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THE IMPACT OF CHANGE  
MANAGEMENT ON ORGANIZATION-  
AL SUCCESS

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## ABSTRACT

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The objective of the thesis was to ascertain the impact of Change Management toward the success of an organization. This literary work considered, the principles for change, how to effectively implement change in an organization, the importance of managing change and the role of management in change.

To add more weight to the study and provide sufficient proof, several models on change management were also utilized in-depth. The thesis focuses on four key models. The four models were used because they have a direct correlation to the objective and, hence, made it much easier to solve the thesis problem. These models include; Lewin's Change Management Model, McKinsey 7 S Model, Kotter's Change Management Theory and Kübler-Ross Five-Stage Model.

After a successful study of the topics, it emerged that change requires management and full support of employees. Proper timings should be designed during change implementation. Lastly, a successful change agenda takes into account both internal and external stakeholders, that is, employees, management, and customers.

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Keywords                      Change Management, Organizational Success

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## **1 INTRODUCTION**

William Pollard submits that ‘To change is Difficult. Not to change is fatal. ‘Change is a fundamental part of the organization and there invariable in most organizations Szamosi and Duxbury (2002). To avoid business failures, these changes in business must be managed accordingly. This chapter of the research will present the study objectives, background of the study and the structure of the study. These three dimensions of the study appear in this chapter and present the advantage of acquainting one with the motives behind the selection of the topic, the research questions that will be answered later on in the paper and how the overall study will be orchestrated.

## 1.1 Background of the study

In modern society past events, procedures and processes get out-dated at an alarming rate due to the emergence of new trends in the daily lives of individuals. This adaptation from old to new is a process that can simply be referred to as change. In business, there is an emergence of contemporary trends with the overall goal of achieving greatness in the market by outsmarting competitors. These changing situations in business life require the right management for prosperity.

Changes in business take varied dimensions and both being processes, there is a starting point. To effectively adopt and implement change, it is subject to human resource. The 'right people' have a massive impact towards successful implementation of change. (Jim Collins, 2000).

Change management therefore restructures and prepares individuals for organizational changes. The common changes in an organization appear in the form of budgets, salaries and remuneration, tasks and processes. Mastery of change considers time, communication processes and the effect that such changes have on the people involved. (Everett Rogers, (1960).

To effectively manage change and propel a business to the path of greatness attracts several questions. Firstly, there must be an understanding of the principles that form the foundation for a successful change. Secondly, how can these 'change laws' be implemented and what individual skills does it require?. Thirdly, what role does an organisation's management play in the process of successful change introduction, implementation and control? Finally, the question as to why change is an important part of any organisation?



## **1.2 Objectives of the study and research Questions**

A successful organisation is one that can adapt and integrate to the changing circumstances while at the same time keeping the focus on the business' vision. An organisation's vision has the full mandate of identifying the need for change or that which maintains the status quo. (Sullivan & Harper, 1996). To characterise an organisation as being successful, it must have several features. Among these features is the ability of an entity to adapt to new processes. (Mattessich et al, 2001).

Acknowledging that change management is a fundamental building block for an organisation's success, this final thesis will therefore explore change from diverse angles. To effectively achieve this, a series of objectives have been designed. The paper will expound on the objectives to bring out their usefulness as far as the topic is concerned. This is important to organisations as it helps in identifying critical areas to be addressed using the right techniques while expunging barriers and unwanted elements that will debar any organisation from achieving success.

### 1.2.1 What are the principles for change?

Robert Kennedy opines that change management principles are a set of rules and policies which help to carter and take care of change as a process and which are established through consultations and agreements in an entity. These discussions and studies have led to the revelation of several rules that govern organisational change.

Top ten guiding principles of change are explored herein. What has come out clear from these principles is the fact that most of them, if not all, arise from the internal set up of an organisation. (Booz & Company, 2014)

a) *Human resource. (People)*: people are an important asset as far as realisation of an organisation's goal is considered. Organisations that employ changes without consulting its human resources are bound to experience rebellion. Human resources are known to have the propensity to resist changes that does not augur well with their interest. To overcome this 'revolt' an organisation must utilize these four phases in totality: information gathering, scrutiny of the collected information, planning and eventually implementation.

b) *Change has leadership*: Whenever something goes amiss in an organization, all the focus, as the norm dictates, will shift to the top management who will be held liable and be expected to give explanations on matters arising. A positive change in leadership is a motivation to the subordinates and, thus, the trajectory in the same direction. Leadership must identify, acknowledge and support other individual competencies for a better course. (Byrd, 2007)

c) *Change occurs at the bottom*: Having an individual(s) occupying the top-most seat in an organisation's management structure does not solve the entire problem. The executives must work in line with appointed line leadership whose duties are narrowed down to advising the management on adjustable areas and how implementation can be discharged. These are trained leaders who have specialisation in various fields that have potentially been identified to be able to deliver the company vision. Their task must therefore not be confused with other functions and duties in the entity. (Mike R. Jay, 1999)

d) *Face the reality*: It is a common trait exhibited by individuals to often be in denial of the truth, especially when it ‘hits hard.’ In a situation where the business is not functioning as intended, leadership must call a ‘spade a spade and not a big spoon’. This means that they must accept the need for change to make things work. This, however, must be done by being trustworthy and faithful with full hopes granted on the company’s future.

e) *Build ownership*: for an effective change process to take off, leaders must sacrifice personal interests and give pre-eminence to the business interest. Every member of the organisation must treat the business as their own business by putting in time, wit and resources to the business. This trait must be widely spread within the business for effective production and can only be achieved by accountability on leaders. (Mark Voorsanger, 2015)

f) *Proper communication*: business plans must be communicated to the teams using properly structured channels. Whether top to bottom or vice versa, the flow of communication should be smooth and equal weight levied on each piece of information. Communication must also observe a sense of personal commitment and consistency.

g) *Cultural understanding*: it is incumbent upon the company leadership to establish a deep study into the company’s vision. The benefit of this study is that it will be possible to determine the type of behaviour, beliefs and cultures needed for realisation of such a vision. Understanding a business culture results into proper ethical conducts. Good behaviours are subjects to motivation and rewards.

h) *Assess the cultural landscape early*: as the adage suggests ‘if you fail to prepare, prepare to fail,’ Mark Spitz, so does the failure to determine the cultural landscape on time suggest. The advantage of this type of preparation is that it will project a company’s readiness to change and point out those factors that are likely to hinder the effect of change from taking place.

i) *Be ready for anything*: a project cannot be one hundred per cent successful. To limit drastic effects, organisations must continuously assess, adjust and modify to new situations. This helps in maintaining the momentum without losing sight of the intended result.

j) *Personal and institutional communication*: these two attributes form the basis for driving the change agenda. Personal communication evokes reaction from whatever information that has been shared. It includes stipulating duties to be undertaken by staff, explaining what consequences are likely to arise from failure on their part. Rewards and appreciations are the common non-verbal forms of communication that point towards satisfaction with the efforts applied in a task.

### **1.2.2 How best can change be implemented in an organization?**

For effective implementation of change, there are several essential underpinnings of change that must be adhered to, for example, right leadership skills and acknowledging efforts through rewards. Common stages for a constructive change process include communication, segregation of duties and analysis and reporting to keep track of the entire process.

Communication is the introductory phase in change implementation (Gesme, 2010). It states the need for the change, why individuals must abandon their areas of comfort and embrace new challenges and situations. Communication offers an opportunity for employees to air out their grievances, thoughts and ideas on the recommended change. Proper communication changes perception and attitude in response to change (Sherif & CI Hovland, 1961).

A partitioned process saves time and produces commendable results. Most change processes must be divided into phases to enhance ease of tracking (Taylor & Francis, 2005). This therefore means that it employs a team of specialized individuals that take charge at each stage who collaborate to realize a desired goal.

Whenever a project has been initiated, it is a good practice to do an analysis, review, reflect and report on the outcomes of the project. Monitoring the change process is beneficial as it estimates the effect it has on the organization as well as success evaluation. It also points out areas that need adjustments and improvements since it presents both sides of the process; strengths and weaknesses. (Dale Kirk, 2013).

### **1.2.3 What is the importance of managing change?**

Generally effective change management boost the productivity of an organisation (K. Shaw, 1997). Before this is achieved, it is incumbent upon the managerial body to ensure that the intended change is accepted and adapted to.

Having employees participate in the change process has significant importance as they form the basis for change. They become part of the change processes by donating ideas and making crucial decisions. A process that does not require hierarchy. The effect of it is an increased level of commitment on the change agenda.

Change management offers a training platform for team players. Employees must be trained on ways of implementing the change through various available resources which enable them to adapt to the change. This training offers skills and knowledge that is necessary to yield results within a predetermined period.

A properly communicated change process overcomes the barrier of resistance by ‘re-designing’ a people’s attitude. It begins by restoring a sense of security based on the impacts of change be it in terms of layoffs or a switch in positions and job security in general. Proper management process will explain the need for change, why there is need to break the odds of the status quo and the benefits attached to that change? The positive side of it is of the fact that employees will provide full support for the program (Scott & Bruce’s, 1994)

### **1.2.4 Role of Management in Change**

A manager plays a critical role in the change process especially after being persuaded on the need for a given change. He/she must therefore exercise five dissimilar roles before the subordinates’ will find a reason to take the same course. Best Practices Report by (Prosci, 2012). These five roles include; a good communicator, change agent, coach, resistance manager and liaison. The leading role boosts the effectiveness of the change process (Higgs & Rowland, 2005). Leaders and managers both have a role to play in the process by becoming top change emissaries (Manikandan, 2010).

Change management requires diverse skills, from effective communication, honesty, persistence and commitment (Ajayi, 2002). Good change leaders will therefore cultivate these traits in their teams while eliminating those traits that challenge them.

*Communicator*- this trait draws a clear distinction between leaders and managers. A leader will inform on the assorted reasons why that change is needed whereas the manager will simplify this information into a language that the operational teams will synthesize and utilize because they can easily relate to it (Hackman, M. & Johnson, C. 2009). This is the introductory phase towards the change process and if properly communicated, subordinates' will realize the need for change.

*Advocate/Agent*- this implies the integration of good marketing and promotional skills but in this case an advertisement of change idea. He/she must begin by accepting the need for change followed by a broader illustration of the impending change benefits to the teams.

*Coach*- Coaching begins by identifying an individual's area of weakness from which efforts are made to help better the situation and overcome the barriers. Change affects individuals differently thus a tough test on the team's commitment such as reduced productivity and possible turnovers. A good manager must step up and overcome these challenges.

*Resistance manager*- A change manager is prepared always to face and handle revolts arising from change. Change deprives one of their comforts and thus a possibility of retaliation.

*Liaison*- this implies the ability to integrate both future and present states. Too much attention must not be given to the future whilst ignoring the present position. The risk associated with failure to combine both states is that, leadership, that is concerned with vision delivery, may remain isolated from the team that works on short-term gains, thus failure by the teams to adjust to change.

### **1.3 Methodology**

Methodology in this paper refers to the tools that will be used to analyse, prove and disapprove the theories utilized in the study. Brian White (2000). This dissertation will use both secondary and primary sources of data. Secondary data sources refer to already documented literary works whereas primary data refers to first hand collected data (Galvan, J. L. 2013).

Common examples of secondary data sources employed include previous dissertations, Internet links (scholarly articles) and books. Primary data will be procured from observation and interviews both oral and structured questions presented before the management of Company Y (identity is hidden for confidentiality). The importance of using both primary and secondary data sources presents a broader dimension of understanding change as it compares facts to theories giving room for wider interpretations.

### **1.4 Structure of the Study**

This literature has been divided into five chapters. This help to corroborate the theories and findings since the chapters are interlinked. Chapter one introduces the study, describes the topic stating the reason for its selection, the goals the paper aims at delivering as well as the methods of conducting the research and how the study is organized. This is closely followed by a theoretical framework that will highlight on the various models that constitute the building block for the paper. This helps in defining and understanding the thesis topic.

Chapter three constitutes the primary methods that helped in data management and colation. It explores the various methods used in collecting data, the collection process and an analysis of the data collected. It exploits the validity and reliability of the data and gives recommendations where necessary. Empirical study will discuss the data and analyze the findings with the help of various analytical tools such as figures and tables where applicable as well as mentioning the limitations. The last section will include the recommendations into enhanced future research and studies and the concluding statement.

A summary of the structure of study is presented in the figure below.

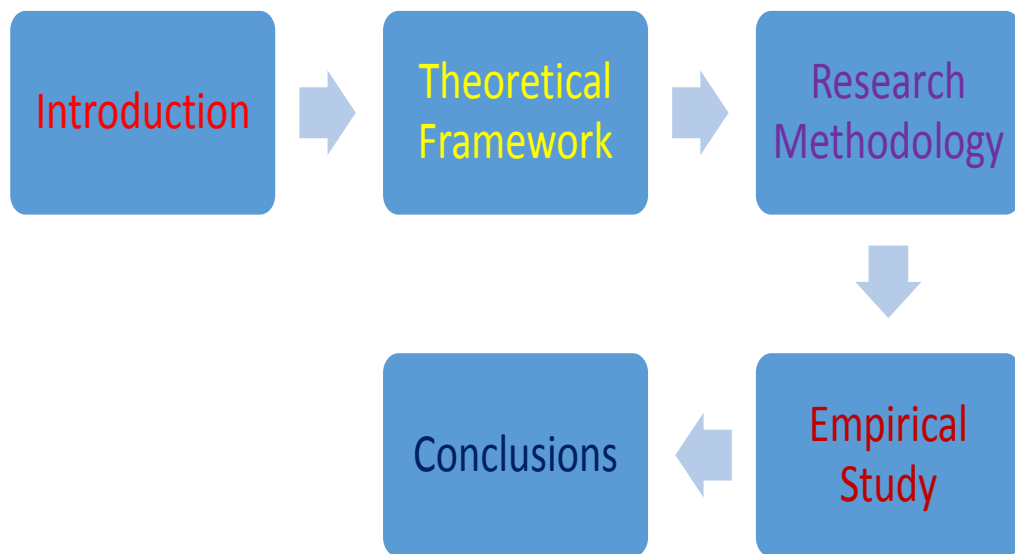


Figure 1: Structure of the Study



## **2 THEORETICAL FRAMEWORK**

A theoretical framework provides the basis for acceptance and validation of the theories used in the study. This framework offers a platform for data analysis by showing the various variables and presenting explanations for such variables (Mehta, 2013). This study utilizes four different change theories. The models used will help the researcher and the reader to understand change processes, implementation, role of leadership and management as well as understanding resistance to change. This chapter of the dissertation talks extensively of Lewin's change model, McKinsey 7S mode, Kotter's 8 step model and finally Kubler-Ross's model. Before delving into the theories used, the chapter will introduce the concept of change and management in relation to this study, types of changes in organizations and the various underlying reasons why organizations opt for change, deviating from their status quo commonly know as the comfort zone. The chapter then finalizes with the summary of the theories to get a good connection between ideologies implemented.

### **2.1 The Concept of Change and Management**

Many organizations to date face the challenge of establishing relevancy in a market which overall translates to success (Van den Ven, 2005). The task therefore is for leadership to coalesce the best skills that are germane to the quest for change. They fashion an environment where change can be implemented (Kemp & Low, 2008).

The test faced by these organizations which operate in an aggressive and tremulous environment are brought about by the desire to respond to changes in consumer needs, high-tech and competition. Adapting to these changes have proven to be exasperating to the employees (Callan1993: Terry & Jimmieson, 2003). In support of this statement, Chartered Institute of Personnel and Development, CIPD, (2011) has demonstrated that 60% of change initiatives fail with reasons such as job pressure and stress linked to the negative response to change by employees. (Jones et al, 2008); (Pech & Oakley, 2005). To drive a company in the desired direction and achieve intended goals, employees must be affiliated to the planning process because they are the prosecutors of the changes in the organization.

Companies that change frequently do not have the perception that change is a detached process that requires management. The advantage therefore is that they gain a competitive edge over competitors and clutch onto market opportunities. There is an ‘avalanche of change’ in the current world emanating from concentration on products, processes, people and market in general. Toffler, (1970). Changes call for the right management.

Business, like humans, have a life and a reason for existence. Change management therefore must be implemented at the incubation stage and replicated to the entire project phase. Kash, (2002). Duck (1993) states that change process covers stable and unstable states to achieve the desired state which were similarly classified as unfreezing, change and refreezing by Lewin, (1951). Management is thus the sole leader in the entire change project as it identifies both internal and external environments that will help in initiating the future projects (Jakson, 1999).

## **2.2 Different/Common types of Organizational Changes**

Shawn Grimsley defines organizational change as the process through which a business entity alters its structure, strategy, methods of operation, culture and the technology applied and the overall effect of the changes on the organization. These Changes usually occur over a given period. (Ackerman, 1997) has defined three distinct types of change: *Developmental*, *Transitional* and *Transformational*. Developmental change is one that is either planned for or unplanned for and redresses existing aspects of an organization by revamping of skills and processes. Transitional change aims at achieving a known goal dissimilar to the existing one. Transformational is a stringent approach to change that deviates from the assumptions made by the organization in terms of structure and processes, culture or strategies.

- *Unplanned versus Planned Change.*

An Unplanned change is one that usually occur due to happenings within the business which are gratuitous thereby forcing the responsible personnel to react in a topsy-turvy and jumbled manner. The reasons for occurrence can purely be linked to events, new languages and practices (Noelle Aarts, 2008). Uncalled for change emerges because managers make unuttered and insentient decisions that are unallied to the occurring

change, (Mintzberg, 1989) and that both internal and external factors may influence change in directions that are out of reach and control of managers. These are the two reasons given by Ackerman, (1997) to explain the grounds for planned and emergent changes.

He further concludes that managing change must point to and consider the areas that are within the control of managers. To digest the concept of change, there must be rigorous planning and analysis and a sensitized stage of implementation (Dawson, 1996).

- *Episodic Versus Continuous Change*

According to (Weick and Quinn, 1999), the distinction between episodic and continuous change is ‘infrequent, discontinuous and intentional.’ Episodic change substitutes a strategy or alternatively programmed with another. On the contrary, a continuous change is ‘ongoing, evolving and cumulative.’ Individuals in this type of change constantly adjust to innovative ideas and condense the newly acquired ideas. Implementing these ideas in the right manner has the potential to bring about a considerable change.

A comparison between the two types of changes assists in illuminating the importance of an organizations future, development and evolution with respect to the long-term goals. Many organizations have demonstrated the fear to implement an exclusively continuous change approach and have therefore capitalized on carefully selected principles of the continuous change while allowing adequate room for flexibility to accommodate and experiment changes unintended in an organizational life (Orlikowski, 1996).

Utilizing the above-mentioned characteristics, change can be plotted along **radical-incremental and core-peripheral** (Pennington, 2003). Plotting any of the identified traits along these scale shows how burdensome it is to introduce change and the perturbation to the status quo it is likely to bring about. Radical changes implemented on the core business of an organization, result into lofty levels of disturbance. This is because ‘incremental changes to peripheral activities are often considered to be unexceptional and can be accommodated as a matter of course, especially if the group involved has a successful past record of continuous improvement.’ (Pennington, 2003). The diagram below by Pennington illustrates the effect of plotting the traits on the scales.

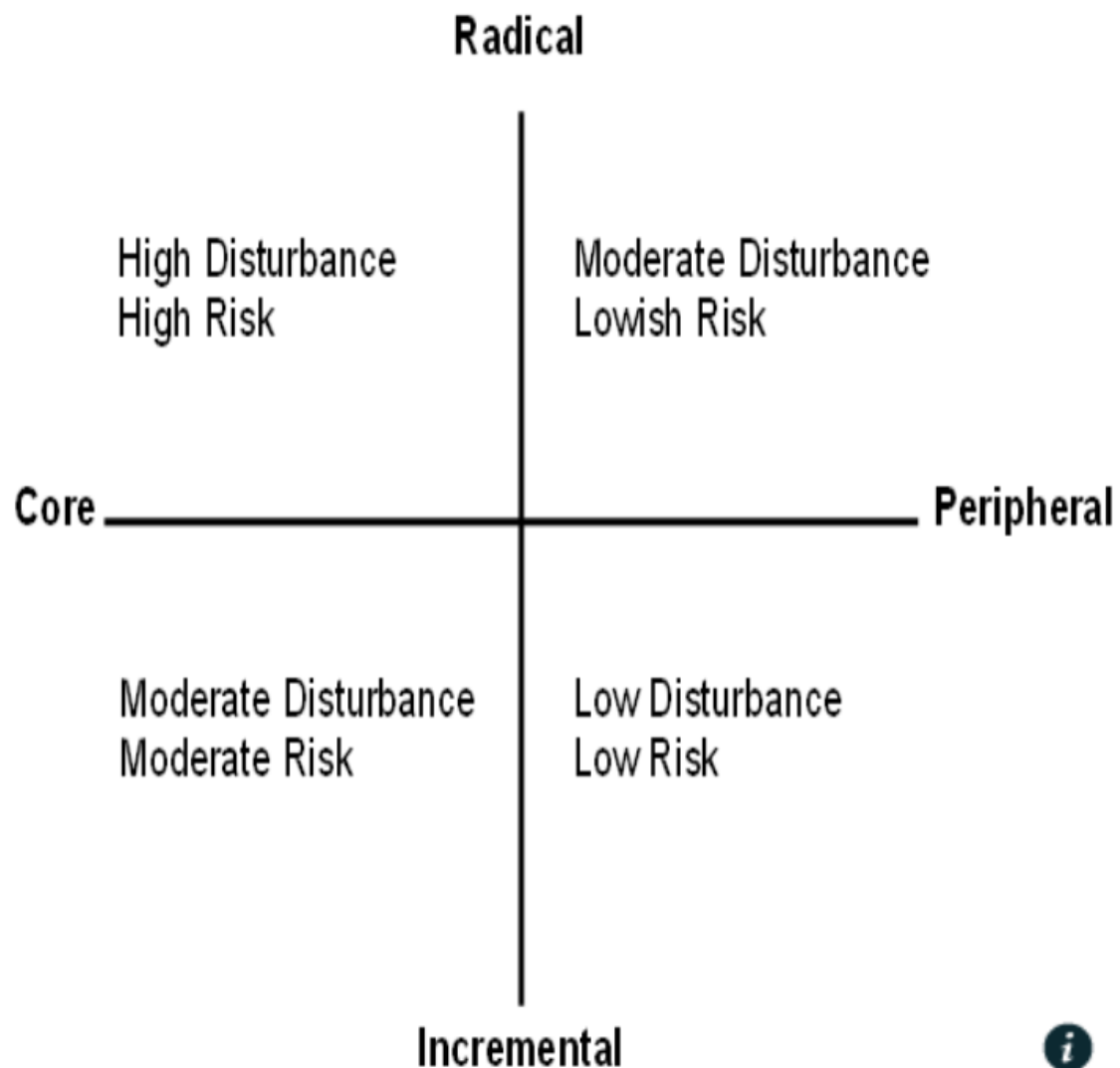


Figure 2: illustration of change traits when plotted on scales. ([www.jisc.ac.uk](http://www.jisc.ac.uk))

### 2.3 Reasons for Change

The topic of study is about change and change management, therefore, it is infeasible to tackle the outcomes related to certain changes without acknowledging the triggers. According to Tetenbaum as adduced in Macmillan (2004), there are six underlying reasons why changes in organizations take place. Some of the listed changes include:

- ✓ Advanced technology which has metamorphosed ways of communication, markets and led to growth of online industries.

- ✓ The world has become a global village; world is now considered as one community
- ✓ Swelling competition in various markets
- ✓ Introduction of new ways of doing businesses and new practices
- ✓ Increase in speed in businesses that is brought about by technological changes.
- ✓ Complexity of work within organizations that require faster and effective solutions.

Studies have suggested that these changes could occur either externally or internally. (Nadler, 1988); (Harris, 1997). External forces to change may be brought about by political and economic environments. For example, governments may come up with new policies such as ban on plastic bags and minimum wage to be paid to workers which will have an effect based on the type of change selected.

(Harris 1997) further states that social and technological factors similarly form a reason for change in organizations. Technologies have resulted into the emergence of online shopping platforms, SAP and ERP systems that simplify work. These changes have a profound effect of the method of outsourcing employees and targeting potential customers. Behaviors of a company's competitors will bring about change. For instance, amalgamation of companies may be brought about by the need to get extra supplies to facilitate growth into new markets (Harris, 1997).

The central factors that are responsible for organizational changes have been simplified into: '*Environment*' (social, political and legal), '*Diversification*' (the pursuit to satisfy customers), '*Technology*' and '*People*' (new skills and competencies) (Tichy, 1983). It is therefore relevant for companies to identify the reasons supporting the need for change. Consequently, executing the change requires the selection of the appropriate approach as this will bring about success.

## 2.4 Kurt Lewin's model on Change

In his book *Principles of Topological Psychology, 1936*, Lewin submits that to comprehend a group's behaviour, it is significant to first identify the areas that exhibit changes in behaviour (Back, 1992). The merits presented by such analysis is the possibility to understand actions of groups and organizations and the underlying motives that must be vilified or strengthened in the process of initiating change. Barbara Reinhold holds the view that change is a patient process that effects slowly. Lewin also acknowledges that behavioural change is a slow process but departs from the original thoughts. He presents that under certain happenings, which he equates to personal, organizational and societal elements; forces in this sphere could veer so fast and radically thus dismantling the status quo because of the emergence of a 'new equilibrium.' (Kippenberger, 1988a); (Lewin, 1947a).

(Bernstein, 1968); (Dent & Goldberg, 1999) reiterates that changes in group's behaviour should be treated with utmost focus in comparison to the individualistic change. This is for a simple reason that many at times, individual changes are subject to group changes. Pressure emanating from groups compel the individual to adhere to such changes (Lewin, 1947b). To establish a state imbalance and effect change, group level dynamics taken into consideration must include norms, roles, interaction and socialization processes (Schein, 1988).

To understand how change processes can be implemented without continued resistance, Kurt Lewin designed a three Step Model to help understand the phases of the change project. Lewin, (1947a). The steps mentioned in his theory are *Unfreezing Moving/Change* and *Refreezing*.

- *Unfreezing*. This phase first identifies that human behaviour is founded on status quo with several resisting forces allied to it. Lewin suggests that the state of equilibrium must first be dealt away with (unfrozen) before the old behaviour is dealt away with and thus followed by successful adoption of a pristine behaviour. (Schein, 1996, p.27) hold the same opinion as Lewin while further suggesting that all manner of changes is acute 'psychological dynamic processes.' He further points out to three critical points that must be considered to aid the unfreezing process. He explains that reasons must be given as to why the status

quo must be abolished, creating anxiety for the new change element and lastly psychological safety. Should these factors be omitted, he maintains that no change will take place (Schein, 1996, p.61).

- *Moving*. Unfreezing is not the ultimate solution but rather stimulates the learning process but fails to control or predict the direction (Schein, 1996, p. 62). Any change faces resistance forces, as such, individuals must take into consideration all the forces related to a change and evaluate them thus supporting the advancement from a less acceptable trait to a set that is more acceptable and embraced. (Lewin 1947)
- *Refreezing*. It is the last phase of the model. Its main aim is to ensure that the new set of acquired traits are shielded from reverting. To avoid a possible regression, the new traits must be realistic in nature and in tandem with the rest of the traits, personality and surrounding of the learner. (Schein, 1996). This opinion by Schein confirms what Lewin intended to say when he saw successful change as a group comprising both norms and procedures. In business environment, refreezing demands a change in organizational culture, standards, rules and practices (Cumming & Huse, 1989). The diagram below summarizes the model for change by Kurt Lewin.

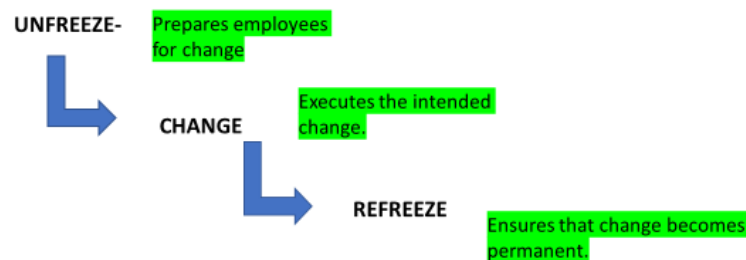


Figure 3: Summary of Kurt Lewin's Three Step Change Model ([www.tipschief.com](http://www.tipschief.com)), 2016

Despite the major contributions and efforts channelled towards the advancement of the theory, it has received criticism from various scholars who have attempted to identify the loopholes in it and in response provided alternatives. They based their arguments on the foundation that Lewin's approach to change was too simple to be implemented in a world where changes within organisations are continuous and are open-ended processes (Dawson, 1994; Garvin, 1993; Kanter et al., 1992; Nonaka, 1988; Pettigrew, 1990a, 1990b; Pettigrew et al., 1989; Stacey, 1993; Wilson, 1992).

It is also argued that Lewin's theory focused on the magnitude of change while ignoring the speed of change hence not applicable in radical processes (Quinn, 1980-1982). Quinn opines that it is often a question of time before incremental change results into comprehensive transformations. Of note is the fact that Lewin's change model focuses on behavioural changes from diverse angles such as group, organizational and societal change, (Dickens and Watkins, 1999), but to the contrary applicability of rapid and transformational changes only work best in situations that demand major structural adjustments (Cummings & Worley, 1997).

The other argument established was of the fact that Lewin's theory ignored the role played by politics and power as far as conflicts in organisations is to be discussed (Dawson, 1994); Hatch, 1997); Wilson, 1992). However, this criticism has been lambasted with the argument being that Lewin tackled religion and racism in his theory therefore there is a slim chance that power and politics were given a blind eye (Bargal et al. 1992, p.8).

The other criticism was derived from Lewin's idea that top-down management system worked best for change implementation unlike the bottom-up system of, management (Dawson, 1994); Wilson, 1992). Lewin also maintained that the change process was catalysed by the need and desire to effect such a change and to achieve success every stakeholder had a part to play in the process regardless of whether a manager or a leader (Bargal et al., 1992; Dickens and Watkins, 1999; French and Bell, 1984)



## 2.6 McKinsey 7 S Model

The McKinsey 7S model is a framework that was invented by both Tom Peters and Robert Waterman in the earlier years of 1980. The 7S in the model have been used to study and examine the internal changes within the organization. The model comprises of *structure, strategy, systems, skills, style, staff* and *shared values*. For effective functioning of an organization, there must be mutual understanding and an interconnection between the seven constituents. This is an extensive model that is applicable in almost if not all types of changes within an organization (Robert H. & Tom Peters, 1980). The diagram below represents the Framework of the model and the interconnected nature of the element. The image is obtained from the book 'Structure is Not Organization' written by (Robert H. Waterman, Jr., Thomas J. Peters, and Julien R. Phillips, 1980).

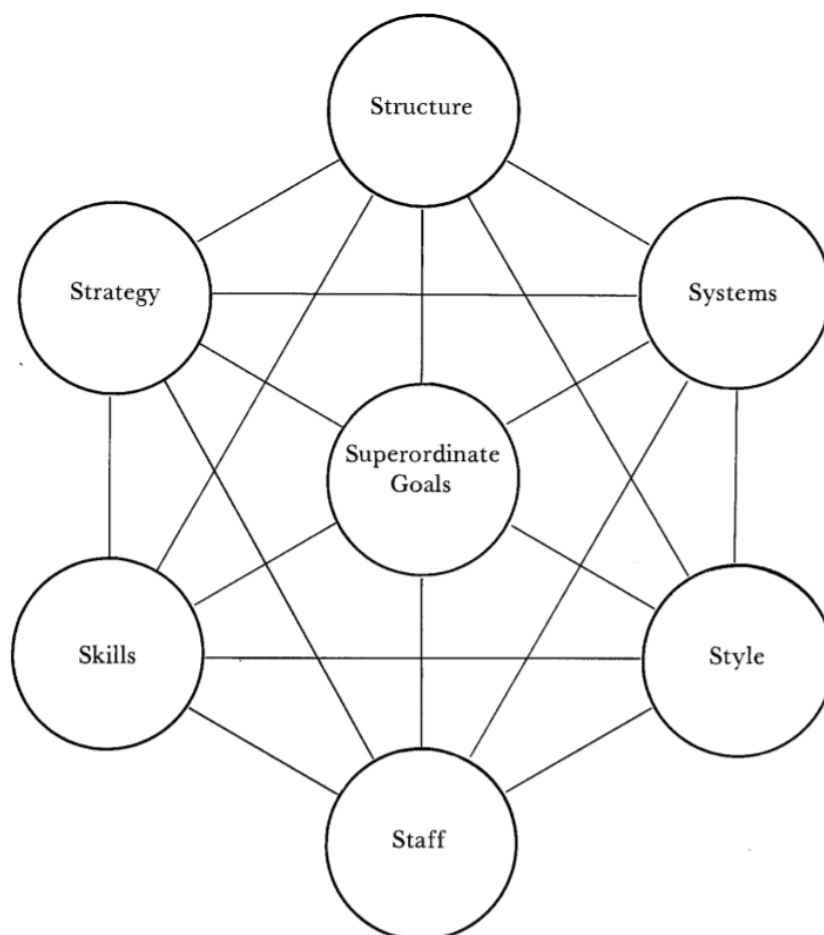


Figure 4: McKinsey 7S Change Model, (McKinsey and Company. [www.mckinsey.com](http://www.mckinsey.com))

The model was further divided into two classes, 'Hard S' (Strategy, Structure and Systems) and 'Soft S' (Style, Staff, Skills and Shared Values). The model plays four crucial roles, that is, it is useful in the change process of an organization, enacting new strategies, outlook of various departments and clear the way for easy fusion of organizations.

- *Structure*: the theory of structure suggests that structure has a way of segregating tasks and later integrates it with specialization (Timoshenko, 1926). In practice, he suggests that as the number of staff in an organization continue to build so does the rate of interactions that is intended to make things work in the organization increase. For survival, it is therefore mandatory to decentralize the organization for size and complexity to marry (Du Pont, 1921).
- *Strategy*: Dr. Vladimir Kvint describes strategy as a 'a system of finding, formulating and developing a doctrine that will ensure a long-term success if followed faithfully.' Strategy is usually designed in prediction and expectation of future changes usually externally brought about by customers and the general external business environment (Alfred Chandler, 1962) points out that structure follows strategy. The element strategy in this model thus suggest that an organization must ensure that the other elements (vision, mission and values) are in line with the business strategy. Short-lived strategies haven proven futile to companies, however, when properly aligned with the other six elements of this model, it is likely to produce a visible footprint.
- *Systems*: It implies the formalities that sustains the existence of a company from financing to human resource. Systems will make the things work in an organization or disrupt activities. It is therefore a crucial change element (Robert H. & Tom Peters, 1980). Companies that do not spend ample time in the planning phase on customers, marketing and market shares among other valuables which is supported by allocation of the right infrastructure to each of these sectors but fails to change the systems that support these market orientation goals, risks achieving such goals. Proper system changes impact result in enormous organizational success and effectiveness.
- *Style*: it illustrates and delves on the management of the company. Style tackles the top-level management and connects each action undertaken to their emblematic values. It is important part of the business just as in literary work and as such has a slim chance of being ignored (Tony O'Reilly, 1936). Organizations

will pay attention to what the management pronounces but what counts is the action the managers' (Peters, 1980). (Henry Mintzberg, 1975) submits that managers do not necessarily have to devote their time in all matters arising within an organization. Choice must be made on the matters that require urgency thereby calling for the services of a manager. A company's style of management, which has often been termed as a business culture, aims at creating a reputation by making significant changes.

- *Staff*: this element touches solely on the human resource determining the number of employees required, the recruitment process, training, motivation and rewards. Despite identifying all these areas and issues to be addressed, majority of the performing companies have put greater emphases on developing their managers. Great companies are headed by social managers that often leave a mark on the recruits based on how they conduct themselves as they help in nurturing the young talents to assume similar positions in the future. (Jim Collins, 2001) Companies that utilize their staff in the right way often move their managers into positions that demand responsibility in earlier career stages aided by assigned mentors and fast-track programs. In other words, companies must focus on developing new talents in their earlier stages through exposure to management styles.
- *Skills*: (Robert H. & T. Peters 1980) mentions that it was included in the model to help tackle the crucial attributes of a company since none of the concepts handled it. Organizations have often characterized individuals while neglecting the business itself. Skills therefore help to characterize organizations based on their lines of duty, what they do best. For example, Du Pont states in his research that Proctor & Gamble is characterized based on product management, Hewlett-Packard's innovation and quality and IBM based on market orientation and good customer service. Studying these skills is important as they help organizations that are placed low on the scales to make changes on their strategies and be counted among the best companies. A study of these skills is also important in a sense that companies can combine the already existing skills with new skills to achieve greatness.
- *Superordinate Goals*: A simple translation of the term 'superordinate' would be 'superior order or a category within a system of classifications.' In organization-

al context, they are the guiding concepts and values. They underpin the whole idea behind the existence of a business. The shared values guide on employees' behavior and company actions, thus leaving a mark behind. Superordinate goals attack the internal environment of an organization compared to the external environment as it helps leaders instill a sense of meaning in their subordinates. A meaningful statement results into a positive trajectory and to the desired direction.

However, the McKinsey 7 S model has been criticized for its lack of representation of key organizational competencies. This therefore makes it difficult to intuit the competitive prowess of a strategic business unit (Kar, 2010).

## 2.7 Kotter's Change Management Theory

John Paul Kotter is a well-known initiator of ideas in business, leadership and change spheres. In 1996, he published a book '*Leading Change*' that contains the eight strategies that he felt that when implemented by organizations, would result into successful change.

*'Leading Change'* talks about a leader who is focused on success and therefore deploys a sense of exigency by creating ephemeral goals in response to the changing culture. This strategy is often implemented by companies with sole aim being survival in a competitive business environment. He states that business failures occur because individuals have no skills in certain fields therefore making it difficult to gauge when change is needed coupled with the right timing.

For organizations to escape 'death' and survive, Kotter identified eight steps: increasing urgency, building the team, getting the vision correct, communication, getting things moving, focusing on short-term goals, never giving up and incorporating change.

- Step one: '*Increase Urgency*'

To achieve this, organizations must sensitize its staff on the need to step out of their comfort situations and record immediate results. It instills a burning desire and determination to always make plans and act on them within an abbreviated time span. Leader-

ship must stand out to differentiate false urgency from true urgency by ensuring that for each work done there is a productive result (Kotter 1995). Great leaders link the values of their subordinates to that of the business (S.G. Hundekar, 2009)

- Step 2: *'Creating the Guiding Coalition'*

This refers to bringing together a competent team that is change oriented. Tasks are handled as a team because it often involves several change projects that cannot be undertaken by an individual. Having the 'right people' in a team results into business prosperity (Jim Collins, 2001) The advantage attributed to this approach is that it saves time when it comes to decision making process since people act in harmony resulting into faster changing processes (Kotter, 1995)

When building the team, several factors must be put in place implying that the team must possess certain traits. The teams formed must have a leader to offer a sense of direction to the other players. All the ideas expressed by members must be taken into consideration from which interpretations and informed decisions will be arrived at. The team must earn credibility so that decisions made can be respected and followed to the latter by the other members of the organization. It should be a flexible team that is free to adjust to changes whenever need arises. Lastly, Communication drives every team, hence, it must be a team that ensures free flow of communication both ways with immediate response on matters arising (Kotter, 1995)

- Step 3: *'Developing a Change Vision'*

Phil Shawe defines vision as the foreshadow onto what the future of the company is likely to look like by distinguishing it from its past. Kotter states that a clear change vision serves three distinct functions, that is, 'stimulating people to act in the desired direction, coordinating peoples' actions and clarifying comprehensive decisions.'

An unobstructed vision justifies the values, strategies and plans of an organization by considering the present situation of the business while reacting by setting objectives that are realistic. Leadership therefore designs a powerful master plan to help achieving the set ambitions. An important attribute of a change vision is its aptness to offer guidance by maintain focus, adaptability and communicable (Kotter, 1995)

- Step 4: *'Communicating the vision for Buy-in'*

A vision is a picture on the wall and therefore it must be communicated and translated to the intended individuals for them to know what is expected of them hence steering the company in the desired direction (Claire Lew, 2017) Communicating the vision is tasked with ensuring that people comprehend and embrace the vision (Kotter, 1995) Under communication results into negligence and limited action in terms of response to the vision (S.Tatikonda, 2004) As such, the information communicated must be repeated and referred to in various effective platforms such as emails, meetings and in presentations.

A typical company vision ought to be undemanding with respect to the language used, vivid and easily outspread within the staff. Leadership behavior play a prime role in this step since they are the role models for change as stated by Tiffany Madison.

- Step 5: *'Empowering Broad- Based Action'*

To empower refers to 'bestowing power upon, make more powerful' according to the Oxford English Dictionary. In this context Kotter sums it up as the process of eliminating hurdles thus allowing individuals to excel in their work. The impediments referred to include structural and bothersome supervision process.

A structural barrier implies issues within an organization that are beyond one's control. The attempt to complete a task can often be hampered by lack of adequate resource or company red-tapes. They therefore can adversely affect the change agenda. For example, a company that is rightly managed based on the information system is aware of the current competitive nature of the market. This information is useful to the marketing department aiming at making a change as it will impact positively how they undertake their duties.

Managers and leaders that have behaviors that do not augur well with the rest of the employees are a barrier to change vision. Their actions may not actively undermine operations but there is a sense in which they do not amount to some of the characters that fire up change. Focused team players may choose to ignore these actions but in the long

run for success to be attained, they must be confronted by dialogue and a resolution found (Kotter, 1995).

- Step 6: '*Generating Short-Term Wins*'

Short-term achievable must be created and attention paid to them before the long-term goals. When these short-term goals are achieved within the set timeframe, they motivate the teams to advance to the next stage. They are realistic and achievable goals that overcome procrastination to achieve success (Monica Mehta, 2013)

Kotter suggests that for prosperity, these goals must be visible, unequivocal and in tandem with the change effort. The advantage of this is that it helps individuals appreciate and recognize their effort results are attained. People are usually satisfied when their work pays off thus injecting doubled efforts in their tasks, because their morale is augmented (Jamie Tolentino, 2015). Kotter further elaborates that 'short term wins build momentum that has the capacity to convert non-partisan individuals into supporters, and unenthusiastic supporters into active helpers.'

- Step 7: '*Don't Let Up!*'

This step of the change process uphold that the gains attained must not be ignored but rather blended in the entire process to produce more change. People will generally celebrate the gains for far too long while adopting a lethargic culture of not 'jumping' back into action. The repercussion is that it will quench the momentum of the work followed by reversion of change (Kottler, 1995); G. Goh, 2017)

Transformational leadership do not spend too much time celebrating the achievements but are known to introduce multiple projects that aim at fostering change deeper within the organization (Bernard Bass, 2005) This character that widely distinguishes leaders from managers (E.S. Williams, 1999).

- Step 8: '*Make it Stick*'

While running a business, it is a possibility that new practices will spring up. Leadership must therefore ensure that positive practices are incorporated and become part of the business culture. By including the new practice to the business culture, persuade employees and subordinates on the reason(s) why the new way of doing business is senior when compared to the original one (Kotter, 1995) The diagram below is an illustration of the Kotter's model.

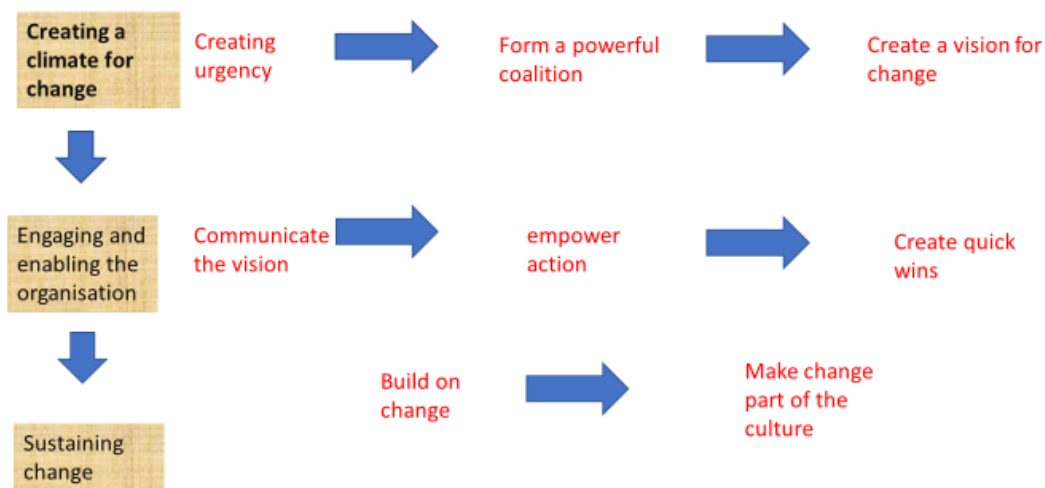


Figure 5: Illustration of Kotter's 8 Step Model. ([www.oneclearmessage.co.za](http://www.oneclearmessage.co.za))

Although the success can be seen by the employees, leaders must be ready to experience resistance from within the organization. The way to go about it is by addressing the resistance formally and highlighting the loopholes in the resistant idea that the new practice aims at solving (Ken Hultman, 2003)

(Dinesh Venkateswaran, 2014) analyzed the Kotter's eight steps to managing change and pointed out to several matters arising. In step one, Kotter's begins by creating a sense of urgency without mentioning the vision. Dinesh argues that individuals are unlikely to abort the status quo and embrace change when the future is not yet promised to them. He objects that it only creates a 'fake urgency' unlike the 'true urgency' state-



ment. He also mentioned that while step three talks of an ambitious vision, it is totally relevant in organizations. However, theory fails to acknowledge that there is no set parameter to legitimize a vision. It is therefore incumbent upon the leadership to estimate on the set vision based on mutual agreement with the coalition team.

## 2.8 Kübler-Ross Five Stage Model

This theory (the Change Curve), originated from Kubler-Ross in the early years of 1960. The aim was to explain the various stages undergone during intense sorrow. She proposed that when someone receives a negative news based on their health conditions, they would react by going through five divergent phases. This model remains significant in the business field because it has been used to predict a shift in performance of workers upon being informed of changes within the organization. The stages mentioned in the model include: Denial, Anger, Bargaining, Depression and Acceptance.

- *Denial*: It is the first stage in the model whereby an individual finds it hard to process new and factual information but reacts to it by mobilizing defense mechanisms to counter the news (Anastasia, 2015). The effect is usually felt when there is a decline in the persons productivity level because of incapacity to think and act accordingly. Elisabeth Kubler-Ross submits that this tendency is often detrimental when one chooses to remain in denial for a prolonged period.
- *Anger*: She states that once the news and reality has been confirmed and the depth of the information understood, they often find someone to blame coupled with anger manifested in numerous ways. A typical characteristic of this stage is the propensity to remain irascible and exasperated (Kubler-Ross, 1960)
- *Bargaining*: after the anger stage passes, one typically suspends the unavoidable situation by trying to outsource for various available options. In an event where the news does not lead to death, the person will try to talk his/her way out of the situation by establishing a negotiation to compromise the change aimed at them. Bargaining helps one find a solution either partially or fully resulting into a relief out of the quagmire.
- *Depression*: It is a stage characterized by fear, sadness, regret, guilt among several other negative emotions as stated by (Anastasia, 2015). Here, one has lost

hope and cannot find a leeway ahead. It is the lowest point in one's life where there is zero excitement because life has no meaning to him/her. Motivation and the energy to work lost at this stage.

- *Acceptance*: Upon realizing that the resistance to change will bear no fruits, one retreats and accepts the situation together with its consequences. Although, the person moves on, there is no sense of happiness at this stage. Kubler (1960).

Despite the cardinal role played by this model in explaining the grieving stages, it has received criticism from scholars. (Professor Robert J. Kastenbaum, 1932/2013) has argued that the model falls short of the empirical research and empirical evidence that various phases relied on to approve the theory. He also argues that the model focused on a singular culture within a preferred timeframe and therefore it must be obsolete or totally inapplicable to the other cultures.

## 2.9 Summary of the theories

The four theories used in this thesis. offers room for comparison, verification and confirmation of data that will be collected from the respondents in this study. Change is diverse and as such occurs in varied forms. This therefore implies that the best method of implementing change is tied to the type of change. Change can be triggered by forces either internally or externally.

The four theories emphasize on the significant role played by individuals, in this case both leaders and employees in the process of change implementation. Individuals must be sensitized on the impending change because change evokes a reaction which can either be in the form of resistance or acceptance based on the expected outcome from it. Leaders are the engineers of change and are therefore tasked with the responsibility of designing visions that will be achieved through rightful approaches.

Success in the change process is subject to excellent communication, clear structures of management and the strategy set in place. These stages must be evolved, implemented in phases to outdo a sense of fatigue from the teams involved, sentiments echoed by Barbara Reinhold. Implementation of change assumes the ADKAR model which partitions the process into awareness creation, desire to achieve, right knowledge, ability and reinforcement (Jeff Hiatt, 2006). These are pertinent items that change leaders must take into account.

Lewin's change model states that effective change implementation's first task is to study individual behaviors and overcome the status quo. Once this is achieved, the individual finds a reason to try a latest item that he/she was not used to before. This is then followed by bringing the change into effect and lastly ensuring that the change implemented is protected from reversion.

McKinsey's 7S model highlights seven critical attribute that must be interconnected in an organization in to achieve a desired objective. These attributes have a central coordinator which he called the superordinate goals. Superordinate goals are internal activities in an organization that give reasons for existence of the business entity. Connected to these goals are the style, structure, systems, staff, skills and strategies.

Kotter's model is a model that talks of leadership traits. Kotter mentions that majority of organizations fail to excel in the market because of a leadership that is short of the relevant skills for change implementation. The model therefore brings out a list of eight tasks that leaders must perform to surge in the chosen direction.

A different scope is taken by Elisabeth Kubler- Ross in her model that expands on a person's behavior, a massive deviation from the other models that speak extensively about businesses. This model is relevant because it explores an individual behavior which is useful when foretelling the expected reaction from employees brought about by the change.

### **3 RESEARCH METHODOLOGY**

Research in the academic language register implies looking for knowledge that the researcher uses to establish a command and understanding on a subject and area of interest (Kothari, 1985). It is a demonstration of how the study was carried out aside from the use of theories. It gathers scientific data that ratifies the presuppositions used in the paper. The shape of the research problem directs the researcher to select the most appropriate method to be used in data collection (Kothari, 1985,p8)

Kothari further propounds that research methods perform minute but significant role(s) in aiding the concept of research methodology. It is important to explain the reasons behind the selection of a method in as a far as ‘logic’ is concerned. Selecting a research method considers multiple alternatives and as such the researcher is obligated to state an explanation why the chosen method is superior when related to the rest (Kothari, 1985). In brief, this section of the study identifies the methods employed in research, how data is set to be collected, analyzed the collected data, determines the reliability of data, it also mentions possible challenges encountered while executing the tasks.

#### **3.1 Research Method**

The underlying motive for this qualitative case study is to interrogate managers and leaders of organizations to investigate the impact of successful change implementation within the business. Two institutions were considered for this study. The institutions approved the request to have them respond to a series of questions on this study topic but the organizations preferred to remain as incognito in this study paper.

Qualitative method of research would then be used to gather the relevant information useful to the study. This method was employed since the concept of numerical data was not needed but rather a greater focus was on sampling the views of the respondents based on the objectives. The techniques used were mainly interviews and observations. An Open-ended questionnaire was used since it delimits the respondents on their responses, providing room for more informed and detailed information (Foddy, 1993)

The participants for the study were mainly derived from the management department of each institution. One of the institutions functions as a national retail outlet in Finland while the other company studied is a global manufacturing company. These organiza-

tions remain relevant to the theme of these study since they are constantly in a state of change. One of the companies is currently in the process of implementing a new change program. The data collected would thus reflect the notions, position and behaviors of the organizations.

### **3.2 Data Collection**

This chapter explores the process of gathering and measuring of information obtained from the respondents based on the selected qualitative techniques. Accurate data is fundamental to any research paper as it commemorates the integrity of the research. The information obtained is significant to an extent that it allows the researcher to compare raw data to secondary data from which a conclusion is derived (O’Gorman &MacIntosh, 2014)

This academic paper obtained its data from both primary and secondary sources. Primary data sources comprise of open-ended interview questions and observations while the secondary sources exploit previous dissertations, Internet sources and scholarly articles and books. Primary data provided raw data that backed-up the theories from the secondary sources. Primary data as opposed to secondary is the researcher’s own work that has not yet been published (Curie, 2005).

Secondary data has been extensively used in this research with the information accessed from multiple documentations. This, therefore, made it easier to understand the keywords in the study, that is, change as process, implementation and the impacts attached to it in as far as the success of an organization is considered.

Formulation of the questions for the interviews is founded on the theoretical aspect of the study aligned to the overall objectives of the paper. Four questions were structured to address the four goals aimed at being achieved at the end of the research. The questions allow the respondents to expand their thoughts and opinions on principle guiding change, implementation, importance of managing change and the role of management in affecting changes in organizations.

The collected data targeted five managers and one leader in different organizations within Vaasa city. Although this is a paltry number to deal with, the study acknowledges that the number purely emanates from the organizational structure of the companies

that voluntarily participated in the interview. The data collection process utilized four weeks during the month of May- April 2018 (09.03.2018-09.04.2018).

<b>Motive of the research based on the Research Objectives</b>	<b>Research questions</b>
To identify some of the critical rationales leading to excellence and the flops that must be ostracized during the change implementation phase because they are nugatory to the course.	Several changes have been implemented within the organization. What were some or the reasons for success? In the event that the project implementation failed, what have been the likely reasons given then to explain the failure?
To understand the principles set by managers and leaders together with other change activists within a business that impact tremendously on the magnificence of an organization	What are some of the essential principles and considerations that the organization ensures are followed to the latter when implementing new projects?
To point out the mantle assumed by managers and leaders to corroborate the advancements within the company and offer a propitious environment for subordinates to thrive in while aiming to achieve the goal.	What role(s) do managers and leaders play during and after introduction of new projects within the organization to ensure that the latest changes being introduced are followed and complied with by the employees to form part of the business culture?
To fathom out the benefits envisaged by businesses upon completion of project implementation.	In every new project being introduced within the organization, what are the expected benefits/goals/advantages upon successful implementation, both to the business and the stakeholders? (employees and customers included)

Table 1: Summary Interview Questions

### **3.3 Analysis of Data**

Upon successful collation of data, this section dissects the information obtained. The information gathered will be manipulated using an Excel worksheet with the help of pivot table and charts. This process of data manipulation is favorable because it condenses bulky information without any distortions.

### **3.4 Validity and Reliability of the collected data**

Reliability is the propensity of the obtained results to inherently replicate themselves even if the study was to be conducted for a second or even a third time. Validity of research refers to testing the results obtained to determine whether they address the objectives and requirements of the research paper. (Martyn Shuttleworth, 2008). A valid result therefore quantifies the theories used and the objectives of the literature. It has an evidential strength to the requirements of the study upon which viable discussions are established. The data must replicate itself based on the item(s) being tested, a situation that sets a sufficient condition for proof of validity. (Burns & Grove, 2001). To ensure constancy in the findings, the questions were structured from the theories.

The aim of the qualitative research is to affirm the theories while generating comparable results, an ample evidence of reliable findings. A study is likely to encounter error, which is significant when ascertaining how reliable the results are. Emergence of slight errors denotes an elevated level of reliability while inflated errors signify low levels of reliability. (Heale & Twycross, 2015)

In the case of this study, the focus narrowed down a small group of respondents, thus, managing the process of data collection was simplified. The choice of respondents was singly handled by the organizations based on the departments that the study targeted. The result obtained are, thus, supposed to be reliable.

## 4 EMPERICAL STUDY

To abridge and explore the fulfilments of this study, it is salient to give an eye to the main research question that solely emanates from the thesis topic, in this case, ‘The Effect of Successful Change Management on Organizational Success’

These questions give weight on change management as a broader concept and narrow down to organizational change. Change is complex and as such the main question is reinforced and aided by a series of other vital questions. In so doing, the study explains the organizational principles for change, benefits derived (internally and externally), roles that must be undertaken by implementors and an explanation for failure in change implementation.

To scout for information the study utilized interview sessions with the respondents identified from two separate businesses. The interviews had a keen interest on communication, vision, employee and customer involvement as well as work in progress administration. Looking at participation, the study focuses majorly on the role of management within the organization. This is for a simple reason that it is the management that prepares the other subjects/parties to an organization for an impending change. They are the bedrock upon which foundations on change are built.

Communication, involvement, and having a clear vision, all are aspects that are looked into in the objectives 1.2.2 of the study, that is, implementing change. Communication prepares, and offers a sense of direction and monitors the process. A clear and achievable vision is a motivational tool, showing past, present and future strides. Effective involvement is gravely affected by communication and the vision statement.

Gathering information to justify these elements of change implementation phase was based on observations made and additionally, from views collected from respondents on the same.



#### 4.1 Interpretations of findings

To clearly interpret the findings without confusions and ambiguity, the study assigns the respondents random numbers based on the four questions, that is, the six respondents assume numbers 1, 2, 3, 4, 5 and 6 while the questions are alphabetically identified as A, B, C and D.

The data collection and analysis gave the study a new look and brought into play new reasoning that the study was not privy to. For example, interaction with the respondents pointed out that success comes about from an open-minded attitude and the listening ear to issues raised by the stakeholders, unlike individual brilliance of the management. Also, change is not given prominence over other business values but only in the areas that organizations see the urgency and need for change. This is because the business risks out involving too many things in one change increasing chances of failure.

Before delving deep into the findings obtained from the respondents, the study tabulates these responses to give an overall picture of what is in the context.

Category	Research Questions	Key Considerations	Responses given
A	Reasons for Success versus Failure	Resistance	2
		Timing	6
		Communication	6
B	Principles Governing Change	Human resource	5
		Good leadership	4
		Urgency	3
		Culture	1
C	Role of Management	Communication	6
		Coaching	0

		Change Agent	2
D	Benefits accrued from Change Management	Profits	6
		Satisfied customers	6
		Employee motivation	5

Table 2: Responses on the interview questions

In order to decipher the information contained in the diagram above with regards to the numbers, the study takes a keen look into these four questions independently by reporting on individual responses vis-a-vis the reasoning reinforcing their answers.

### **Question A: Reasons for Success versus Failure**

This question endeavors to identify the factors behind the possibilities of a positive as well as a negative outcome in the change implementation life cycle. The answers obtained in this case appear to be on a narrow scale since only two business organizations were participants in the study. The research question presented three areas that were of key importance, that is, resistance/rebellion from employees, timing of the change and the process of communication, how transparent the information and reasons for change are.

All the interviewed respondents agreed that it is sacrosanct to have a proper timeframe as well as clearly defined channel for flow of information when undertaking a change process. ‘Change does not come about because the business feels like it has used similar procedures for an extended period of time. There are several reasons that influence a business to make changes and adjustments in areas needed. The most common areas include financial impacts, changes in consumer buying behavior, competition and lately

changes have been due to the need to economize on the resources within the business, which is well taken care of by the concept of lean management. 'Proper timing and how well the business communicates the need for such changes have a significant impact on how the concerned stakeholders will respond toward that agenda,' opined one respondent.

Another respondent submitted that the two factors, that is, time and communication 'will either promote or reduce revolts mainly from employees. When employees say no, the business is left with almost zero options since ideas cannot be forced into an unreceptive mind. In the long run change introduction fails miserably.' Similar sentiments were echoed by the other respondents although in varied terms but justifying the end result.

Neither of these companies have experienced massive revolution from its employees, they affirm that rebellion from key stakeholders is detrimental to achieving a set goal. Two of the respondents, however, expressed a varied opinion by giving examples from their previous work places. 'Revolution is a factor, yes, but it can be contained.' The arguments presents here are valid but failed to acknowledge that in the event that nothing was done about the resistance, the objective would remain a mirage. Secondly, the magnitude of the revolution was from a smaller section of the employees and if left to escalate, failure would be the ultimate result. Businesses that have an open mind and ear to criticism experience little or no revolts.

### **Question B: Principles for Change**

Change being a process it has guidelines that are aimed at governing every stage of its implementation. Of concern to this study include human resource or simply put as the employees, leadership, urgency and culture.

From the table above, these are very important factors to consider yet varying depending on one business to the next. It is clear that all the other factors take preeminence over culture. This according the companies interviewed, the individual employees within those businesses are of the same origin with a minute percentage representing people of a different culture. Although it is a collection of more than a single human culture, the 'minorities' in this case have lived long enough within the country and have therefore assumed the lifestyle of the 'majority.' A further explanation from our contact

groups suggested that 'culture is a major consideration in most international organizations and the fact that its not premier in our organization must not be assumed to be a similar case in other businesses as far as change is taken into account.' The study thus concludes that the data collected is strictly due to the size of our respondents which would likely change in any case a larger size of contact group were to be included.

It came out clear from the study that employees and most of the decisions made in respect to change arise from business leaders. An interview with project implementor identified that change decisions come from the top ranked personnel. Most of his seniors are in a totally different location and as such decisions are usually made with limited consultation and he has zero chances of contributing in idea generation. He only implements the changes that come from the heads. 'Many at times,I get calls from Helsinki about certain decisions that I need to implement in our store here in Vaasa. I think this is a failure on my seniors since not even a single individual is usual sent to give orientations on the change and how it should be undertaken.' Although none of the projects ever failed, the study identified that this is an action contrary to the theory by Kotter (1996) where individuals have to be given education on change.

To the contrary, employees in the other company applaud the management for walking with them in each phases of change implementation. They both cumulatively agree that only changes that have been so urgent and of great importance have always been pressed to succeed within those organizations.

### **Question C: Role of Management**

To determine the responsibility of the management in effecting a successful change policy, this question narrowed it down to communication, coaching and managers as change agents. The respondents jointly agreed that management and leadership within those organizations have always communicated their agenda in a free and open manner to their subordinates although in varied medias. A team from one organization submitted that information on such issues was on a face-face basis between employees and the management. The other business, on the other hand, informed that most communication was done between management and immediate juniors and usually held over Skype, mails and teleconferencing. In this case, employees had no chance of participating in the

birth of a new policy but are considered key players in the implementation phase. Most of the decisions within this company were made outside.

In both response teams, managements have not played any significant roles in identifying the strengths and weaknesses of their employees with respect to policy implementation. The role of managers as coaches is thus absent within these organizations. Managers have failed to realize that changes occur at the bottom and as such must work closely with their employees by assigning specific duties to individual(s) based on competencies. 'We are often put in groups and team leaders chosen randomly from which they have to liaise with the other players in the groups to bring out the set group goals,' submitted one respondent. From the information given and the statistic in the table above, it is evident that management plays minimal roles in coaching and championing change.

#### **Question D: Benefits Accrued**

This last question took into account both internal and external environments of the companies, that is, financial, manpower and customers. An interaction with our response teams confirmed that these three aspects are the pillars upon which success of any organization is gauged on. A positive index in both these factors confirm growth and success while the opposite is true.

The number one value for these two companies is customer quality. Every action that is undertaken takes into consideration the reaction of customers, whether they will feel satisfied with the latest developments within the business or dissatisfied and inconvenienced. One respondent was of the opinion that 'our business aims at becoming a market leader among a pool of other similar and well established businesses. The only person that drives this idea is the customer based on how satisfied they are with our products and services to them. We only have one option for our customers and it is about satisfying their needs and wants. The only way to show that we are ahead of our competition is by having satisfied customers who in return give us *inflated* income figures through our sales.' Profits and customer satisfaction are thus in tandem and form the major objectives of these two businesses.

Each of these companies have ways of motivating staff to stay on course and deliver on the objectives. Common techniques applied by both businesses include the reward sys-

tem through bonuses and promotions from individual input, also, seniors are easily approachable and offer support in areas needed as well as promoting fairness and providing conducive business environments. 'My workplace is my second home since I consider all the other employees my family due to the good relations. It makes it so easy to walk around and carry out my duties knowing that both management and my colleagues are supportive of my actions,' one respondent mentioned.

#### **4.2 Summary on the Findings**

After conducting a successful study on the topics presented above, it became more open and clearer to be able to draw conclusions. Change begins with the management and requires full support of the employees. Active participation of employees and constant interactions boosts an individual(s) morale and motivates them to do the right things as demanded by the business objectives. A change agenda is prone to success when there is zero resistance from the subordinates. The remedy for any forms of revolts demand that the management have an open ear to the thoughts and grievances presented before them and consider criticism as an alternative for development.

Timing change is so fundamental to any organization. Appropriate timelines must be set based on physical and socio-economic environment of a business operation. This therefore implies that change must be communicated in good time to allow the mind to adjust before it is fully implemented. In this case, the bottom-up approach on communication is important as it enables those at acme of change implementation to gather thoughts from their employees. Only urgent changes that operate within the scope of a business values must be considered for implementation. Changes that do not take place within the core of a business are likely to flop because it brings forth too many aspects in one change instead of singling out only the necessary change.

Successful change is not only about a company's employees and leaders. To reap maximum benefits from any change, an organization's target group must as well be included in such thoughts. It is wise to consider how customers will perceive the change, adapt to it and respond to the advantage of the business. Any business value puts customer interest forefront as a satisfied customer boosts sales hence overall increase in profit margins. Customer satisfaction in this case can be gauged through sales, visits to the store

and a thorough look into their feedback on services and products offered. The results will determine whether the change had a positive or negative impact on the customers.

In the end, change management is tasked with the mandate to bring about success to a business. A lack in proper management of change will ultimately lead to loss in business productivity and failure when undertaking key projects because of unclear and unrealistic objectives. Lack of proper timing for change management has monumental impact on the future of any business.

## **5 CONCLUSION**

In winding up this academic paper, this last section will bring an insight to the problem(s) that were encountered when putting this paper together. It will also give suggestions and directives for further studies. In so doing, it aims at helping future researchers to overcome and outdo any possibilities of the faults noticeable in this paper in their own academic literatures

### **5.1 Limitations of the Study**

The first challenge encountered during this study is noticeable in the size of the sample used to gather workable results to aid the theories. Although two organizations were used, narrowing down to the top leadership in the organizational hierarchy proved less populated and as such only few respondents participated in the interview.

In the event that the research would solely focus on the upper positions in an organization, the revelation is that two organizations do not have the right threshold enabling the data collected to be applied within a wider scope. An explanation for this limitation is of the fact that the study was conducted under time constraints which did not offer the latitude to source for several companies.

The research contacted several companies within the region, but efforts were curtailed by the lack of reply and official communication from the companies. Majority of the companies demonstrated ‘fear for the unknown’ syndrome. As for the companies that were conjoined in this research, they preferred to uphold confidentiality and be salvaged from the ‘public eye.’

### **5.2 Recommendations**

In an attempt to better the writings on the concept of change and management, this study is open to future research and more insight on change and will aid future researchers with suggestions.

To begin with, this study had a considerable effort put in the internal setting of business organizations. It is however clear that change goes beyond business employees and the structures of leadership. To provide an all round picture of what change is to organizations with respect to success in the same institutions, the study endorses a future focus



on customers and key stakeholders since they play a significant role in the heart and future of business success.

Secondly, the study suggests that ample time must be dedicated in future research. This is beneficial to an extent that it allows the researcher to scout for many companies to be incorporated in the process of data collection. A wider pool of data presents an element of comparison for effective decision-making. It gives a near true picture of the theories, passing both tests on validity and reliability should the same tests be replicated.

Lastly, as the name *change* suggests, these factors covered herein are not static and fluctuate with time. It is therefore a suggestion to future researchers to have an open attitude towards learning new developments and to do away with a fixed idea on a given subject matter. They should be able to have constructive criticism, present alternatives and solve the academic puzzle and most of all be flexible and adaptive to new concepts on change management.

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## **7. LIST OF APPENDICES**

### **7.1 Appendix 1**

#### Research Questions- Formal Interviews

1. What is the perception of employees on Change and its processes?
2. What is the role of communication in introduction and implementation of change within your organization?
3. How have employees reacted to past changes?
4. What initiates changes within your company?
5. What are the effects of competition on a company's change policy?
6. What role(s) do managers play in change processes?
7. Do employees understand the meaning of change and change management?
8. How essential is timing in change process?

The research questions were founded on:

1. Several changes have been implemented within the organization. What were some of the reasons for success? In the event that the project implementation failed, what have been the likely reasons given then to explain the failure?
2. What are some of the essential principles and considerations that the organization ensures are followed to the latter when implementing new projects?
3. What role(s) do managers and leaders play during and after introduction of new projects within the organization to ensure that the latest changes being introduced are followed and complied with by the employees to form part of the business culture?
4. In every new project being introduced within the organization, what are the expected benefits/goals/advantages upon successful implementation? Both to the business and the stakeholders (employees' and customers included)