgrounds. Freelancers are all motivated to engage in freelancing work for various reasons, and due to their cultural backgrounds, they all behave differently. Rather than assume one style of communication for the change initiative, respondents indicate that change management teams need to find an approach that accounts for the behavioral differences between freelancers around the globe.

Regarding the second point about using only one channel for communication and relating to the first point about accounting for differences between behavior among freelancers around the world, respondents indicated that change management teams should diversify the means for communication and freelancing projects in general, but also during a change initiative. People, rather than focusing just on using e-mail to communicate, teams can use text messaging or a social media platform to communicate their messaging to specific freelancing communities. In doing so, teams can take a well-rounded

approach that can target freelancers and the style of communication that best suits them.

Finally, regarding the third point about the failure to conduct a post-mortem or lessons learned process following the change initiative, it was noted by the respondents that on many occasions teams may fail to adequately check that the change has been implemented, which has caused issues further down the road. For example, if the change initiative involves retraining freelancers about expectations about quality requirements for the task, it may be so that freelancers do not adhere to the revised guidelines about the quality requirements if there is no follow-up process from the change management team.

5.2.1 Main Insights

About the Organization

One of the first insights one can make about how respondents in the team workshops feel that the organization should engage in projects with freelancers is that the organization ought to foster an environment of continued learning for its team members, and a certain degree of flexibility. In doing so, it allows the team to continuously adapt to any changes that may impact them, and their ability to adequately work together alongside the freelancers toward meeting project goals. This is important for those organizations working with customers who need qualitative data for their business purposes, whose requirements may change frequently to help them get the specific data they need.

Another insight that can be made from the team workshops is that management plays a key role in fostering such an environment of continued learning and flexibility. Additionally, they could establish with their teams that chaos can and will happen, allowing them to set expectations about some of the internal and external factors that may adversely affect their projects. Some of the organizational metaphors refer to the role of chaos in change, in that change can and will happen when organization teams and individuals rally around the chaos and determine the best way to manage it, to continue toward realizing

project goals. This is important in cases for example where the customers of certain organizations may have changes in their requirements and need to adapt to those changes by working proactively with freelancers.

One final insight that can be made is the need for the team members to all be aware of specific tasks that go toward meeting the final change initiative goal. It was noted by respondents that they were not always aware of all tasks that are involved in large operations, during change management projects, which can lead to misunderstandings about goals and expectations within the project. Organizations and teams, therefore, need to invest time in developing a common benchmark or view of the detailed tasks that go into a change management project. In addition, there needs to be an iterative check-in with project stakeholders to ensure that they can see and monitor the progress of all tasks that work toward the final change management goal.

About Change Management Do's and Don't's

One main insight from the team workshops about change management do's and don't's is that some of the main points indicated by the respondents do not differ that greatly from the standard change management theory that has been highlighted earlier. For example, respondents indicated strongly that clear and concise communication toward the target audience, in this case freelancers is very important, as well as ensuring that a postmortem is done to adequately ensure that the change management project has made its goals and that all team members are aware of the specific tasks required to meet the project goals.

There are however some specific items called out by the team during the workshops that may differ from normal change management projects. Since the target audience can be large, and the target audience may come from different cultural backgrounds with different characteristics, it is important to take a more well-rounded approach to communication, such as by not only relying on one method of communication but diversifying it so that the message is reached to the largest possible audience.

6 FRAMEWORK OVERVIEW

This section will share a framework to guide change management project teams in facilitating change initiatives with freelancers, and answer the main research question of this thesis, *what change management framework could be implemented to guide companies engaging in crowd-sourcing projects with workers in the gig economy?*

This section is divided into four parts as identified and shared earlier in the methodology section – planning, execution, follow-up, and future. It proposes several topics and work areas in each section, which are aimed to add or complement established change project management methods. Each topic or work area is specifically related to the freelancers, such as what tasks teams should perform behind the scenes and how the project management team can manage freelancer-facing tasks.

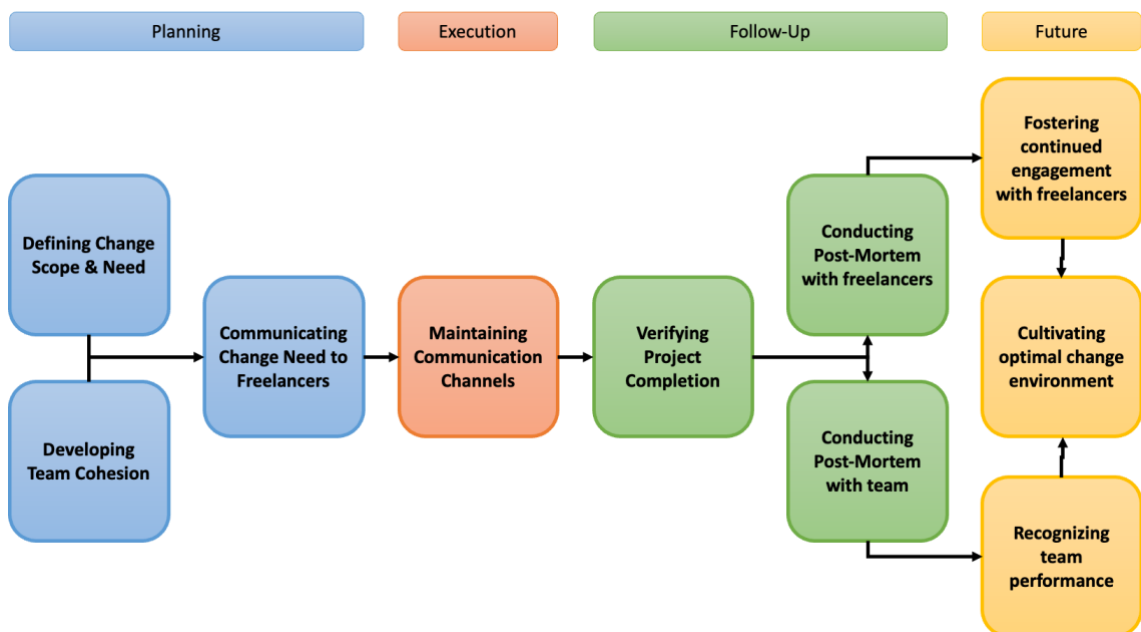


Figure 35: Proposed Framework for Managing Change with Freelancers

6.1 Planning

The goal of the planning phase is to add to the existing change approaches outlined in literature, in particular to give context and guidance to organizations that are planning change management projects that involve the cooperation of

freelancers, As indicated earlier, the planning phase outlines the *Organization* and *Mobilization* phases proposed by Green (2007), the *Exploration* and *Planning* phases outlined by Bullock and Batten (1985), the first five steps outlined by Kotter (2012), as well as the inputs and four dimensions outlined by Nadler and Tushman (1987).

During the planning phase, the change management project team ought to clearly define the change management scope and the change need, formalizing this in a project charter, for management to achieve team cohesion toward the common call in the project. Once the scope and need are defined and there is a guiding team, the team can then convey the changed need and plan to the freelancers.

6.1.1 Defining the Change Management Scope and Need

It is important first and foremost to accurately convey the change management scope to the freelancing community, and accordingly, the change type that this scope would represent. In other words, the change management project team would aim to articulate what is changing and provide some contextual background to the change. Project management teams can refer to the change types outlined by Balogun and Hailey (2004) and Stace and Dunphy (2002) to find the most suitable representation of the change and make a plan according to that change type within the freelancing context. For instance, in examining the change scope, the project team can then make plans on how to implement the change management scope as an *adaptation* or fine-tuning, wherein there is a minimal change that aims to improve the relationship between the freelancer, the organization, and the task at hand.

If the change initiative is rooted in a larger need, for instance, one that is a *reconstruction* or *increment adjustment*, then it is vital to understand and articulate the internal and external factors that underpin the change. For instance, recent global events have brought about a greater level of economic uncertainty for the major tech companies, and this has had trickle-on effects on their global partners; external factors – economic, political, and social – can bring about a need for change in the freelancing relationship. Similarly, global economic conditions can cause an organization to rethink its internal management strategy,

and reconstruct its organization in such a way that ensures its longevity and survival, such as by reforming its structure, reducing or diversifying its staff, and/or updating its internal information management systems. To this end, in addition to understanding what is going to change, it is vitally important to understand why change will happen.

Lastly, as a result of the effort made to articulate the changing scope and need, it is essential to put these items down in words in the form of a project charter, whereby the scope and need are articulated, along with other important information outlining the main change stakeholders, the assumptions and initial requirements. Such a requirement for a project charter is covered in project management theory, as well as by Green (2007), Kotter (2012), and Bullock and Batten (1987). For the team to act cohesively, based on the same understanding of the change need, there would need to be a detailed and formal summary of the change management project outline, represented by a project charter.

6.1.2 Developing Team Cohesion

To achieve team cohesion behind a change management project that involves freelancers, it is firstly important to assign the main leads, who they are, and what their main roles will be in this project. In doing so, it allows those team members to develop a vision that describes the desired outcomes of the change management project, and how they wish to achieve those outcomes. The frameworks outlined by Green (2007), Kotter (2012), and Bullock and Batten (1987) all outline a need to initiate the project by mobilizing a team, outlining the change need and scope, and formalizing this in some way so that there is a common understanding and basis for the forthcoming change management project.

It would be next ideal for the project team management to build out a WBS (work breakdown structure), outlining the specific tasks, the process documentation used to facilitate the tasks, as well as a timeline to indicate task start and finish. One of the main pieces of feedback from the workshops with those who had facilitated change management projects in the past was that the team had faced difficulty when it did not fully understand what tasks and responsibilities each

team member had within the team, and the smoother and easier experience that the team members felt they would have had if the whole team had this common understanding of tasks and responsibilities. With that in mind, it can be reiterated that a WBS or similar tool to outline this would be beneficial for the project team to have in place before communicating the change initiative to the freelancing community.

Lastly, setting out a proper communication plan, for team members to understand the frequency of communication, expectations, and the relative priority of communications between the project team is a must. Regarding communication to and with freelancers, it is important to adequately plan the timing of the initial contact with freelancers about the change, the commencement of the change initiative, the closure of the change, as well as all updates between each of the milestones mentioned. In terms of internal communication, it is important to center the communication plan around the need to frequently check in with the project team, to track the progress of the project in terms of the WBS.

6.1.3 Communicating the Change Need to Freelancers

Once the change management scope is defined, the need is accurately articulated, and there is a common understanding throughout the change management project team, there needs to be an investment in time and effort in formulating the optimal way to convey the change to the freelancing community. As made evident from the freelancer survey, the change management case used as an example for the survey showed that the team received the least positive feedback from the freelancing community when it came to conveying the need for this change. In short, we could see that there was a large group of freelancers who did not understand why the change outlined as context for the survey was necessary.

In conveying the change need, the change project management team should be mindful of the language and information revealed in the communication about the change need to the freelancers. In the case of changes that are based on the aim for the organization to achieve cost reductions, for example, the team ought not to reveal financial data or reports that would be used as justification for the

change; rather, teams should aim to put the freelancer as the central focal point for the change and articulate how this affects the freelancer. In such a case, the organization would emphasize the need to maintain the freelancing pool as it is, to ensure there is a continuation of the freelancer's engagement, rather than to focus on the difficult position the organization may be in.

In conveying the change need, there is bound to be resistance from not only the project team, but also from freelancers themselves, and a risk management plan can support in identifying potential resistance and formulating a plan to overcome this with clear solutions. The change formula from Beckhard and Harris (1987) is just one example that articulates the various factors that can either outweigh or be outweighed by resistance – the level of dissatisfaction with the status quo, the desirability of the proposed change, and the first practical steps of the change. If, for example, there is no dissatisfaction with the status quo or desirability with the proposed change, then the team may focus on the first practical step of the change, which may be crafted in a way that attracts the freelancer's cooperation, such as a monetary reward for their participation in the first steps of the change.

Ensuring Freelancer Payments Clarity and Frequency

Monetary compensation for their work and effort in projects for the freelancers is a major focus for them, as it is indeed the main reason that freelancers engage in such work, even if it is just part-time work or a side job. As shown from the freelancer survey, the top four wishes from the freelancers revolved around obtaining more work opportunities for more compensation, more frequent payment terms, greater options for payments, and clearer communication around payments. Therefore, the impact that a change management project may have on freelancer's payments, even if it may seem unrelated, is a topic that the project team must handle effectively in every project.

To that end, the planning stage would require project teams to articulate how the change affects freelancers' payments. If the change management project results in the freelancer having more work or less work, and accordingly higher payments or lower payments, this need should be articulated clearly, including an option for workers to 'opt-out', especially since the conditions of the freelancing

engagement have changed from the time they were onboarded to the project. If the project does not directly affect the level of work, and according to the amount they are paid, project teams still ought to highlight the freelancer's payment, for instance, to mention that payments continue as normal, including whether participation or cooperation in the change initiative would result in any changes to the freelancer's payment terms.

6.2 Execution

The goal of the execution phase is to add to the existing change approaches outlined in the literature, in particular, to provide guidance to change management project teams that have launched an initiative with freelancers. As indicated earlier, the execution phase outlines the *Implementation* phase proposed by Green (2007), the *Action* phase proposed by Bullock and Batten (1985), steps six and seven outlined by Kotter (2012), as well as the outputs outlined by Nadler and Tushman (1987).

During the execution phase, the change management project team ought to focus on maintaining communication channels with the freelancers, in particular sharing any updates about project execution to the freelancers, as well as communicating wins and initial positive outcomes since the change management project was initiated. It also proposes the use of a support portal, containing all information about the change initiative, for freelancers to solve their queries, before initiating a discussion with the project team.

6.2.1 Maintaining Communication Channels

It is very important to always maintain clear communications with the freelancing community – initial notice about the change, an update since the initial notice went out, at the time the change is executed, throughout the change management project, until it is closed. Since change management projects can require input and cooperation from the freelancers, much like employees in regular change management contexts, freelancers need to be aware of milestones that entail a change in action from them and to be reminded of the timing of these milestones. Green (2007), Kotter (2012), and Bullock and Batten (1985) all allude to the need

for project teams to communicate throughout the execution phases, and in this context, freelancers are an important part of this communication.

Communicating Updates and Wins

It's very important to proactively update the freelancing community throughout the change management initiative. Including a regular quality review of the progress of the change management project can help teams track performance over time and allow them to pinpoint risks that may jeopardize the team in reaching their project goals within the defined schedule. Similarly, requirements may change throughout the process and it's important to be transparent about these changes not only so that freelancers can adapt to changes in requirements, but also so that they can maintain trust in the project team.

Not only is tracking project performance throughout its execution important for identifying risks, but it is also important to identify good performance from the freelancers and other stakeholders throughout the project. One of Kotter's eight steps (2012) refers to the need to build a coalition; it can certainly help strengthen the coalition if good performance and results are clearly stated to the project team. Likewise, another one of the eight steps refers to generating and conveying small initial wins; indeed, such wins can be identified and called out to the project team and freelancers alike.

Keeping Support Lines Open

Maintaining a support portal, not only throughout change management projects but also throughout the engagement between the freelancer and the organization, can help the organization manage the communication in the most organized way possible, and allow for analysis of the most common topics communicated between the freelancer and the organization. As an example, social media engagement is a method through which the project management team can engage on a range of topics not only related to the change but also other topics that appeal to the freelancers and continued engagement with the organization.

6.3 Follow-up

The goal of the follow-up phase is to add to the existing change approaches outlined in the literature, in particular, to ensure that the project has reached its completion and to conduct post-mortem activities with both the project teams and the freelancers. As indicated earlier, the follow-up phase continues with aspects from the *Implementation* phase proposed by Green (2007), the *Action* phase proposed by Bullock and Batten (1985), steps six and seven outlined by Kotter (2012), as well as the outputs outlined by Nadler and Tushman (1987).

During the follow-up phase, the change management project team ought to focus on ensuring the change management project is complete in terms of tasks and deliverables, as well as examining whether the project met its original goals. In conducting post-mortems with both the project teams and freelancers, the team can be transparent in examining the strengths and weaknesses of the whole project, and determine lessons learned as a way to foster continuous improvement internally, as well as build trust with the freelancing community for successive change initiatives.

6.3.1 Verifying Project Completion

Once the change management project is completed from the organization side, it would be very important to communicate this to the freelancing community. As the change management project relies on the cooperation of freelancers to meet its goals, there is a stakeholder need to know when the change initiative is complete, both from a practical perspective and also a psychological perspective, due to the effort that the change initiative may have put on them. For instance, the change may have required ad hoc or exceptional behavior from the freelancer so communicating the completion will mean that they can revert to their original behavior; on the other hand, it may have required a permanent change to their approach to the task at hand, and the change completion may signify the start of the new norm for them.

From the project management perspective, it's also very important to finalize the WBS, ensuring that all tasks and deliverables are finalized, and the closing

plan is executed. It is not enough for the project team to agree that the project has been completed and then cease all project work; it is important that discipline is applied to project management methods and a formal end to the project is conducted. For example, all tasks and deliverables should be signed off, and a formal gathering should take place involving all stakeholders to examine the tangible results of the project.

Not only closing out the WBS and communicating the close of the project, it is also important to assess whether the close management project met the goals that were set out during the planning phase. This discussion should also be included in such a formal gathering, not only to discuss the tangible results of the project but to use data-driven summaries and dashboards, as well as qualitative feedback from customers and stakeholders, to truly examine whether the change management project has met its goals. Based on the feedback from the team in workshops conducted on this topic, many had felt that in previous examples of change management in the organization, teams would focus on completing the tasks but failed to spend enough time to examine whether the change management project met the original goals. This is important in the follow-up stage, a formal examination of whether the change management project met its goals is a must.

6.3.2 Conducting Post-Mortem with the Team

In conjunction with identifying whether the change management project met its goals, project management teams can also perform an analysis to understand the strengths and weaknesses of the organization throughout the change management project. Strengths would indicate what the organization has done well in this change management project, or more generally speaking in project contexts, and the discussion could focus on how to take advantage of these strengths with the freelancing community. Weaknesses would indicate what the organization either failed to do well in this change management project or may struggle generally in each instance. The change management project team must examine what the strengths and weaknesses were in terms of the freelancers; for example, how well the team and the freelancers worked together towards the change management goal, and we're both struggling in this instance.

To finalize a SWOT analysis, it would be important for organizations to also identify any opportunities all threats that may come externally to the organization. Opportunities may come in the form of feedback from the freelancing community, who may have raised concerns or ideas about how the change management project could be enhanced in future instances. Threats may come in the form of resistance from the freelancing community, who may opt out of any engagement with the organization if they feel that the change initiative brings about detriment to their work. In each case, the project team needs to understand ways in which the successive change management initiatives could be improved, taking advantage of any opportunities to quell any potential threats.

6.3.3 Conducting Post-Mortem with the Freelancers

Another byproduct of the analysis of whether the change management project met its goals is to share openly with the freelancers whether the goals were met, meaning that a certain degree of transparency would help build a trust-based relationship between the freelancer and the organization. In verifying the project completion, in particular, whether the project met its goals, the project team can formulate a freelancer-facing summary to outline the performance of the project, whether it met its goals, and what the results would entail for future engagement with the freelancers. For instance, such a summary may come in the form of an e-mail, or in a dashboard outlining the metrics used to determine the project completion.

Similarly, for the organization to try to secure the continued engagement of the freelancing community in the existing scope of work, but also in successive change management initiatives, the project team could share lessons learned with the freelancing community. This entails the organization also being transparent about the SWOT analysis prepared by the internal team, including relevant information that can be shared with the freelancers. This information would demonstrate to the freelancing community that the organization is committed to improving the relationship with them, aiming to build trust for future endeavors.

In sharing project outcomes and lessons learned from the change management project, project teams may wish to share any upcoming initiatives that may impact freelancers and their continued engagement with the organization. The organization may have planned successive change management endeavors, and such transparency can foster a sense of inclusion for freelancers despite not having a formalized working relationship with the organization. This relates to one of the steps outlined by Kotter (2012), which stresses the need to create a guiding coalition. Capitalizing on experienced and willing freelancers as part of a guiding coalition could no doubt bring about success for successive change management initiatives that the organization may have planned.

6.4 Future

The goal of the future phase is to add to the existing change approaches outlined in the literature, in particular to encourage organizations to continue to build on previous change management projects by continuing the engage with freelancers and recognizing team performance. As indicated earlier, the future phase is based on the *Transition* phase proposed by Green (2007), the *Integration* phase proposed by Bullock and Batten (1985), and the final step outlined by Kotter (2012).

During the future phase, the change management project team ought to focus on continuing to engage with freelancers after the previous change management project and before the next one, to build a coalition of willing freelancers that will support in reaching the next change management project goals. Recognizing positive team performance can similarly support cultivating the best change management environment possible for successive change management initiatives.

6.4.1 Fostering Continued Engagement with Freelancers

For many organizations, it is important to foster a continuous and positive relationship with freelancers, for the organization to mobilize willing freelancers when there are new projects. One way to do this is through social media engagement, and actively building a community of freelancers who are willing to

be part of future projects due to their positive interactions with the organizations. As demonstrated from the freelancer survey, money is a driving factor for freelancers; therefore, keeping them up to date in an open forum about future opportunities can ensure that experienced and willing freelancers can play an important role in successive change management initiatives.

It is also important to hear feedback from freelancers at any time, not just during the engagement in a project. Social media and other forums can be used to gain insight from freelancers at any time on any topic, even if it does not specifically relate to any change management initiative. Again, since money is a motivating factor for the freelancers, and continued engagement for them can mean extra payment going forward, it would be advantageous for the project teams to continue to engage with freelancers, to find ways to adapt project conditions to their liking.

6.4.2 Recognizing Team Performance

Also important to the project teams were the positive aspects that can be brought from actively identifying the positive actions taken throughout the change initiative. As evidenced through the workshops conducted by change management project teams, it was mentioned several times that pausing to reflect on team performance can have an important positive effect on team morale and motivation. This is true for freelancing projects that involve hundreds if not thousands of freelancers, which can create a large burden for the project team; therefore, it is important to call out the achievements of the team and give credit where it is due.

On a similar note, it is also important to identify team members who played a key role and showed potential for personal and career growth throughout the change initiatives. As also evidenced by the workshop conducted with change management project teams, some team members may embrace and facilitate change more than others or may have just played a key role in any change initiative. Similar to a SWOT analysis, project teams can focus on how individual team members were assets to the team, and who could potentially play a key role going forward, based on the experience they have gained and the positive role

that they played. Teams can also focus on initiatives that can enhance the skill set of the individual team members so that each team member on an individual level can meet their potential.

6.4.3 Cultivating an Optimal Change Environment

A heavy focus for the project team from the workshops and surveys held was the need to build on previous change initiatives to develop a model for the next change initiatives. Accordingly, it can be seen that such an environment is based on and continued in positive engagement with the freelancers, and a motivated and capable team cohort. For instance, these two factors can create planning capabilities, such as allowing for a more detailed and expedited process to define the changing scope and need as well as developing a common understanding of responsibilities in the team. This would allow the teams to focus more energy on communication and engagement with the freelancers, to ensure they have the information and time needed to help the project team realize the project goals. The team could then follow on with the follow-up phase continuing to engage with freelancers to build a seamless coalition toward future changes, as well as to mentor new and upcoming project team members.

7 CONCLUSION

Digitalization has certainly supported organizations in engaging with freelancers around the world to not only reach their operational objectives but also allow the freelancers themselves to develop their skills and make a mark for themselves in the global economy. Organizations must constantly adapt to changing conditions in the global environment, most notably understanding their evolving customer needs to ensure they and their freelancing community can adapt alongside them. To that end, change management is not only a topic that affects organizations and their employees, but is something that involves the cooperation and engagement of freelancers, and this thesis has aimed to outline how change management project teams in organizations can adapt their approach to consider the role of freelancers.

Throughout the planning stage, the change management project team ought to clearly define the scope of the project, as well as the change need, especially about how this affects the freelancer's workload and what aspects can benefit or hinder their engagement in freelancing work in such projects. From an internal perspective, project team members need to be fully aware of the specific tasks that they and other team members are responsible for, to avoid any misunderstandings that may result in mixed messaging and inconsistencies with the treatment of freelancers.

Throughout the execution stage, the change management project team must communicate with the freelancing community, especially when changes 'go live', to ensure that there are no freelancers who are left guessing the project status. To this end, an open and active line of communication should be established, for not only the project team to guide the freelancers throughout the change, but to allow freelancers to freely communicate as needed.

Throughout the follow-up stage, the change management project team should clearly state the end of the project to both the freelancers and the team, ensuring that all project management tracking devices, such as the WBS, are finalized, all deliverables delivered, and most importantly, to assess whether the project realized its goals. Conducting a post-mortem with the freelancers can

allow teams to convey the project's success to the freelancers, which can allow them to feel a sense of participation in such success. Similarly, a post-mortem within the change management project team can help the organization assess what went well and what didn't, and what opportunities to take advantage of for future initiatives.

Finally, throughout the future stage, project teams can use their time and capacity during times between change initiatives to cultivate a working environment that optimizes how change is executed, by taking lessons learned and translating them into tangible actions. It is also important to recognize top performance, both as a team and on the part of individuals, to identify best practices and key individuals who can play greater management and leadership roles going forward. Lastly, continuing to foster productive and positive relationships with freelancers through community engagement will ensure there is an able and willing cohort of freelancers for future initiatives, including any change management projects.

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APPENDICES

Appendix 1. Freelancer Survey

Change Experience: From Workmarket to Hyperwallet

This survey is designed to gather feedback about your experience with the change from Workmarket to Hyperwallet.

As we move toward using the AI Community Platform more so for almost matters regarding your participating in projects with TELUS International (TI), we would like to ensure that learn from past examples to plan and execute such future changes in a way that benefits our community as much as possible.

Your feedback here will be valuable in ensuring this, so we appreciate your time in filling out the survey below.
This is an anonymous form

Country*

Select your answer

Age Group*

Select your answer

Gender*

Select your answer

For how long have you been performing tasks with TELUS International as a community member, as well as with other organizations?

Select your answer

What kind of tasks have you performed as a community member at TI, as well as with other organizations?

Optional; describe in your own words

How many hours on average per week do you spend on tasks with TI as a community member, as well as with other organizations?

Select your answer

What is your approximate yearly income from performing tasks with TI as a community member, as well as with other organizations?

Select your answer

What is your highest level of education?

Select your answer

What is your area of education?

Optional; describe in your own words.

Regarding the change from Workmarket to Hyperwallet, the TI team communicated the details of the change in a clear and concise manner.

Did you understand WHAT change was happening?

Select your answer

Regarding the change from Workmarket to Hyperwallet, the TI team communicated the need of the change in a clear and concise manner.

Did you understand WHY the change was happening?

Select your answer

Regarding the change from Workmarket to Hyperwallet, the TI team supported me when I raised any concerns about the change.

Select your answer

Regarding the change from Workmarket to Hyperwallet, the TI team told me when the change was executed.

Select your answer

Regarding the change from Workmarket to Hyperwallet, the TI team informed me about the progress of the change.

Select your answer

Regarding the change from Workmarket to Hyperwallet, the TI team supported me when I reached out to the team with the questions or concerns that I had after the change was implemented.

Select your answer

Regarding the change from Workmarket to Hyperwallet, the TI team shared the results of the change with me.

Select your answer

Overall, the change from Workmarket to Hyperwallet was implemented by the TI team in a very logical and understandable manner.

Select your answer

Overall, the change from Workmarket to Hyperwallet has improved my participation in the project or projects with TI.

Select your answer

When it comes to future changes implemented by TI, what requests or wishes would you like to share with the team?

Optional; describe in your own words. Feel free to write down any ideas you may have on this topic. For example, what could the team do differently?

Submit Feedback

Appendix 2. Team Workshop – Discussion Content (About Organizations)

Thesis Topic & Research Questions

- **Title:** *Effective Change Management in Freelancing Projects*
- **Main research question:**
 - What change management framework could be implemented to guide companies engaging in projects with freelancers?
- **Supporting questions:**
 - What are the main principles of change management? How is change management typically executed in companies?
 - In what ways do freelancers differ to employees? What considerations need to be made in projects involving freelancers?
 - How can change management be applied to the freelancers? What are the challenges? What needs to be done differently when the target are crowd workers?

Freelancers' safety
Project team: *Academy's*
group

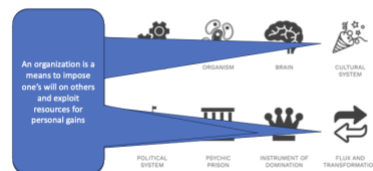
About Organizations

Goal: to introduce some metaphors and analogies for organizations.

Background: change management theory focuses heavily on the unique characteristics of organizations, such as topics relating to metaphors, culture and personality in organization, because the way in which change is facilitated in organization can depend on these characteristics.

Task: to give your opinion about what kind of organization we are and should be, in the context of engagement and management of projects with *freelancers*.

Organizational Metaphors



Accessed from: <https://academy.nobil.io/gareth-morgan-organizational-metaphors/>

Organizational Metaphors

Organization as a **machine**

- Central to this metaphor are the beliefs that '[e]ach employee should have only one line manager', and that 'labour should be divided into specific roles' (Green, 2007).
- This would require that everyone should be guided by goals relating to their roles.
- Central to this metaphor is the influential role of the manager. It assumes that managers react to a larger business goal, and shapes their team, comprising of individuals with specific roles and goals associated with that role, to achieve this goal.

Nobil Academy (2019)

Organizational Metaphors

Organization as a **political system**

- It assumes that building partnerships and alliances between individuals within an organization is what allows business goals to be met. In other words, while there may be an established organizational structure, it is more important to be aware of the political map of the organization, and to understand who holds the power to allocate scarce resources towards a change management project.
- It describes an organization where change cannot be met without the support from powerful individuals.

Nobil Academy (2019)

Organizational Metaphors

Organization as a **organism**

- Asserts that there is no 'one best way' to shape and manage an organization; rather, the business environment itself and the way in which information is shared throughout the organization is the determining factor in how successful it is.
- It therefore describes the organization as one where there is a continuing need to find the best fit between the individuals and teams that make up an organization.
- Part of this best fit is to ensure that individuals are part of the decision making and solution-finding processes, to allow change management to happen successfully.

Nobil Academy (2019)

Organizational Metaphors

Organization as a **flux and transformation**

- Built on the basic assumption that from chaos naturally comes order. It describes scenarios without cause and effect; rather, that such scenarios allow for 'new ways of doing things.'
- To that end, it defines change as something that cannot be managed; rather, it is something that emerges.
- Part of the chaos is the potential tensions and conflicts that arise within the organization, and it is assumed under this metaphor that managers facilitate productive exchanges that enable teams to allow for the emergence of change.

Nobil Academy (2019)

Organizational Metaphors

Organization as a **brain**

- People who see organizations as brains are concerned with the collective intelligence and organized wisdom of the organization. They see employees as sensors and management layers as sense-making functions in the pursuit of developing a *learning organization*.
- This metaphor assumes that past knowledge is always predictive of future behavior, meaning that changes can be rationalized and planned for with the benefit of enough hindsight and pattern recognition

Nobil Academy (2019)

Organizational Metaphors

Organization as a cultural system

- People who see organizations as cultural systems are concerned with the shared beliefs, norms, and rituals of an organization. They are often thinking of the organization as a mini-society and are interested in the holistic experience of being an employee of the organization.
- Cultural systems are inherently systems which favor tradition and reject change; these organizations then struggle to assimilate changes which threaten their core values and beliefs

Nobi Academy (2019)

Organizational Metaphors

Organization as a psychic prison

- People who see organizations as a psychic prison want to broaden our ability to perceive, question, and change our organizations. They fear that their organizations are trapped in a static way of thinking, that they adopt conformist ideals, and overall resist change.
- This metaphor encourages organizations to progress ahead of governmental and societal changes; this is obviously difficult when an organization is large and diverse enough to encompass a broad set of views and opinion

Nobi Academy (2019)

Organizational Metaphors

Organization as an instrument of domination

- People who see organizations as an instrument of domination are often terrible people to work with and for. They see employees as objects to be subjugated. They also tend to see the natural resources available to the company as theirs to exploit.
- This metaphor fails to respond to meaningful external change because it prioritizes the personal wants and needs of a leader; i.e. if a leader doesn't find it attractive to change, the organization will not change

Nobi Academy (2019)

Organizational Metaphors

How should our organization be?

- Which organizational metaphor/s best applies to our company right now? Which least applies?
- As a company engaging in projects with freelancers, which organizational metaphor/s should apply to our company? Which should not?



Appendix 3. Team Workshop – Discussion Content (About Change Management)

About Change Management

Goal: to introduce some common topics about change management *theory*, and think about how change can be implemented and managed *in practice*.

Background: there are various theories about how to execute change in organizations, which are based on real experiences in organizations. Since there is not much literature about how organizations can facilitate change in projects with freelancers (versus employees), we can propose tips and techniques on how to manage change in such projects.

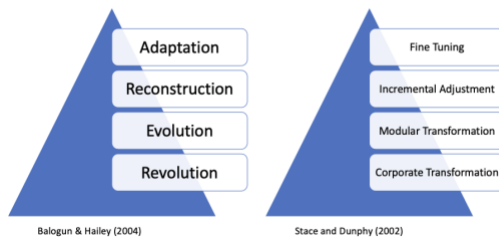
Task: to give your opinion about how change should be implemented and managed in our company, which engages in many projects with freelancers

Change Paradigms



Green (2007)

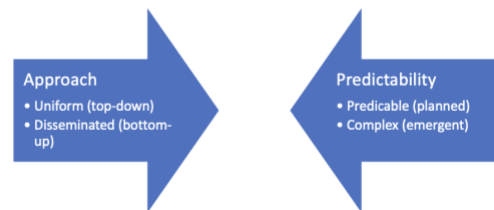
Change Types - Scale



Balogun & Hailey (2004)

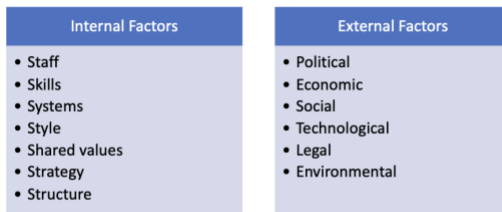
Stace and Dunphy (2002)

Change Types - Multidimensional



Higgs and Rowland (2005)

Reasons for Change



Green (2007)

Reasons for Change

Change Formula

- $C = [D * V * FS] > R$
- **Change (C)** will occur if the **resistance to change (R)** is outweighed by the combination of the following factors: level of **dissatisfaction with the status quo (D)**, the **desirability of the proposed change (V)**, and the **first practical steps of the change (FS)**.

Beckhard & Harris (1987)

Change Methods



Green (2007)



Bullock and Batten (1985)

Change Methods



Kotter (2012)

Change Methods



Nadler & Tushman (1997)

Do's and Don'ts

- What should we do to facilitate change in projects with freelancers?
- What should we not do?

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Appendix 4. Team Workshops – Surveys

Team Workshops

This survey is designed for team members to provide some feedback following the workshops.

We discussed two related topics - our organization as one that engages in projects with freelancers, and do's and don't's when it comes to managing change in projects with freelancers.

The workshop material was attached to the email sent to the team on September 12. Please review, particularly if you were not able to attend the call, then fill in the survey below.

What organizational metaphor can be applied to our company as it is?

Select as many as you think apply.

What organizational metaphor should be applied to our company?

Select as many as you think apply.

Can you provide an explanation for the responses you gave to the two questions above regarding the organizational metaphors?

For example, if you have indicated our organization should take an different organizational metaphor than what it is, then you might explain that.

Please provide some do's and don't's when it comes to managing change with freelancers in our projects.

For example, hat could we as an organization do to ensure successful change management in projects/programs involving freelancers/crowd workers? Feel free to provide whatever ideas you have.

Please provide some do's and don't's when it comes to managing change with freelancers in our projects.

For example, hat could we as an organization do to ensure successful change management in projects/programs involving freelancers/crowd workers? Feel free to provide whatever ideas you have.

Submit