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Adaptability of Change Management Models: What Works? A Botswana Case Study

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Candidate Declaration

I hereby declare that:

1. I have not been enrolled for another award of the University, or other academic or professional organisation, whilst undertaking my research degree.

2. None of the material contained in the thesis has been used in any other submission for an academic award.

3. I am aware of and understand the University's policy on plagiarism and certify that this thesis is my own work. The use of all published or other sources of material consulted have been properly and fully acknowledged.

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5. The word count of the thesis is 54,642.

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When I decided to undertake this doctoral degree, I did not envisage the intensity of the programme until I began to have a sense of despair. I succeeded in getting to this stage not because I was any smarter or better, but because I had a solid support system who relentlessly would not let me quiver.

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Abstract

The study took a hermeneutic phenomenological methodology to approach the research. Twelve diverse research participants were interviewed, all from BotswanaPost, the research organisation. Their experiences were used to contribute to the assessment of the organisation's delivery of change using Western derived change management models.

Change has become a constant in our lives, and it has become a norm to find ways to manage change. African countries such as Botswana, use Western derived models and tools to manage change; however, success continues to elude them. The purpose of this study was to find out if these models can be adapted to work in these environments with diverse cultural settings.

The study found that Western derived models are difficult to adapt because they come influenced by the background from which they originate; into a complex environment that is beleaguered with socio-cultural, political and historical identity issues. This study attempted to address this by developing two models, the 'what to ask' framework and the 'Setswana change management model'.

The 'what to ask' framework attempts to address the gaps identified in other change models when planning for change. It prompts leaders on the pertinent steps to deliver change that embraces people, their background and resources; with a step by step 'how to' guide.

The 'Setswana change management' model addresses cultural engagements, active participation and continuous feedback for all participants. It incorporates an explicit national culture, which was lacking in the models that were consulted.

The study also suggests that hybridisation of models could be a solution, African components mixed with the Western ones, as opposed to Africans expected to directly use Western models as they are and finding ways to cope. This would bring Western models and various African cultures together to form a model that could work with the local people.

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Chapter 1 – Introduction to the Research

1.0   Introduction

Change is endemic in organisations and seldom completely effective especially in countries that are not in the West; if applied without adequate consideration to the local culture it can lead to significant and unnecessary human and economic costs.

The above assertion was observed in Botswana, when I was working for a State Owned Enterprise [SOE] called BotswanaPost in 2010 and 2011. I was seconded to work as part of a team that was set up to transform the organisation. Whilst there, I engaged with colleagues and found that they also had challenges with change that was seldom successful. Amongst their challenges was that consultants had been prescribing change management models mainly from the West and these models could not deliver results. We all could not understand why this was the case and this led to the research question; 'Can Western derived change management models be used to deliver change in diverse environments such as Botswana, where the culture is so different from that of the West?'

1.1   Synopsis of The Research Aims and Objectives

The aim of this study is to establish the adaptability of Western derived change management models in diverse environments, with an attempt to understand whether these models can be used to deliver change with minimal failure; without adversely affecting the human capital especially the lower level staff.

The objective of this study is to find out how change was delivered using Western derived change management models and the impact these had on staff, both positive and negative; using BotswanaPost as a case study organisation, when they undertook the transformation of their workforce. The research would then question the adaptability of these models and how they can be adapted [if at all] to better deliver people friendly change.

The study takes a people's approach to analyse these change management delivery tools, with the view of finding ways to reduce the negative impact of change management on people during these transformational change drives. The research is interested in finding out how staff can be helped to be the best that they can be, at a time when the organisation demands so much out of them and they are at their most vulnerable (Mulinge & Munyae, 2008).

Thereafter, the analysis of the findings will be made to seek an understanding of what the impact was on the people that were involved in the change initiative. This is done with the hope that findings can be used to develop a heuristic framework that could be used to deliver successful change in Botswana, and/or adapt the Western derived change management models that are already available, whilst protecting the wellbeing and welfare of the employees and contributing to knowledge.

1.2   Importance of the Study

My drive to find an answer to this research question, I believe was also important to Botswana as a transitioning state, that in 1996 had set a vision [Vision 2016 below] which compelled the country to take strides to reposition and compete globally. The Botswana government and SOEs [including BotswanaPost] started to change aggressively in order to align with the country's vision (Washington & Hacker, 2005). This aggressive change presented an opportunity for consultants to guide the delivery of these change initiatives. These consultants recommended and applied change management models which most often could not be understood. Projects in some organisations were reported to be delayed timelessly and resources were being wasted (PEEPA, 2014; Botswana Government, 2011). It was not clear whether the concept of change was not understood, or the recommendations made by the consultants were flawed. This was also evident in the organisation that I worked for, BotswanaPost, as we wrestled with projects that were ongoing at the time.

I felt then that, as Batswana [people from Botswana] leading Botswana organisations, we could do better to engage in successful change initiatives that yield results. These results would ensure that those who are affected by the change are protected from its negative effects, which most often leave people frustrated, without any job security. I felt that Batswana were capable of delivering change initiatives without blindly taking on the models prescribed to them, which people seem not to fully understand. Often times the change leadership is confused on how to deliver change using these tools and models, yet they pretend to know what they are doing. This created a dissonance in me that led to this research journey.

1.3   Issues in Change Management

1.3.1 Change in General

As the world evolves into a global village, with ever-changing technological advancements that dictate how to live and do business, organisations are required to evolve. Change is known to be disruptive, with some citing it as the only constant!

In Asia for example, organisations including those in China had to change the way they do business, to align with the World Trade Organisation's [WTO] trading requirements. Trade has started booming in Asia with global brands positioning themselves within the continent (Barua, 2017). This move towards globalisation requires that the continent continues to be adaptive and agile – be responsive to change - in order for their economy to continue to grow. According to professor Li of the CASS Business school in London, Western Internet Firms [WIFs], such as Uber, Google and Amazon, have failed to succeed in the Chinese market (Li, 2018). This is mainly because WIFs failed to understand the market dynamics of China, the agility and sheer size of the competitors as well as the highly complex yet valued national culture. The expatriates that came to setup the WIFs in China did not understand the cultural dynamics. They lacked the requisite cultural sensitivity, which irritated those around them and led to organisational failures. For example, Uber could not keep pace with Didi Chuxing's intense competition and determination to succeed, therefore they lost competition to the Chinese (Li, 2018).

In Europe, for example, Phillips Lighting [in the Netherlands] was separated from its parent company [Royal Phillips] in order to transform their organisation after losing 3.2% in sales in 2016. They went on to change their company name to Signify in 2018, in order to address this (Halper, 2018; Signify, 2018).

In America, Facebook has had to change the way they manage data in response to the Cambridge Analytica scandal (The Economist, 2018); not only did this affect them in America but also in Europe and across the globe where Facebook users are concerned.

These examples show that indeed change is diverse, affects any organisation and is disruptive - it is also present in one shape or form everywhere - it is a constant in today's world.

1.3.2 Change in the West as compared to Africa

Change in the West has been ongoing and there have been conscious attempts to manage change for a while. In Africa on the other hand, it has become significant in the post-colonial era because countries are more interactive with the West and engage in globalisation issues.

In the West for example, British Airways World Cargo [BAWC] transformed from an ailing cargo business in the late 90s to be one of the top five cargo companies in the world (Speight, 2000). They accomplished this by using a model that was enveloped in culture and they were also sensitive to the needs of the people; they were cognisant to the effects the change would have on people (Speight, 2000). According to the Economist (2017), Banco Popular in Spain was bought by Santader bank in June 2017 for €1 [one Euro]; after they made poor decision relating to the property market; neither were they swift nor agile enough to react to the need to change timeously. This led to the Single Resolution Board [SRB], an independent agency set by the European Commission, to transfer all Banco Popular shares and capital instruments to Santander overnight; Banco Popular was instantly absorbed by Santander! This is an example of change that failed because the leadership did not address the eminent challenges that were looming, despite the external environmental warnings. The cause was the 2008 property bubble burst (The Economist, 2017), which they failed to react to in time. Change requires that organisations are nimble in order to survive, even in the West.

In Africa, the South African Post Office [SAPO] has been dogged by workers' strikes since 2014 and they have suffered a myriad of change management failures. For example, from transformation of the workforce to disputes over pay increases (Communication Workers Union, 2014). These failures led to incapacitating strikes, for example, the 2014 strike took six months, disrupting the movement of mail countrywide as well as into neighbouring countries such as Botswana, whose mail goes through South Africa. Despite numerous changes of the leadership, SAPO is still facing yet another strike in 2018 (Communications Workers Union, 2018). These strikes have mainly been due to the organisation's failure to embrace the people side of change. It could be argued that the SAPO leadership failed to strike a balance to amalgamate the African cultures post-apartheid era and the Black Economic Empowerment [BEE] initiatives - merging

the Western way of doing things, the apartheid way of doing things and the BEE way - their historicity seems to continue raising its head not willing to relent.

According to Chohan (2008) and the Sunday Times (2018), South African Airways [SAA] has also been plagued by numerous failed change initiatives; from an overpopulated workforce, billions of debt in South African Rand [ZAR], billions of ZAR in losses and poor performance in the leadership. According to the Sunday Times (2018), SAA has been failing to sustain itself for the past 23 years and has relied on the South African government for continued bailouts - the handout culture – for survival. For example, at the end of November 2018, SAA needed a bailout of ZAR 21.7 billion to turnaround, of which ZAR 3.5 billion is required for December 2018 working capital, which includes salaries (Sunday Times, 2018). Although SAA is currently undergoing yet another restructuring in an effort to save the airline, the South African government has refused to concede to calls to privatise.

SAPO and SAA are two examples of failed change in South Africa. They are evidence that, sometimes organisations fail to let go of their incapacitating cultural traits, that debilitate their success and opt to stay within their norm, creating a cycle of never ending failed change initiatives.

In Kenya on the other hand, Kenya Airways [KQ] was successful in transforming the organisation to be of world class standards. The leadership understood the importance of embedding the right culture and pruning out the unpleasant ones; at the same time borrowing from the West. They sought external help from those who were more experienced, British Airways, to help them restructure their organisation (Massey, 2010). This example stands testament to the possibility to borrow from the West to augment what one has whilst not forgetting one's historicity.

BAWC and KQ are examples of organisations in very different environments, that were both willing to let go of cultural traits and norms that were eating away at their success, to build something that is of world class and has a chance of success in the ever changing global village.

On the other hand, SAPO and SAA are examples of organisations that - although globalisation demands them to accede to respective advancements in order to excel - are still battling with their culture and way of doing things, their historicity, which fails their change initiatives.

1.3.3 Change in Botswana

Botswana is a nation that carries a legacy of colonialism and it could be so for the rest of Africa as argued by Louw & Jackson (2008) and Ovadje (2014). It is a legacy that people want to pull away from to maintain their national identity, yet they cannot maintain that identity without being influenced by the colonial era and its Masters; their historicity. It is this legacy that I argue, leads Botswana to advance by looking across to the West to emulate their business practises and education system; of which Botswana's Vision 2016 is a product.

In their [Botswana] quest to actualise Vision 2016, Botswana has seen global organisations such as DeBeers relocating their offices from London to Gaborone (BBC News, 2013) and the growth of the Tourism industry (Botswana Export Development and Investment Authority, 2007); bringing with them new ways of doing business. Botswana opened doors to international businesses, for example, in the mining sector. Although some mines closed in the Francistown area, some have opened in new areas across the country, for example, Toteng mine in the Maun area. There have been large strides taken towards urbanisation, for example, large shopping centres continue to open in most cities and towns; bringing along international brand names which increase customer choice and product diversity. Growth in the banking sector has also increased. On the other hand, some organisations had embarked on various transformation drives including mergers and acquisitions [common in the public sector]. To this end, numerous organisations have also listed on the Botswana Stock Exchange [BSE] such as Cresta hotels and Choppies supermarket chain. This growth brings with it new ways of doing business and organisations have to then continuously transform in order to remain relevant.

Washington & Hacker (2005) argue that in corporate Botswana, success rates within change management are very minimal but organisations are abuzz with Western models and the language thereof, that are neither understood nor showing any signs of success.

1.3.4 Change at BotswanaPost

BotswanaPost embarked on numerous change initiatives, in an effort to transform the organisation in line with the government's Vision 2016 directive to all SOEs (PEEPA, 2014). This initiative, it has been said, started in 2004 – well before I joined the organisation – when it was rumoured that there will be a transformation

of the organisation and the workforce (BotswanaPost CEOs Office, 2009). This was followed by change in the organisation's structure. In 2009 a new head of the organisation was employed from the private sector, which deviated from the norm because previous incumbents were transferred from within government. In an effort to create a corporate image, the new incumbent changed names of the leadership positions that the organisation had gotten accustomed to (BotswanaPost CEOs Office, 2009). For example, the Director General position changed to Chief Executive Officer [CEO] and Director of department changed to Head of Department [HOD also known as executive]. Unbeknown to the internal stakeholders [staff] this was the beginning of a large scale transformation of the organisation.

This appointment was followed by the appointment of new HODs [still in 2009]; letting go of the old directors who ran the post office the 'old fashioned way'. The 'Icon of Excellence' vision was then developed [page 12]. This was followed by the recruitment of senior management including myself and middle management for the newly formed departments and their staff.

Thereafter, the European Foundation for Quality Management [EFQM also known to BotswanaPost as Leboa, Setswana name for mushroom] model was commissioned. This was to measure the performance of the organisation, so that it could be transformed to an organisation of excellence. This model was not easy to use as most people did not understand what was required of them; it had a lot of charts and the language used was not easy to understand especially for those at shop floor level. During this time the organisation started reforming the finance department where staff redundancies took place at a small scale. Whilst redundancies in the finance department were ongoing, the mail sort centre hub was relocated to a state-of-the-art centre which prompted movement of staff and staff departures.

There were also unsettled relations between management and the trade union; the trade union took BotswanaPost to court over salary increases for the whole organisation (Mmegi Newspaper, 2010). The union lost the case where the 12% salary increment was awarded non-unionised members but declined to union members. This led to heightened acrimonious industrial relations that were evident throughout the organisation; the senior union leadership was now being purged. These challenges were to some, a training field for BotswanaPost to successfully handle change in the future.

1.4 The Researcher: Professional background and motivation

I have worked in corporate Botswana for close to two decades since 1996 at middle and senior level management, involved in one form of change or the other. I then straddled into change management when I was studying for the degree of Master of Business Administration [MBA], where my MBA dissertation was in Change Management and Organisation culture. It was at this point that I developed a passion for change management. After completing the MBA, I joined BotswanaPost and it was not long before I was involved in change management, which in hindsight has led to this doctorate journey.

I am a Motswana who grew up familiar with the post office, a place where one would be sent to collect mail as well as save money in the post savings book [administered by Botswana Savings Bank]. I joined BotswanaPost in 2010 where I held multiple management positions until I left the organisation in 2011. I was part of the new team that was brought in to develop and grow the business. One of the mandates of this role was to build a fully fleshed department that would drive the revenue of the business. I was thereafter seconded to other areas to transform the organisation. This was a very demanding and challenging role where we had to work with other departments to deliver on the mandate.

I then moved to work as part of a team that was driving the Leboa change management project. It was at this point that I began to truly appreciate the magnitude of the change ensuing in the organisation, when we started working with the organisation's vision at a time when the corporate strategy did not exist. It was at that point that I started to develop a dissonance when things were not going as expected around me and would question what could be done differently; how some of these models [that I had learned at MBA level] could earnestly work in Botswana.

The timeline below outlines the period that the transformation at BotswanaPost took place including the time that the researcher worked at the organisation.

2009	2010	2011	2013
The New CEO comes on board and the icon of excellence vision is born. Due to be delivered in 2014	I was employed to setup the Sales department and to deliver the icon of excellence mandate	Part of the change leadership team responsible for ushering the icon of excellence deliverables.	Icon of excellence vision extended to 2016 in line with Botswana's vision 2016
Names to leadership positions changed from government to corporate style	BotswanaPost in court with the union. Union lost the case	Discussions to pilot the 'addressing Botswana' scheme started	Ministry of lands discloses that LAPCAS will be completed in 2016
Old Directors let go and new HOD's brought in	Restructuring of the finance department	Left the organisation	Retrenchment of the workforce takes place
	Movement of the mail sort centre to the technologically advanced new hub		
	Led the Leboa change delivery.		
	Seconded to the change leadership with key change executives		
	Consultancy into drafting the organisation strategy started		

2014	2016
Doctoral research takes place at BotswanaPost	BotswanaPost icon of excellence vision ends. Vision not fully realised.
Interviews commence	Botswana's Vision 2016 ends

Figure 1: Research Timeline

1.5   An Overview of the Research Environment

1.5.1 History of Botswana

Botswana is a landlocked country located in the Southern African Development Community [SADC] region, nestled in between Zambia, Zimbabwe, South Africa and Namibia.

Botswana was colonised by Britain in 1885 after the 3 *dikgosi* [chiefs], Sebele the 1st, Khama the 3rd and Bathoen the 1st, went to Britain to seek protection from the Boer invasion. During the colonial era, Botswana was known as the Bechuanaland Protectorate, until its independence in 1966. At independence, Botswana was amongst the 25 poorest nations of the world; and is now rated as an upper middle income country (The World Bank, 2018).

The *bogosi* [chieftainship] system has been pivotal to the protection and democracy of this country since the precolonial era. *Bogosi* is traditionally sovereign and is a birth right. According to Pheko & Kgosi Linchwe II (2008), this is a system premised on the *kgotla* system [is a Setswana cultural system of consultative processes where everyone is entitled to have their voices heard. It is a forum to discuss issues that are of interest to the community or the nation], which is presided over by the *kgosi* or an appointed authority (Molomo, 2009). The *kgotla* [page 152], is traditional crescent shaped structure or courtyard built with poles but not roofed. It is premised on the principle of leadership embedded in the Setswana culture that says, a leader cannot lead without the support of those led [*kgosi ke kgosi ka batho]*. This is delivered with the integral Botswana culture of *setho* [the act of humanness, *botho, ubuntu*] and respect.

The sovereignty of *dikgosi* was reduced after the independent state of Botswana adopted the Western governance system of legislature led by the house of parliament. The parliament then created the house of chiefs *[ntlo ya dikgosi],* similar to Britain's house of Lords, to advise parliament. In 1996, Botswana, aware of the need to be relevant in the global community, created a vision, 'Vision 2016'; to transform all sectors including the public sector [discussed below].

In an effort to align with the country's vision, corporate Botswana has had an array of consultants continuously brought in to orchestrate change (Ocholla, 1998), most often leading to frustrations and wasted resources (UNDP: Capacity Development Group/BDP, 2006).

1.5.2 Botswana's Vision 2016 Initiative

> The people of Botswana must adapt to the challenges of global society while retaining the positive aspects of their cultural values that distinguish them from other nations
> (Vision 2016, 1996, p. 19)

Vision 2016 is an initiative that was crafted in 1996 by the late president of Botswana, Sir Quett Ketumile Joni Masire [president from 18 July 1980- 31 March 1998]. This vision was to be actualised on the country's fiftieth anniversary on 30 September 2016.

It was to be achieved under the five pillars of Botswana, namely democracy, development, self-reliance, unity and *botho* [humility] (Vision 2016, 1996).

Within the development pillar it was required that there be a wide reform of the public sector and there must be full cooperation by the government, public owned enterprises, private sector and other stakeholders that drive the economy (Vision 2016, 1996, p. 16). This call for the reform of the public sector led to numerous mergers, privatisation and outsourcing of non-core services, as well as restructuring and divestiture (PEEPA, 2014) as a way to address the public reform. BotswanaPost was also affected.

Public Enterprises Evaluation and Privatisation Agency [PEEPA] was formed in 2001 by the government of Botswana. Their mandate was to advise the government on privatisation strategies that would transform Botswana into a private sector led economy in line with Vision 2016 (PEEPA, 2014). PEEPA had a government supporting arm called '1Gov' to help them deliver their mandate. 1Gov was a strategy developed to deliver electronic solutions for the government of Botswana for the 2011 to 2016 period and beyond, to usher in and deliver on the Vision 2016 mandate (Botswana Government, 2011).

1.5.3 The History of BotswanaPost and the Postal Services Sector

BotswanaPost was formulated through the Botswana Postal Services Act 1989, Chapter 72:02, to form an SOE and they are the sole custodian of mail services in Botswana [BotswanaPost, 2012]. They [BotswanaPost] are regulated by the Universal Postal Union [UPU], an arm of the United Nations.

BotswanaPost has 123 post offices and 43 postal agencies [BotswanaPost, 2013]. Their portfolio of services includes the Post Office Savings Bank [known as Botswana Savings Bank], Botswana Couriers [subsidiary handling courier and

logistics] and Expedited Mail Services [EMS], a UPU product offered through the global postal network. In 2009, the government of Botswana decided to merge BotswanaPost with Botswana Couriers and Botswana Savings Bank to form Botswana Postal and Savings Group (BotswanaPost CEOs Office, 2009).

The UPU requires postal service operators across the world to continuously innovate and transform in this ever-changing environment (Accenture Research and Insights, 2015). The Accenture Research and Insights (2014, p. 6) indicates that mail volumes dropped at a rate of minus 4.7 percent between 2011 and 2012. Sixty eight of BotswanaPost's post offices were running at a loss, and this required an urgent intervention (BotswanaPost CEOs Office, 2009).

The early 2000s saw a heightened level of security at ports of entry [including postal ports such as BotswanaPost] as a response to growth in terrorism threats. This led to postal organisations across the world having to adapt to the need for technology driven solutions to combat these challenges (Universal Postal Union, 2016).

In view of the changing business environment, McGahan (2004) contends that if an industry is going through radical change, it has to change the way it does its core business; the 'icon of excellence' was then born to address these challenges.

1.5.4 BotswanaPost Vision: The Icon of Excellence

The Icon of Excellence was set to transform, diversify and modernise BotswanaPost into an organisation that can compete in a technology driven environment and also be responsive to the needs of the postal services industry (BotswanaPost CEOs Office, 2010). The vision was initially set to be realised in 2014, however, it was too big; it was then moved to 2016 in line with Botswana's Vision 2016 (BotswanaPost, 2012-2014).

The vision was developed through a fictitious character of a German man called Jim Baden; who came to Botswana to find Botswana as technologically advanced as Germany. The 'Icon of Excellence' was designed for all internal stakeholders. It was communicated through audio and video recordings that were played in meetings and spoken about at every available opportunity; to ensure that stakeholders understood where the organisation wished to be. This vision led to the staff rationalisation initiative, which was used as the focal point for this research. In 2013, BotswanaPost effected the transformation of the workforce

that had been spoken about since 2004 to address the restructuring of the organisation (BotswanaPost, 2010). Throughout 2013 and into the first quarter of 2014, BotswanaPost worked on the retrenchment initiative that led to letting go of 384 members of staff [BotswanaPost, 2013].

1.6   The Research Question, Aims and Objectives

The Research Question

This study seeks to address the research question: **'Can Western derived change management models be used to deliver change in diverse environments such as Botswana where the culture is so different from that of the West?'**

The Research Aims

The aim of this study is to establish the adaptability of Western derived models in diverse environments [as discussed in 1.1 above]. This was done with the hope that findings can be used to develop a heuristic framework that would deliver successful change, whilst protecting the wellbeing and welfare of the employees; as well as contributing to knowledge.

The Research Objectives

The objectives of this study are to learn from BotswanaPost through the research participants' lived experiences, how the organisation handled change when they delivered their transformation of the workforce initiative. This was done to establish:

- The reality of change at BotswanaPost and how they delivered change using Western derived change management models
- How BotswanaPost manoeuvred through the 3 phases of the change life cycle [before, during and after the change]
- How BotswanaPost handled culture during the delivery of the change initiative
- What the effects of the transformation change were on employees of BotswanaPost
- What lessons, negative or positive, could be drawn from BotswanaPost should other organisations in Botswana and countries with a similar

culture plan to deliver change using Western derived change management models

- Develop a framework that would guide the implementation of change management that embraces people.

1.7 Conclusion

Chapter one has been used as a precursor to the oncoming chapters. It introduces the reader to the study and provides a background in context to the organisation that is being studied. It also provides the background to other key drivers that influenced the organisation's transformation. It introduces the researcher's background and their interest in the research.

This chapter sought to provide an overview of the general set out of the thesis. The thesis has six chapters in total. Chapter 2 outlines the academic literature review used in this study as a foundation and support. Chapter 3 looks at the methodology and approach taken to gather and analyse data gathered during the research. Chapter 4 presents the study findings. Chapter 5 discusses the findings that were outlined in chapter 4. Chapter 6 provides conclusions of the study and provides in-depth presentation of the contribution to theory and practice delivered by the study.

Chapter 2 - Literature Review

2.1 Introduction

Views on change management are very diverse, some industry leaders and distinguished scholars opine that 70% of change programs fail to achieve their goals due to lack of support by leadership and staff resistance (McKinsey and Company, 2011; Kotter, 1996; Burnes, 2017). Hughes (2011) argues that there is no verified sufficient evidence to justify this popular narrative. Data could not be found on the rate of success or failure of change programs in Africa. According to Ovadje (2014) and Jackson (2004), there is no documented evidence on the success rate of change in Africa, although there are a few successes. It is on these attestations that this study is premised.

Chapter 2 shares with the reader the literature that was used to support and guide the study; of which the researcher critiques. This chapter also attempts to give a summary of available literature in change management, with particular emphasis on the use of Western derived models in Botswana; and to also identify gaps if any in the literature. The literature covers issues of significance in the management of change with an interest in Africa, with particular reference to Botswana and especially BotswanaPost, the case study organisation. The interest of the study leans towards the effects of change on people affected by the change and the effects of culture on organisational change.

The chapter sets out to discuss General Change Management issues, followed by issues of change management on Africa and concludes by looking at issues of change management on Botswana. A conclusion to chapter 2 will be found after change management issues on Botswana, which will also introduce chapter 3.

2.2 What is Change Management?

Change management is about implementing change and moving the organisation from its current state through to the desired state.

Kotter (1996) asserts that change is inevitable, it is a constant factor that must be lived with and managed. He (Kotter, 1996), further cites that the rate of change is not going to slow down anytime soon, making it critical that we learn how to live side by side with change and manage it effectively. Although Kotter is distinguished in change management and his 8 step change model is used

across the globe, his books are written with an industry perspective which some scholars, for example Hughes (2016), query that is not academic. I however, argue that although Kotter's work may not be academic, his model has been widely applied across the globe and has influenced how change is managed, even in Botswana. Kotter's 8 step model is one of the models that have been used by the case study organisation to deliver change; the research seeks to find out if these models can work in a Botswana environment [page 1].

According to Gabriel, et al. (2013, p. 138), change and uncertainty are a common feature in today's work place and in our everyday life; it has the potential to make or break any organisation, as cited in the introduction section. Gabriel, et al. (2013) posit that the impact of change in organisations is pervasive and it encompasses all stakeholders [ranging from shareholders to management, employees, customers, host communities etc]. This is because change is deviant from the way things are done on a day to day basis; its challenges disrupt the way people are used to doing things, creating dissonance (Gabriel, et al., 2013, p. 138).

Although this assertion may be interesting to this study, it might be challenging to apply outside Nigeria [where Gabriel, et al. study was commissioned]. Their study is an outcome of research undertaken in five Nigerian banks located in one area. It could be argued that the outcome of the study could be reflecting change behaviours in the banking sector of a certain area in Nigeria. Nigerians have a strong culture and are generally inclined to do things the Nigerian way. It could be argued that this might not be easily applicable in Botswana and other Southern African countries where the culture is so different. However, this should not be interpreted to mean that their work cannot be used in this study, it can be mirrored to Botswana, because we can still learn from them.

According to Palmer & Dunford (2008, p. 21), change management involves 'directing, navigating, caretaking, coaching, interpreting and nurturing'; a process that organisations should consider adopting in order to have a chance to make their change initiatives successful.

The delivery of change initiatives involves people in one way or the other, which in turn requires that people are treated in a morally and ethically acceptable manner. However, Palmer & Dunford fail to produce a model that guides the change practitioners on how to deliver the change. Instead they offer the change practitioner some guidelines on what hat to wear and when, in order to attempt

to deliver successful change. This approach, I believe, does not help the change practitioner who has been dogged with unsuccessful change to succeed. It does not help the practitioner because with most models, different hats are worn to deliver set roles in change management which most often leaves Africans conflicted.

According to Daft (2006) change can either be transformational or incremental, it is the manager's job to ensure that they anticipate and facilitate such a change process. Daft (2006, p. 393) posits that, planned change is made up of four components, namely, internal and external forces for change must exist, managers monitor these changes and become aware of a need for change, the perceived need triggers the initiation of change, change is then implemented. Daft argues that it is through ignoring this that we fail to recognise the right time to initiate change, as well as preparing those who will be affected by the change. However, Daft's framework fails to emphasise the importance of the human factor that is involved, where managers have to be sensitive to the human resource feelings; where people are being valued and their cultural diversity is embraced. Although this is a slightly dated document, I believe that it is important for any change process that employees understand, appreciate, take ownership of the change and see it as a working tool rather than a threat.

2.3   Existing Literature and Program Focus

'empirical research on management in Africa is inadequate'

(Jackson, 2004, p. 2).

Sub-Saharan Africa is a neglected area and there is paucity of literature on change management (Jackson, 2004; Ovadje, 2014). Change management literature on Botswana was limited with only four journal articles found to be relevant. These were Gbadamosi (2005), Washington & Hacker (2005), Hacker & Washington (2004) and Mulinge & Munyae (2008). Out of these four only three, Mulinge & Munyae (2008), Hacker & Washington (2004) and Washington & Hacker (2005) were directly talking about change management whereas Gbadamosi (2005) was focused on consultancy with Western content on change management.

There is a vast amount of literature available on Change Management and Culture, but limited material on the adaptability of change management models and guidelines on how to use these change management models in a non-

Western environment (Ovadje, 2014). This is an important mention because in Botswana if not Southern Africa, Western models and concepts are used; most often not questioned on their functionality and adaptability to the people that use them, people from a different world than where these models were developed.

Hughes (2016, p. 72), warns that studying organisational change really does depend upon who you ask. Organisational change scholars have their own preferred explanations and may be conscious or unconscious of their preferences [positive and negative]. Hughes argues that the nature of organisational change is embedded within the minds of those affected. In his book, Hughes (2016) has been very critical of available change literature which has allowed the researcher to see beyond the border of written text; to appreciate that change is not easy and as straight forward as it might seem, to grow academically.

The lack of literature in this area gives this research an opportunity to delve further to find out what can be done and how it can be done, therefore contributing to knowledge.

2.3.1 General Change Management Literature

"There is much to question and challenge within the field of organisational change" [Frahm, 2007, p. 952]", cited in Hughes (2016, p. 65).

According to Cooke [1999, p. 81] found in Hughes (2016, p. 69), change management's very construction has been a political process, where certain literature has been favoured at the expense of others. Cooke encourages those using models to guard against imagining a linear, neutral and a rationally developed field of organisational change. However, Cooke fails to provide a way in which this challenge can be addressed especially in diverse environments such as Africa where most things such as education and development projects are a product of the West. Africans are creatures of routine and habit where most things introduced from the West are not questioned nor taken with a pinch of salt; resulting in a replication of successes and failures in varying degrees (Jackson, 2004).

Whilst arguing that people are anchored on routine in workplaces, Hayes (2002, p. 105) opines that, although some people assume organisations to be well integrated entities within which everybody works harmoniously to achieve shared goals, the reality is often very different. He further acknowledges that there are power dynamics at play within the workplace. When dealing with change

management, an organisation shifts from a familiar territory to a new one, most often making both internal and external stakeholders affected by the change anxious. Although anxiety through change is a common phenomenon, Hayes fails to state how this can be dealt with. This is a challenge found with most literature on change management; critiques, without sound solutions.

Hughes (2016, p. 203) further argues that, change management literature from the West is filled with attitudes, values and beliefs that are deeply entangled with selfish and self-serving Western beliefs, in individualised cultures and the benefits of materialistic societies; with mostly cited publications being Anglo-American. This could be true to some extent, but it is also important to acknowledge that the West has helped with civilisation in other areas of the world. It could be argued though that although they have helped, there should be limits to contain the beliefs that continue to propagate, in order to allow for other nations to bring forth their heritage or their way of doing things; so that they [non-Western nations] can also feel a sense of ownership in what they wish to pursue.

Within the book 'The leadership of Organisational Change' (Hughes, 2016), Burke cautions against the use of models such as Hawthorne studies, planned change and Kurt Lewin as he refers to them as scientific, maybe because the studies were initially performed in a laboratory; which Hughes heavily criticises (Hughes, 2016, p. 70) . To some extent I concur with Hughes because I believe that Burkes argument may not be entirely true because the Hawthorne studies was eventually taken to the people in the factory; however, it can still be argued that it was a controlled study therefore the outcome was biased.

In spite of this, Cookes and Burnes [2013] found in Hughes (2016), revisited Kurt Lewin's work and are of the view that he had been misrepresented; he was a pioneering father of Organisational Development [OD], he cared for the marginalised voices and planned change. This led to Hughes (2016) citing concerns on how certain literature in change management is favoured over others when imagining a linear neutral playfield in change management literature.

The Kurt Lewin model was formulated on the backdrop of the second world war, a product of the Harwood studies on American housewives' decision-making on food rations; it is grounded on group decision making to initiate effective change (Burnes, 2007). According to Burnes (2004), the study was not in isolation, it was interlinked with Lewin's field analysis to appreciate the forces that work to sustain change and those that resist change. Although Cookes and Burnes' views are

important, it is not easy for scholars to find Kurt Lewin's background in OD therefore leading scholars to use what is widely available. Despite Kurt Lewin's model being popular, very few of its purveyors know or share where and how this model was developed, for what purpose and under what conditions. It could be argued that if they knew the origins and motives, the prospective users would look at what they could adapt for their situation or even understand challenges that they could be experiencing with the model. Hughes (2016, p. 80) further argues that, this psychological philosophy depicts resistance to change as a response to organisational change; which is likely to diminish as employees take ownership of change through bottom-up approaches. He [Hughes] advocates that, OD commits to the premise that change must emanate from a critical mass of engaged employees, arguing that better performance comes with interested, valued and empowered employees.

Although this might stand true to a lot of organisations, it can be argued, as in earlier discussions, that this is more of a Western view which may not find room in the high power distanced patriarchal societies of some countries found in Sub-Saharan Africa (Hofstede, 2003); where leadership is arguably autocratic and top down. This is an important observation because national cultures found in these countries are very different from one another, including Botswana, an umbrella perspective may not be workable.

2.3.2 Change Management Literature on Africa

Jackson (2004) and Ovadje (2014) were the only two text books specifically on Change Management in Africa that were found. Blunt, et al (1992) was also used to address OD in Africa and consulted for this research. The other sources of literature that were used were six journal articles by Kiggundu (1991), Jones & Blunt (1993), Louw and Jackson (2008), Beugré & Offodile (2001), Hodgson & Zaaiman (2003) and Razia (2013).

According to Kiggundu (1991), some scholars have a tendency to look at Africa as a helpless continent, arguing that even before Africa was colonised there were some strong and stable countries within the continent [for example, Egypt and Ghana]. Africa in the pre-colonial era had solid governance systems [with thriving economic and political governance] led by kings, chiefs and emperors, whose rule was absolute; conceding that the Africa of today still has highly personalised and authoritative leadership traits - similar to those in the pre-colonial era - where

decision making and implementation processes were held at the top (Kiggundu, 1991, p. 33). At the time, management development was done inhouse through coaching and mentoring using indigenous knowledge to deliver training; making knowledge transfer into workplace easier because it was not foreign. Kiggundu (1991), argues that management training is now foreign and delivered by foreigners or in a foreign manner with no local context.

He further argues that colonialism destroyed the local knowledge and management system. The colonial masters were convinced of their cultural, biological and technological supremacy; they believed that the African administration system was inferior (1991, p. 34). According to Kiggundu, some of the indigenous systems were appropriate, and he argues that their annihilation has led to the psychological destruction of the African self-esteem, that is seen in different forms in the African society. African societies are seen as trying to emulate the West to better themselves, which at times makes them worse off. Kiggundu (1991, p. 42) warns that in addressing these challenges especially in Africa, it must be remembered that today's solution can be tomorrow's problem; an important attestation that is important to guard against.

He (Kiggundu, 1991, p. 34) posits that during the colonial era, only low level staff were trained whilst senior level management was deliberately ignored, because Africans were not expected to take leadership positions. This he argues, created a problem when the colonial masters left because there was no leadership expertise. Therefore, they had to build capacity by using Western systems that were at their disposal because their knowledge systems were no longer there; the little they remembered, they thought it was inferior as they were made to believe by their masters. Kiggundu (1991, p. 34) concludes by arguing that if Africa is to be helped, it is important that this background is understood. Although Kiggundu's work dates back almost thirty years, it carries valuable information that brings perspective to the study, giving an overview of Africa. I believe it is critical as it gives context and it allows the reader to understand the arguments of other scholars who have written about Africa in this study.

Blunt, et al. (1992) assert that, Africa's public sector is burdened with an overpopulated workforce, which consultants aggressively recommend be reduced by 30%. However, there is no empirical research to justify this. Although their book is almost 30 years old, I believe it is relevant for this study. The case

study organisation also reduced its workforce by 30% in order to deliver towards the transformation of the organisation.

According to Jones & Blunt (1993), the leadership in Africa is perplexed about the overwhelming need to change, arguing that change cannot be done without looking at the intrinsic nature of organisations and culture. They (Jones & Blunt, 1993, p. 1737) argue that the organisation is a reflection of the underlying cultural reality; and that sometimes there would be problems with no answers or solutions, because there was no precedence or nothing was documented, calling on the leadership to look within themselves for answers from their lived experiences or even from others. Jones & Blunt cite that change can be very unsettling, especially for those likely to be affected by change in Africa, where there are calls to reduce the workforce in the public sector; arguing that this is likely to cause conflict and the process must be managed with sensitivity. They argue that OD is a social psychology filled with North American cultures, which makes them not suitable for many non-Western cultures. Although this article is almost thirty years old, I believe that it is still relevant because leaders can look within themselves for solutions that they cannot find information on.

Jackson (2004) posits that, it is difficult to deliver change or talk about management in Africa without embracing power dynamics and culture. He (Jackson, 2004) asserts that, autocratic leadership is at the top in African management, and that Africanism is embedded in the spirit of *ubuntu* which in Botswana is known as *botho*, one of the Vision 2016 pillars cited in the introduction chapter of this thesis. According to Jackson (2004),

> The Western concept of human resources that is commonly used in African organisations is associated with the instrumental approach, in which people are seen as a means to an end of meeting organisational objectives; while in the humanistic approach people are viewed as having value in their own right and being an end in themselves (p. 26).

Louw and Jackson (2008, p. 13) argue that the general perception was that the African organisation placed people as a valuable resource above their wellbeing in the organisation. This goes against the African spirit of collectivism and *botho,* where people value each other collectively, not individually and people are treated with respect - a sense of being – discussed earlier [page 11].

Louw and Jackson, and Jackson assertions are inclined towards Botswana because Botswana shares borders with South Africa, where Batswana are also found. Although Louw and Jackson's study is on South Africa, it embraces Sub-

Saharan Africa, of which Botswana is a part of. Whilst Jackson's study is on Sub-Saharan Africa, it also covers South Africa, Zimbabwe and Botswana; with more depth on Botswana than Ovadje's study which infrequently cites Botswana. The three countries share borders and their cultures are very similar [page 10]. These similarities make it easier to find Jackson's study more relevant and could be useful for Botswana, despite being commissioned by a Danish International Development Assistance. Academics from the local universities were used [in Botswana, South Africa and Zimbabwe] to assist in the study, which brings academic relevance to his work. These similarities make their [Louw and Jackson, and Jackson] studies more relevant than other scholars [including Ovadje], although they are still influenced by the West.

Ovadje (2014, p. 2) posits that, managers of organisations in Africa lack examples of successful change that they can learn from; stating that most published work is that of American companies that most Africans cannot relate to. Ovadje (2014) argues that, the African press rarely carries examples of successful leadership that could shape organisations. She (Ovadje, 2014) warns that, Africans are likely to resist any change that threatens their job security because of their cultural setting. Ovadje (2014, p. 2) argues that, the key to successful change is to have change models that guide the manager to develop a coherent plan that will help deliver the change; change is complex and must be planned. Ovadje (2014) posits that, every change requires a vision for it to be implemented, and for the change to be deemed successful, the vision must be fully actualised. Ovadje (2014) advocates the use of a model for planned organisational change to help the change manager to plan and constantly refine and evaluate the components of the change in order to meet the vision, asserting that African change managers are looking for models that are comprehensive and can help them with the decision-making.

Although Ovadje's work is on change management in Africa, there is very little on Botswana. Ovadje's model (2014, p. 4) focuses on the decision making process, her book leans towards Nigeria [her native country] where most of the case study organisations are from. Her model does not reflect the local or African culture that she talks about in her study. It is presented in a Westernised manner similar to other Western models; it does not address the prescriptive nature of the Western models she alluded to in her study.

Beugré & Offodile (2001, p. 537) posits that, the people of Africa are influenced by several factors including language, occupation, religion and historical experiences. Beugré & Offodile (2001) argue that, people in Africa have a higher intolerance for uncertainty and they prefer more stable, predictable situations rather than change and uncertainty; people prefer the status quo as it is perceived to be more stable. Beugré & Offodile (2001, p. 538) assert that, traditional values do not encourage change but rather direct people to accept things as they are without question, encouraging blind obedience. They [Beugré & Offodile] further argue that, theories for example, that are developed in one culture reflect the patterns of that culture and they are not easily transferable. However, they posit that some theories from the West can be transferable. The researcher's view of Beugré & Offodile's study is that the study is too broad. Beugré & Offodile view the whole of Sub-Saharan Africa as having similar cultural traits, painting Sub-Saharan African nations with one brush stroke; therefore, the outcome of the study does not necessarily hold true for all countries. There are areas for example, where they talk about Africans accepting corruption as a norm because of poor wages in some sectors and every working person having an extended family responsibility; which I disagree with. I argue that Batswana are no different from other nations where there could be pockets of unacceptable behaviour but that should not in any way generalise the nation; similarly, responsibilities of a working Motswana are no different from one from the West, not all Batswana are tied down to the same responsibilities of extended families, they are just as diverse a nation as any other in the West.

Hodgson & Zaaiman (2003, p. 45) argue that, the people dimension of change is about changing attitudes, easing fears, and building co-operation. It is about creating interaction, communication and building trust; attributes that resemble the African value system of *botho*. They (Hodgson & Zaaiman, 2003) further posit that, in order for change to be successfully implemented, it is essential to gain people's buy-in and ownership of the change. Hodgson & Zaaiman (2003) further argue that, the central focus of change must be on its impact on people because the real issues of change are emotional not strategic or technical, and people need to have some sense of security when facing change. By including people in the planning and conceptualisation of change and affording them the freedom to express their ideas and contribute; the threat to personal security, relationships

and status are lessened as a sense of stability and control over their destiny is developed (Hodgson & Zaaiman, 2003, p. 46).

Hodgson & Zaaiman's study is based on three case study organisations [one undertaken in Zimbabwe and the other two undertaken in South Africa], they seek to develop a model to address the challenges of prescriptive models from the West. The model they developed is premised on a facilitative management approach where Kurt Lewin's 3 step model is used as the base model to deliver change using a project management framework. This model leans towards project management, despite the step by step explanation of what should be done. In their step by step approach of facilitating Kurt Lewin's model, they fail to incorporate culture and the support systems for those affected by the change. The model is quick to close off the project with a report, without guiding the change practitioner on how to handle the change once the time has arrived to close the change; in the real world change does not stop because the time has come - it trickles into the future. Although this study was undertaken in Zimbabwe and South Africa, on natives of the land, it is to some extent prescriptive and still very Western - not capturing the 'how' of delivering change and the African culture that they seek to address. Their model also fails to show how it can be used when someone is not using the Kurt Lewin's model.

Razia (2013) argues that, difficulties with change are compounded in cases where senior executives wish to deliver new strategies to retain competitiveness that require a transformation of the organisation. Razia contends that large-scale change affects behaviours and more fundamentally the culture of the organisation, an observation that is also applicable to Africa as Africa continues to trade globally. These challenges could be due to a lack of attention to the accompanying cultural shift required for the new strategy and capabilities to be realised, or because not enough attention is paid to translating the rhetoric about culture change into tangible actions (Razia, 2013). In order to address issues of culture and adapt within a change initiative, Razia argues that the leadership must adopt an intelligence approach that allows them to gather and manipulate information, inferences, and enact behaviours in response to one's cultural setting. Razia further argues that, in the globalised village that the world has become, there is a need for a cosmopolitan leader, someone who is multi-talented and can deliver to diverse environments, at the same time, be able to satisfy both the needs of the globalised world and meet those of the local

environment. According to Razia, some areas of Kenya, people have urbanised although there are some areas where people still take culture as hereditary. They expect things to be done in a set way, that requires leadership to be versatile and nimble to deliver the demands of change. Change will always be there, and people will always be involved in change, therefore a suitable working platform that is not paternalistic is required. Although Razia raises some interesting points to change, it is difficult to see how they would work because those that see culture as hereditary, would still expect that paternalistic approach to guide them through the introduced culture as they would expect at home. The study as with other studies borrows significantly from the Western literature, however, there is not much to go by without western literature. This is because everything, at least for now, seems to emanate from the West. Africans have to find ways to incorporate their Africanism within the emanant Westernised ways in order to remain globally relevant.

2.3.3 Change Management Literature on Botswana

According to the Botswana government (2013), who are in the process of rolling out the government automation portal, there were large numbers of derailed projects and wasted resources leading to costs and documents that were gathering dust in organisations because they are not usable, with theories and models loosely implemented if at all. There is also an increase in reduced productivity levels, absenteeism, staff turnover and grievances (PEEPA, 2014).

When Washington & Hacker (2005) studied the Botswana Public Sector as the country rolled out a countrywide change initiative to address vision 2016, they found that change fails because of lack of knowledge; arguing that change in Botswana fails when the change leadership does not understand the change they are leading. If the management understood the change, they would be excited to implement it and also cascade it to the rest of the staff. Washington & Hacker (2005) go further to suggest that, management must be quizzed to ensure that they understand the change and how to implement it. Washington & Hacker (2005) further argue that, where there is lack of understanding of the change there is a higher chance that there will be resistance to change, agreeing with Ovadje (2014) that, there is an overwhelming amount of literature about the practice of implementing change, but there is no consensus as to what works best and how to go about implementing these prescriptive models especially in

the case of Botswana where literature is very limited. According to Hacker & Washington (2004) it is about actions and behaviours that are tangible and anchored on a strong organisation strategy, human resource strategic drive and a succinct relevant communication strategy.

Washington & Hacker (2005) further assert that, the government of Botswana used consultants to deliver their change reform but change has continued to elude them. Despite Hacker & Washington's contribution, it is important to note that they were also consultants who came to Botswana to study the undertakings of vision 2016. This study was undertaken in the Ministry of Minerals, Water and Energy [MMWE] where 77 managers were interviewed and in the Ministry of Education where 217 secondary school heads were interviewed. They however, present their findings as if all 16 Ministries [at the time] that make up the Botswana Public Sector participated. This shortfall makes the study biased to the view of the two ministries. The other weakness that this study had was that the research participants were judging their own performance and understanding, which may not be entirely true; something that Washington & Hacker also observed. However, the researcher found it to be of particular interest to this research because it spoke candidly about vision 2016.

Gbadamosi (2005, p. 1143) on the other hand when he studied management consultancy practices in Botswana, interviewed seven top consultancy firms and found that consultancy is likely to remain unsuccessful in delivering change until efforts are made to include indigenous values and beliefs into the role. Gbadamosi (2005) opines that, consultants come into organisations to deliver change usually with a culture imprint that delivers in Western derived nuances without addressing the native culture. Culture is defined as the set of basic assumptions shared by a group, although other definitions such as 'the way we do things around here' indicate recognition that these assumptions guide interpretation and action leading to taken for granted ways of behaving; evidenced in structures and systems as well as in informal symbolic and ritualistic elements. Gbadamosi (2005) cites that, consultants are expected to deliver magic across organisations without the commitment by other stakeholders, something similar to waving a magic wand and all problems solved. He further opines that the public sector was the most difficult for consultants to work with; citing that whilst consultants were expected to deliver the results, public sector employees were not always willing to participate. Gbadamosi's study, I believe is

very biased towards the views of consultants. The majority of these consultants are not natives and may not be conversant in the culture and traditions of Batswana; therefore, they may not be qualified to have their views used to compare the findings with the cultural rituals of magic. Nonetheless, his study has potential to shed light and contribute towards understanding why change fails.

When Mulinge & Munyae (2008) undertook a study of 360 employees of the University of Botswana, to study what determines the acceptance of change, they found that all stakeholders must feel involved in the change for the change to be successful; from the decision-making phase and throughout implementation (p. 183). According to Mulinge & Munyae (2008), consultations [*merero,* plural for *morero*], trust in management and the quality of management are more likely to persuade stakeholders to accept the change. Mulinge & Munyae's study was found to be interesting to the researcher because the research looked at change dynamics in Botswana. However, this study presented some weakness because it does not tell the reader how to deliver such change.

2.4 Summary Critique of the Literature Review

In this chapter, authors such as Hughes (2016) and Burnes (2017) have argued that, change management is a diverse subject that can be political and problematic. Although it can be challenging to execute, if done well it can be successful. In an effort to address its problematic nature, numerous authors have developed models and tools that guide the delivery of change. However, even with the availability of such tools, renowned authors such as Kotter (2011) assert that, change continues to fail at an alarming rate. Some blame such failures to the lack of understanding by change managers (Washington & Hacker, 2005), whereas others blame it on poor delivery skills by the change managers (Cameron & Green, 2012). Others blame change failures on the background factors or history behind the models and their prescriptive nature (Ovadje, 2014; Hughes, 2016). Some scholars assert that people that are affected by change, especially lower level staff, are not always looked after in change management initiatives and they suffer the most (Cannon, J; McGee, R;, 2008; Armstrong, 2016). Hughes (2016) however, argues that we have a very limited understanding of organisational change and leadership put together.

Various scholars from the West such as Kotter and Kurt Lewin as well as some African authors such as Ovadje amongst others, have produced change

management models to address this gap. Some authors have argued that models that are available are prescriptive and do not tell the African change practitioner how to deliver the change but what to do; arguing that there is a need for more comprehensive models (Ovadje, 2014; Jackson, 1999). Ovadje attempted to address this in her model which, however, does not reflect the local culture nor the pertinent 'how'; it is presented in a Westernised manner similar to other models.

This literature review has shown that these models were developed by authors who were influenced by their research environment - their historicity - making them somewhat biased to the scholar's historicity.

Hughes (2016) argued that in an academic context, organisational change has neither the history nor the legitimacy of academic discipline, therefore critical engagement is crucial to advance knowledge. He argues that although Kotter is a renowned scholar and his work is highly cited in academic work, he used industry experience with no academic rigour; citing that this is prevalent across academia in change management. Jackson (2004) also concurred, when he discussed the lack of academic rigour on issues of change in Africa on page 20, arguing that practitioners appear to accept theories without questioning the context on which theories are formulated. I argue that this could be perpetuated by the systems that shape us - we go to school, we are taught what we are taught - we are expected to take it at face value and recite it so that we are perceived 'knowledgeable'.

2.5 Conclusion

Chapter 2 has outlined the literature review that was used to support this study, which is also intended to help the reader to understand. In this chapter, I presented a discussion of the literature review and also identified a gap in the available literature on adaptability of change management models in Botswana. According to this review, there is an outcry for change management models that are not prescriptive and address the 'how', to help change practitioners in Africa, in this case Botswana to successfully deliver change. This literature review has shown that the author's history or environment will always influence any information that we access, in this case, the change management literature. Furthermore, those that are using the literature or models will also be influenced by their history and environment.

The literature review has identified that there is limited literature on change management in Africa and **Botswana**. There is need for more literature on change management that addresses the history and environment of the users, in this case **Botswana**; if it is to be relevant and drive change management. It was also noted that the literature was ten or more years and it could be deemed old; however, it was useful for this purpose. The literature review has suggested that some indigenous knowledge systems that worked in the pre-colonial era might be able to help address some of the challenges that are currently experienced; identifying a gap in the literature. The gap identified the need for scholars to consider borrowing some of the working indigenous knowledge systems into what scholars learn at business schools and merge it with their experiences to deliver models that will address the 'how' of the change practitioner; at the same time embracing the historicity of those affected by the change. The other gap identified was that change management must be tailored to respective environments to work. I believe this will give practitioners the option to borrow and use what they find suitable for their unique situations.

This literature review concludes that, there is a **need** for further research on issues of change management, the use of Western derived change management models and ways to adapt these models to successfully deliver change in **Botswana**. Chapter 3 discusses the methodology that underpins this study.

Chapter 3 Methodology

The purpose of this chapter is to inform the reader about the researcher's methodological approach and method taken to gather the data corpus as well as how the data was analysed. It provides an understanding on what was done and the steps taken to gain access into BotswanaPost; to study how the organisation delivered the staff rationalisation exercise using Western derived change management models.

3.1 Introduction

A qualitative research enquiry was chosen in order to understand the behaviour of people, attitudes and perceptions of the world in a natural setting (Lapan, et al., 2011). A hermeneutic phenomenological methodology was chosen because it allows for the researcher to bring their experiences, pre-understanding and culture into the research (Parker, 2004).

3.2 Research Strategy

According to Shank [2002] found in Parker (2004, p. 159), qualitative research is a study of processes and behaviours in their natural settings where the researcher tries to make sense of the phenomena and the meanings that people attribute to them.

Parker (2004) advocates that, the use of a qualitative research strategy in business research gives the researcher an opportunity to have an encounter with people's actual experiences; the researcher being the primary tool for the research. According to Parker (2004), methods for gathering data include interviews, conversations and observation. Guba & Lincoln (2000) caution researchers about the complexities of qualitative research, stating that it yields large data sets that the researcher must be competent to handle so that the research can be credible.

According to Parker (2004, p. 161), there are five key skill-sets that a qualitative researcher must have:

- Participation: the researcher is required to participate within the research on site or with research participants. Trust and effective communication with research participants by the researcher are critical so that the research participants can allow themselves to be vulnerable

- Observation: Sharp observation skills are important so that the researcher can pick up on any form of data that is key to the research
- Triangulation: it is the collection of data from different sources or research participants at different times during the study to enhance credibility
- Communication: an emphasis is put on the researcher learning the language of the research participants in order to communicate better as well as to pick on the nuances, the subtleties and the terminologies of the research participants in order for the researcher to get the most out of the research
- Interpretation: this is an important skill for the researcher to have, because it is important that the researcher can pick on the underlying meaning of what is being communicated by the research participants. This also involves the researcher's own reflection of their background and how it affects the research and the research outcomes.

3.3 Philosophical Stance

Philosophical assumptions allow us to ask certain questions and use appropriate approaches [methodology] to research. Guba & Lincoln (1994) define philosophical assumptions as a basic belief system that guides the researcher in research methods to address their ontological and epistemological positioning.

3.3.1 Ontology

Ontology is concerned with the nature of being, what is considered to be reality (Guba & Lincoln, 1994). Ontologically I am a constructivist, I believe we do not live independently of the world and the world that we live in makes us who we are; therefore, we cannot dissociate ourselves from it. This was a necessary and important stance to hold because the research seeks to investigate lived experiences of human subjects. The aim of the inquiry is to understand and reconstruct the constructions that people [including the researcher] initially hold, aiming towards consensus but still open to new interpretations as information and sophistications surface. According to Guba & Lincoln (1994), the researcher assumes the role of participant and facilitator, allowing the researcher to also tap into their experiences and create a rich hermeneutical dialogue.

Furthermore Guba & Lincoln (1994) argue that, knowledge accumulates through the process of hermeneutics as well as experiences learnt through case studies; an argument befitting the case study approach taken for this study. A hermeneutical approach allows for the researcher to unearth background information, that may not be in the forefront to the research participant but of importance to the study (McAuley, 2004).

According to Coetzee, et al. (2013) the interpretivist approach aims to understand individuals in terms of their interpretation of reality in their day to day living; appreciating that all truth is fallible and whatever research outcomes are reached, it is provisional, and it is all open to correction. Coetzee, et al. (2013) further attest that, interpretivism operates within an idealist theory of knowledge, where descriptions of people's intentions, interpretive understanding, inter-subjectivity, engagement and empathy are given prominent attention.

The exchanges and interactions between researcher and research subject, usually lead to the construction of a text that constitutes the record [document] of the subjective experiences of life, drawn from testimony and memory, as revealed during in-depth interviews. This document exists inextricably from the researcher, with intentions, hopes, suffering, fears and joys of people conveyed by means of words; these emotions and experiences constitute the text, of which the researcher will attempt to extract meaning (Coetzee , et al., 2013, p. 8).

My constructivist ontological position aligns with Martin Heidegger's hermeneutic phenomenological approach to research which focuses on *dasein*, the spirit of being [discussed on page 35].

Laverty (2003) suggests that ontology informs epistemology, allowing the researcher to make a choice on the research approach and methodology. In hermeneutic phenomenology, reality is considered as an individual's construct based on their experiences of the world. It is grounded on the premise that there are multiple realities out there and they are informed by just how much we know.

3.3.2 Epistemology

As a constructivist, my epistemological position is that of a subjectivist; because I see knowledge as created in interactions between the researcher and the research participants, allowing the research participants to reconstruct their story; a part of their life they wish to share with the researcher (Denzin & Lincoln, 2008).

Knowledge is subjective to the one who has it, the one receiving it will interpret according to their own belief.

According to Easterby-Smith, et al. (2012), epistemology considers the most appropriate ways of enquiring into the nature of the world and what knowledge is. Wertz (2011) attests that epistemology addresses the question of 'what one can learn and how?'. A fundamental question one seeks to address is, 'what is the difference between having an opinion and knowing something?'. For example, this could be an area of interest in the board room where business cases are defended, and decisions are made that lead the organisation into the future. Executives do not really question the depth of the information submitted or how the decision was reached. Decisions are made at face value based on the information presented, not on the background of the originator of the document or the presenter of the information. In the area of work, people within will always interpret the environment and information availed to them differently based on their social construct (Mbigi, 2000).

Interpretivists believe that any truth is subject to interpretation based on someone's understanding and belief system (Lapan, et al., 2011). Leitch, et al (2010, p. 69) believe that this is heavily influenced by work life and general life experiences. Interpretivists also believe that all observation is theory and value laden; that an investigation of the social world is not, and cannot be, the pursuit of detached objective truth, it is grounded in peoples own understanding (Leitch, et al., 2010, p. 69). Leitch, et al (2010, p. 70) further assert that, interpretivism is concerned with *verstehen,* the understanding of human behaviour.

According to Williams (2006), people make sense of situations based upon their individual experiences, memories and expectations. From an interpretivist point of view, we create our reality through our experiences resulting in many differing interpretations. This is why different people will interpret the same message differently (Leitch, et al., 2010), something we see a lot in the workplace and in our daily lives. Leitch et al. further argue that, it is these multiple interpretations that create a social reality in which people act. Under this paradigm, therefore, it is important to discover and understand these meanings and the contextual factors that influence, determine and affect the interpretations reached by different individuals. It is through discourse that we endeavour to influence others or at least put our point across in a way that will be understood by others.

Rickards and Murray (2006) infer that, there is a challenge with the transfer of knowledge, especially where projects are concerned. An organisation is a complex structure with complex systems and is made up of diverse people, who have different epistemic levels and views (Easterby-Smith, et al., 2012). This epitomises the complexities of our social world (Longhofer, et al., 2012). For example, leadership style could be authoritative - choosing to instruct rather than involve - giving birth to discursive analysis (Hammersely, 2013).

Guba and Lincoln (1994) assert that human behaviour cannot be understood without reference to the meanings and purposes attached by human actors to their activities. According to Guba and Lincoln (1994, p. 109), a constructivist/interpretivist stance is distinguished by relativism [local and specific constructed realities], transactional/subjectivist [created findings] and hermeneutical/dialectical interactions.

According to Guba and Lincoln (1994, p. 111), the personal nature of social constructions suggests that, individual constructions can be elicited and refined only through interaction between and among researcher and the research participants.

In view of my interpretivist stance, the research follows a phenomenological inductive [hermeneutic phenomenology] approach developing theory as opposed to testing it (Laverty, 2003), discussed below.

3.4 The hermeneutic phenomenological methodology

Hermeneutic phenomenology also known as interpretive phenomenology, is a part of phenomenology that seeks to understand lived experiences and the essence of being [the existence of men], through interpretation of contextualised human experiences (Wojnar & Swanson, 2007). Because we are human beings, we are influenced by who we are, our surroundings and our history (van Manen, 2016).

Hermeneutic phenomenology is Heidegger's phenomenology. It argues that, 'bracketing' cannot be possible in human beings, as opposed to Husserl's phenomenology that asserts that one can bracket their knowledge or experience during the course of the study. Heidegger's focus was on *dasein,* the 'being' of humans, which aligns with the researcher's ontological position as discussed on page 322. Dasein is a German word seeking to address what it means to exist as a human in this world. Heidegger focuses on human existence in that it is not

the way we know the world but the way we are; our understanding is based on our background or what has moulded us; our history and culture. Heidegger further argues that, preunderstanding is important when undertaking a hermeneutic phenomenological study, it is not something that one can put aside or temporarily forget [bracketing] because it is a part of our being (Laverty, 2003). Hermeneutic phenomenology focuses on the study of human experiences as they have lived them, with an interest in the little things in life that are taken for granted in everyday life. It is underpinned in the belief that, it is possible to acquire knowledge through human experiences and their insights (Laverty, 2003).

Our understanding comes through our use of language to interact and express ourselves; we then have to interpret what is being communicated in order to make sense of what is being said. Hermeneutic phenomenology asserts that, in order for us to understand our lived experiences, we have to be interpretative.

I chose the hermeneutic phenomenological approach to research because of who I am regarding this research [discussed on page 8]; I could not separate myself from the research. The hermeneutic phenomenological approach allowed me to appreciate my position as a former employee of BotswanaPost, and also to embrace former colleagues as they saw me as one of their own, someone who understood their pain, part of their journey and the dynamics of the organisation. This approach also allowed me to reflect on the findings as they became apparent.

3.5 Reflexivity

According to Gergen [1991, p. 270] in Alvesson et al. (2008, p. 484), knowledge is not something that people possess in their heads, but rather, it is something that people do together.

Reflexive practices explore the broader social landscape within which research and researchers are positioned [Collins, 1998, p. 297] found in Alvesson et al. (2008, p. 485). According to Hammond and Wellington (2013), reflexivity refers to examining ones' own beliefs, judgements and practises during the research process - how these may influence the research - it involves questioning one's own 'taken-for-granted' moments.

Throughout the research I had to reflect on what I know, what I have experienced and who I am, as well as what I have observed in the process of attempting to interpret and understand, in order to make sense of people's lived experiences

through the data accumulated. According to Van Manen (1997), reflexivity when used within a hermeneutic phenomenological methodology, can assist in adding value during interpretation of data as well as in interpreting meaning.

Alvesson, et al. (2008) talks about an approach in reflexivity called 'positioning practice', that it is not only concerned with the relationship between researcher and research subject, but also with the way that the author's research takes place within a broader network or field. They (Alvesson, et al., 2008) argue that, the broader social process shapes knowledge, meaning that the researcher can construct 'knowledge' only in the context of a particular research community and society. The researcher has interpreted this to mean that the research undertaken cannot be separated from the environment and culture within which research participants live and work; and the researcher has lived and worked in. An approach that is perceived useful by the researcher in undertaking this research, because the researcher brings into the research a priori themes as discussed earlier.

Hammond and Wellington (2013) emphasise the importance of reflexivity in qualitative research, arguing that reflexivity requires openness and acceptance that the researcher is part of the research. This has been integral in this research because the researcher recognises herself as being part of this research and acknowledges her past.

Alvesson et al. (2008) however, cautions that by bringing the understanding of reflexivity to bear on ourselves, we acknowledge that we take the focus away from what other researchers are doing with regard to reflexivity and turn the spotlight on ourselves.

3.6 Research Design

Leitch, et al. (2010) argue that, the purpose of research design is to provide a logical outlay of the research and reduce the ambiguity of the research evidence. Design is a logical task undertaken to ensure that the evidence collected enables us to answer questions as unambiguously as possible (Leitch, et al., 2010). When designing research, it is essential that researchers identify the type of evidence required to answer the research question in a convincing way.

The qualitative research approach allows for the use of open ended questions led by an interview guide (Patton, 2002). The researcher used an interview guide

[page 155] to allow for flexibility during interviews which gave way to the exploration of emerging issues (Patton, 2002).

This study sought to understand the way things were done at BotswanaPost by delving into peoples' experiences looking for depth and knowledge. The reality was constructed in the context of the research as it was understood by the researcher, hence the constructivism approach. The researcher asked questions directly with an open-minded approach trying to link with what she already knew, her a priori themes and what she learnt throughout the research, as a way to understand the research participants' reality as they lived it.

According to Denzin & Lincoln (2008), qualitative research consists of a set of interpretive material practices such as field notes, interviews, conversations, photographs, recordings and memos. Some were used within this research to assist with interpretation and understanding of the lived experiences.

3.7   Selection of Case Study

According to Yin (2012), the entity under investigation in case study research has boundaries and it acts as a main focus of the study, for example an organisation. BotswanaPost has been chosen as a single case study, through which, the researcher studies the management of change during the staff rationalisation initiative.

BotswanaPost was a suitable case study because they were going through large scale transformational change. They used Western derived change management models and tools to help them deliver their transformation of the workforce initiative as discussed in chapter 1. This was of interest to me because I have a keen interest on the effects of change on people. Lincoln (1994) states that case studies rely on interviews, document analysis and observation in order to collect and analyse data [discussed on page 43].

Interviews took place at BotswanaPost head office, one post office branch and at the mail sorting hub because that is where the research participants worked.

3.8   Cultural traditions and language

I speak Setswana and English, being the official languages of Botswana, as well as Kalanga and Ndebele. The researcher's multi lingual skills reduced communication barriers because interviewees were not inclined to speak English.

Interviewees were more comfortable knowing that they had a choice of languages to use during the interviews to express themselves freely. The diversity of languages helped the researcher and research participants to quickly build rapport, because they identified with each other.

According to Tietze (2008), language is core to interactions in the social world, it allows for understanding and interpretation of discourse. Tietze asserts that in most instances, people in organisations, communicate in their native language followed by the language that allows for global discourse; in this case English. Although English is an official language in Botswana - the lingua franca or international business language (Tietze, 2008, p. 1) - I was aware that not everyone was conversant in English, hence allowing interviews to be carried out in any of the four languages [cited above] that I was conversant in.

The cultural niceties were also extended by the researcher, which made the research participants to be comfortable and willing to share their stories; because they felt respected and valued.

3.9 Research Credibility

The credibility of this research is under-girded by the confidentiality of research participants, respect for fellow human beings and the integrity of the researcher. It was imperative that all research participants felt safe and were not made vulnerable in any way. It was also important that the research complies with university research ethics [discussed below]. The researcher also ensured that there was rapport between the research participants and the researcher, which allowed participants to be comfortable and trust the researcher with their conversations as discussed above.

A research diary was also kept from the onset, especially to aid reflexivity throughout the research as well as to keep an audit trail (Wolf, 2003).

3.10 Ethical Issues

Ethics is a moral principle guiding one's conduct; it is also the conduct undertaken in respect of others (Patton, 2002). This research was conducted with the utmost level of ethical consideration for the research participants to ensure that they are not harmed or exposed to any harm. Access letters were written to the organisation and informed consent forms were issued to all research participants prior to the interviews.

The ethical code of conduct set by the university has been adhered to throughout this research project, to ensure that the research was undertaken in a respecting and caring manner. In recognising these limitations, the researcher ensured that:

- Data was protected, especially data released from the organisation and its representatives. Data was stored in a locked storage with restricted access.

- Confidentiality was maintained throughout to ensure that any information released remained confidential. Confidentiality was availed unequivocally to ensure that there was no conflict or any confidentiality breaches throughout the research, in-turn allowing for successful completion of the research. Pseudonyms were used to protect the identity of research participants as required.

- Trust afforded to the researcher was honoured and was not under any circumstances betrayed. Participants' rights to privacy and withdrawal were offered throughout the interview process. Interviewees had the explicit right to revoke their agreement to participate.

- All research participants, including the CEO, read and signed the informed research consent form prior to commencement of the interview. All informed research consent forms were signed so that there was transparency and an audit trail was maintained

This research was conducted with integrity ensuring that there was honesty between the parties involved. The researcher ensured that no information was used negatively against the organisation or research participants, for example, through lack of confidentiality and poor security measures when storing data. Throughout the research, the researcher has been alive to the serious consequences to this project should integrity be compromised at any stage. All requisite steps were taken to ensure that research participants were not compromised in their work; by ensuring that their identity was not revealed, data was securely stored [transcripts and recordings were kept on password protected folders] and confidentiality was maintained all the time.

3.11 Access into the Organisation

The research journey was very challenging and intense despite early preparations. The researcher had an initial meeting with the CEO, to discuss the proposed research and opportunities available to undertake the research within

his organisation. High level information was shared by the CEO about the organisation's transformation. He also mentioned that they had been using Western derived change management models to deliver change within the organisation; making BotswanaPost a suitable case study for the research. Amongst many change initiatives that had taken place within the organisation, I chose to research the transformation of the workforce [staff rationalisation] because it had been recently completed therefore fresh in the memories of research participants. It was also because I am passionate about the effects of change on people.

The initial meeting with the CEO was followed by a letter to make a formal request to access the organisation for purposes of research and it was approved. The CEO signed the consent form on behalf of the organisation to allow the research to take place in the organisation. Although access was granted by the CEO, the research could not proceed because the head of HR refused to grant access as she felt confidential information would be compromised. It took two months for the restriction to be lifted after seeking the CEO's intervention. This was common because the researcher was declined access in at least two organisations, citing the same reasons. The researcher learnt later that access could not be granted because they did not know me; the head of HR at BotswanaPost was new and we did not know each other.

The researcher was then contacted by the gatekeeper who became the researcher's contact person throughout the research. The gatekeeper was a senior manager who joined BotswanaPost as an executive closer to the time that I left my employment with BotswanaPost. All research participants were selected and scheduled through the help of the gatekeeper.

Although the CEO wanted the organisation identity revealed, it was advised that the organisation should remain anonymous to maintain confidentiality. As the research took shape, it was further agreed that the research must remain confidential for 2 years after the completion of the study, as part of the university regulations. This decision was reached after it emerged that sensitive data was found in this study that could compromise the integrity of the organisation, especially that the organisation's mandate and business make it impossible to hide its identity.

3.12 Research Participants

Research participants were selected with the help of the gatekeeper. The interviewees came from different departments which were driving the change or were affected by the change. The chosen research participants included management, members of the union and ordinary members of staff who were directly involved in the staff rationalisation programme. It was important to draw from such a wide pool to ensure that the views of everyone involved were represented.

Twelve [12] research participants were identified, all Batswana of whom two were junior staff, one junior manager, one middle manager, one senior manager and seven executive managers. The research participants were given titles, Execman1, Execman2, Execman3, Execman4, Execman5, Execman6, Execman7, Senman1, Midman1, Junman1, Junstaff1 and Junstaff2 to protect their identity and maintain confidentiality.

A purposive sampling method with an inclusive approach was used to select the interviewees, in order to access the organisational hierarchy, to analyse the organisation's relationship between management and staff in handling the staff rationalisation drive (Lapan, et al., 2011). The aim was to select a diverse range of research participants who had lived the experience and were willing to talk about it; as well being able to bring rich and unique stories of their experience (Van Manen, 1997).

Members of the management team and staff were interviewed individually. Individual interviews neutralise power differentials in pyramid organisations, allowing individuals to be free in what they say without the pressure of authority (Longhofer, et al., 2012, p. 133). The research approach was taken with the hope that the research will identify the tools and models used; and whether these could be modified to yield even better results in the future (Ovadje, 2014).

The researcher spent seven [7] months researching BotswanaPost where interviews and observations were done.

3.13 Data Collection

The data was collected at research participants' places of work, in an environment that they were familiar with and were comfortable to participate in the research.

Non-participant observation was undertaken in order to understand the participants' environment, habits and social structures (Patton, 2002). The researcher was aware that the methodological consequence of these commitments was that the qualitative study of people **in situ** was a process of discovery. However, it was a necessary process of learning what is happening because staff could be observed in their natural setting of work (Patton, 2002, p. 28).

Leitch, *et al*. (2010, p. 74) argue that, the researcher is the key instrument of data collection. The researcher should assess their bias as well as continually reflect to deliver compelling and convincing evidence in their research. Hammond and Wellington (2013) argue that, 'What evidence do I need to collect?' is the key question to ask so that the research objectives are met.

3.13.1   Sources of Data

According to Yin (2012, p. 11), there are six sources of data in case study research and these are: interviews, direct observations, archival records, documents, participant-observation and physical artefacts. The sources of data for this research were open ended interviews, direct observation and documents [discussed below].

3.13.1.1   Interviews

Case study interviews are usually open-ended and generally less structured and can be lengthy, providing important insights into the case (Yin, 2012, p. 12). In order for interviewees to relive their past experiences and share them with the researcher, open ended questions were used in this study.

All interview schedules at BotswanaPost were done through the help of the gatekeeper as disclosed earlier. The researcher did not have initial contact with the interviewees until the day of the interview. In the initial interviews, emergent themes surfaced that were of interest to the researcher that required further probing, which in turn, necessitated the researcher to request an audience with certain interviewees relevant to the emerging themes.

All interviewees were told prior to the interviews who I was and what the objectives of the interviews and research were. This revelation, in most instances, allowed the interviewees to create a rapport with me as soon as we met. The rapport was mostly instant because some of the research participants knew who

I was. They viewed me as one of them because I had worked with them in the past. To them, I was familiar with the organisation culture and I understood their struggles, except for Junman1. He did not trust the organisation leadership and initially thought that I could be phishing on behalf of the leadership, in their quest to device ways to get rid of more staff. It was not until I had reassured him of my purpose that he began to trust me, and rapport was immediate. Trust, according to Laverty (2003), is very important in hermeneutic phenomenological studies.

Prior to interviewing all participants, the questions were piloted on two colleagues to establish clarity and purpose. After completing the piloting phase, amendments were then made on the initial questions, the research guide was then drawn, thereafter interviews commenced.

In order to cover all key areas that the researcher had, mainly a priori themes, the researcher brought into the interview room, an interview guide [appendix 6, page 155]. The purpose of the interview guide was to act as a mental cue to guide the researcher's line of questioning that addresses a priori themes, research objectives and other pertinent issues that arise during an interview. The interviews were recorded using Microsoft OneNote.

Each interview started with the researcher informing the research participants what the purpose of the research was and asking the research participants to fill in an informed consent form [discussed on page 40]. The purpose of the informed consent form was to inform the research participants on their rights, how information collected from their interviews will be used and stored as well as how their identity will be protected.

The initial meeting was followed by an interview with the CEO and later with the head of Human Resources. Key high-level information regarding transformation change at BotswanaPost was shared by the CEO. It was this information that was used by the researcher to frame the research guide questions. The CEO was asked the questions below regarding the transformational change initiative that was geared to transform the workforce:

- What prompted the transformation?
- How did you roll out the transformation?
- Were there any models used to deliver the transformation?
- If so, what were you basing your choice on?
- What challenges did you face and how did you solve them, if any?

- What successes or failures would you attribute to the use of these western models?
- Did you adapt any model, if so how?
- How did this transformation affect you and those around you?

The interview with the CEO revealed that the key drivers of the staff rationalisation initiative were Human Resources [HR], change consulting and communications; with HR leading. This created a focus lead onto who to interview and what key things to look out for, in an effort to confirm and disconfirm what the CEO had alluded to. The CEO's responses to the interview questions were used to frame the interview guide that was used for the next interview. This in turn led me to explore areas of relevance as themes began to emerge in line with the research objectives. In an effort to understand and interpret the experiences of one research participant with the next, I used the hermeneutic circle as discussed on page 49. This allowed me to compare data from one interview with the next until no new information came through in order to confirm and disconfirm evidence (Brooks, et al., 2015; Laverty, 2003).

The interview with HR revealed that the change executive was at par with HR in driving the change and that the retail department was most affected by the staff rationalisation drive. HR also cited that the communications department was integral in the delivery of the change communication. She also highlighted that there was another arm within HR called the change lead. The change lead was responsible for making sure that there was change continuity after the change executive completed his term as a fixed term executive change consultant.

The head of communications was interviewed next. This interview revealed that the strategy department was a key player in the roll out of the change initiative, which prompted an interest in interviewing the head of strategy. It also revealed that there were continued engagements with the trade union throughout the rollout of the change initiative. This led to an interest to engage the union and the researcher sought access to trade union members; trade union members of different seniority were availed.

After the interview with the head of communications, I interviewed the head of retail. This interview revealed that retail worked closely with mail services, who were also affected by the change. The researcher consequently requested access to speak to the retail staff at both middle management and junior level [access was given to both union and non-union members]. I also sought access

to interview the head of mail service and the team that was involved in the change, this was availed.

The next interview was with the head of strategy who also advised that I speak with the executive change consultant who had already left the organisation. The next interview was with the executive change consultant whose interview was followed by that of the change lead. Following the change lead, I interviewed the branch manager who was a former union member. Thereafter, I interviewed the customer service assistant who was also acting as a supervisor at branch level and was a union member. These were followed by the head of mail services and their team [a union executive and an ordinary employee].

3.13.1.1.1   Interview Process

At the beginning of each interview all research participants were asked about the reasons for the change at BotswanaPost and what they thought prompted the staff rationalisation initiative. These questions were asked to allow research participants to ease into the interview and focus.

Research participants were asked questions following the responses from the previous interview. At the same time, the researcher asked questions that covered any a priori themes that still required addressing, especially where the researcher felt that the answers previously given needed further probing. This was done so that the researcher could understand what the research participants were communicating against the backdrop of what others had said.

The hermeneutic circle technique [page 49], of going back and forth to interpret what was being said, how it informed the research and what other research participants said was used. This was done so that the researcher could establish meaning as relayed through people's experiences of the staff rationalisation exercise and the other way around, creating something of a circular nature in order to determine the meaning of what one interviewee said and weighing it against what the other research participants said; a necessary exercise to make sense of what happened.

3.13.1.1.2   Interview summary and reflections

The time taken to interview the 12 research participants was 874 minutes [14hrs and 57 minutes] of total recorded data. The longest interview was with the Head of Retail which was recorded over 122 minutes, whilst the shortest interview was

recorded with the Change Lead and was 31 minutes long. The average interview time for the research was 73 minutes.

Conducting these in-depth interviews raised challenges and some interviews were very emotional, for example, when one of the research participants broke down and cried in the middle of an interview. Although the interview was paused to allow them to recollect and decide whether to proceed or terminate the interview, it was very difficult for me to watch a grown man cry. In the Setswana culture, we were brought up to not expect a grown man to cry in public or in front of a stranger. However, it made me realise that maybe I was not a stranger to him after-all; he had accepted me to be one of them and he had allowed himself to be vulnerable in order to openly share his lived experiences (Laverty, 2003).

At the beginning of each interview, it was agreed with all research participants that their phones be muted, however, it was observed that management did not. Whilst they were interviewed, on numerous occasions we were interrupted by some form of urgency and adjourned the meeting as necessary. Despite these interruptions, research participants were focused and were all able to continue with the interviews except for one participant who had received unpleasant news; their demeanour changed immediately, which also shortened her interview time. Although the researcher offered that the interview be suspended for another time or terminated, as it was within their right, the research participant declined.

3.13.2   Direct Observation

Direct observation focuses on human actions, physical environments, or real-world events and is usually collected using one's five senses, taking notes and creating narratives on what the researcher has seen, heard or sensed (Yin, 2012, p. 11). The narratives on direct observation in this research were an interpretation of what the researcher observed at different times.

According to Denzin and Lincoln (2008), there are no objective observations, it is a construction between the researcher and those that the researcher is observing. Observations formed an important part of the research because the researcher could pick none verbal cues that substantiated the research (Patton, 2002). According to Patton (2002), direct observation gives the researcher an opportunity to learn things that people would not be willing to talk about in interviews. There were significant observations noted, for example, some research participants' body language and tone changed when they felt

uncomfortable or were guarding against something. When interviewing the one participant, their tone of voice changed to be unfriendly and stern when he did not want me to dig deep into certain areas, as if he did not want to talk about the issue at hand. This was at some point very uncomfortable for me, but I knew I had to remain calm and professional in order to accomplish the task at hand.

These observations emphasised what the research participants felt and the value of truth they carried in their story. The state of the workplace, for example, the area that people worked in and the service areas were also observed because they connected what the research participants were saying and what was observed. These were necessary for data validation.

3.13.2.1 Summary and reflections on direct observations

During the interviews, observations were made, and notes were taken when necessary to capture changes in body language or demeanour. Research participants were not disturbed by the researcher making notes; this could have been because the note taking was infrequent.

During interviews the work environment was also observed. It was noted that despite the leadership mentioning that post offices were renovated into elite post offices of the future, this was not the case. For example, the post office from where I held some of the interviews was run down as well as others countrywide [page 152]. The post office that I held interviews at, had been earmarked for renovation since 2010 when I worked for the organisation and it is yet to be renovated. The picture of this post office was not taken because the researcher wanted to extend anonymity for the team that worked at that post office who took part in this study.

3.13.3 Documents and Artefacts

Documents and artefacts have a pivotal role in the history and future of BotswanaPost. Documents are used to encourage continuity in the organisation (Miettinen & Virkkunen, 2005). BotswanaPost has a philatelic department where all history is captured in the collectors' stamp pieces and other memoires that people may want to remember. This approach of preserving history extends to the way BotswanaPost does business.

BotswanaPost also has strategic documents that they continuously refer to remind themselves of their strategic plan and vision. Such documents were

pivotal in the delivery of the organisation's reform and were continuously referred to as a source of data for this study. Documents such as the change management strategy, the human resources strategy and other supplementary documents were availed from various offices within the organisation. These documents were a valuable resource and were referenced in the study; they were also used to understand the research participants' lived experiences.

3.14 Data Processing and Analysis

The researcher used the hermeneutic circle to understand and interpret the data so that the data was ready for analysis.

3.14.1   The Hermeneutic Circle

According to Laverty (2003), the hermeneutic circle is a relationship between the reader and the text [both oral and written] or the reader and the author, aiming at understanding the intentions of the author.

According to Alvesson & Sköldberg (2018, p. 125), a hermeneutic circle is an art of interpretation that is elaborated in a dialogue with text, starting with the interpreter's preconception which is then transformed during the interpretation process as a deeper understanding of text is sought. This text can be written or spoken or even figurative, yielding facts during the interpretation process and illuminating more light into meaning. Alvesson & Sköldberg advise that the interpreters work must always be read or interpreted within context, but it can be re-contextualised depending on the interpreter's familiarity on the matter or the sociological environment. Alvesson & Sköldberg (2018) and Heidegger [1962] cited in Wojnar & Swanson (2007, p. 175) advise that in order to do this, the interpreter must go back and forth between their pre understanding and the new understanding, questioning the whole and its parts in some kind of cross-fertilisation exercise entering into an imaginary dialogue with the reader. Alvesson & Sköldberg hermeneutic circle interpretation is summarised in the picture insert below.
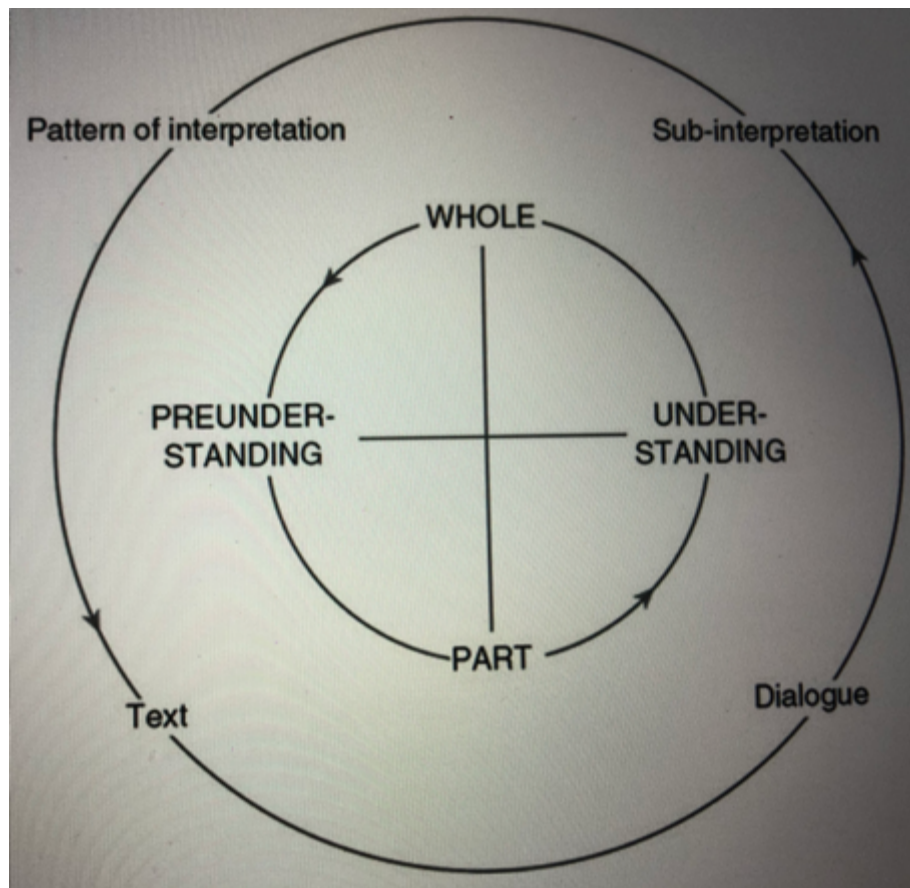
Figure 2: The Hermeneutic circle, adapted from Alvesson & Sköldberg [2018, p. 131]

The researcher used this hermeneutic circle technique to interpret and process data in order to establish meaning. This tool was also used to verify data when reading the transcripts several times whilst preparing for data analysis.

Research participants shared stories that were contextual, and the researcher had to move back and forth in order to understand their life meanings during interviews. The preceding interview informed the questions for the next interview, whilst any stories told would lead to the next question and the other way around. The researcher would go back and forth in a hermeneutic circle to understand and interpret the text, with reference to the research objectives, a priori themes and emerging areas of interest in the study. This was done until no new information was revealed by the research participants.

Alvesson & Sköldberg advise that it is important to discuss arguments and the most plausible results; stating that there is no wrong or right answer but a point where theory and facts interact to create logic. They however warn that, there are instances where the old questions maybe subsumed by new questions creating sub interpretations which can only help the interpretations.

Alvesson & Sköldberg (2018) warn that with this hermeneutic circle approach, there will be multiple interpretations - there will always be new arguments and new interpretations - it only shows that the interpreter prefers one alternative to the other with reason.

Wojnar & Swanson (2007) however, advise that there is no set way of doing this; the researcher starts with what they have, the whole and work with the parts as they emerge.

3.14.2 Template Analysis

Thematic analysis was used to analyse data using the Template Analysis [TA] approach with adaptations guided by King (2015). According to Braun & Clarke (2006, p. 79), thematic analysis is a method used to identify, analyse and report patterns within data accumulated during qualitative research.

TA is flexible, it is not prescriptive, and it also allows the researcher to bring into the research a priori themes (King, 2015). TA is an approach that can be used to analyse qualitative research data from any methodological stance. According to Brooks, et al. (2015), it does not come with any philosophical assumptions, it is suitable for any philosophical stance or methodology. It also allows the researcher to develop an initial template in groups instead of coding from the onset, a common feature in thematic analysis (Brooks & King, 2012). Other thematic analysis styles such as grounded theory, are prescriptive and do not allow for a priori themes (King, 2015). King (2015) advises researchers disclose their a priori themes in advance, to avoid over coding.

TA was suitable for me because of the a priori themes that I carried and my history, which I could not bracket [as discussed in previous chapters]; a tenet that TA shares with hermeneutic phenomenology. Although it is not popular that a hermeneutic phenomenological study is analysed using TA, the researcher found it appropriate for this research as discussed above. This approach is underpinned by Nigel King in his work with Emma Turley [King's student] in her PhD thesis (Turley, 2011). Turley used TA to analyse data in part two of her thesis, where she had used hermeneutic phenomenological methodology (Turley, 2011, p. 125).

According to King (2015), TA is guided by the following rules:
- The researcher must read the data [transcripts] and be familiar with data before any analysis is done, advising that data are read more than once.

- Researchers should carry out preliminary coding, usually on a few batches of the data to form the initial template.
- TA allows for some themes to be defined in advance [a priori themes].
- It is advisable to create an initial template and work intensively with the subset of data, looking for interesting issues, then ask if there is a theme, if not, ask what could be wrong. Could it be that some issues are not well defined or perhaps one needs to add more or even change it.
- The initial template is used to code further data, modifying the template where it doesn't fit as necessary.

King (2015) emphasises the importance of looking out for those themes that pop up and are not common in other interviews, because they may be of significance and could be important contribution to the research. King (2004) warns that, researchers must not only pick a theme because of its frequency but its relevance to the study. A rare or common theme may mean that it needs to be looked at more closely, advising that it is beneficial for the researcher to look at themes in the context of each research participant as well as across all the transcripts. He (King, 2015) asks researchers to consider which themes are closer to the heart of the research participant, so that the researcher remembers in what context the themes were noted.

3.14.2.1   The Analysis Process

Prior to developing the preliminary template, transcripts were read by the researcher for familiarisation of data which is an important element of template analysis (Brooks, et al., 2015; King, 2015).

Eight diverse transcripts from the Execman1, Execman2, Execman3, Execman4, Senman1, Midman1, Junman1, and Junstaff1 were initially used. These transcripts were chosen on the basis of a priori themes [as discussed in 1.4] and other relevant themes that emerged during interviews and whilst transcribing. The researcher immediately knew which transcripts to focus on, based on content that was of interest to the researcher (Brooks & King, 2014).

The questions asked were a mixture of the researcher's a priori themes [page 8] guided by the interview guide [page 155] and themes that emerged during interviews.

3.14.2.1.1 Coding Transcripts

The researcher started the preliminary coding of the selected transcripts by highlighting and noting areas of interest in comment boxes, using Microsoft word [Figure 4: Preliminary coding, below]. Codes that carried a similar meaning were then grouped together. According to Brooks, et al. **(2015)**, this is the first step and it is important in template analysis.

According to King and Brooks (2014, p. 7), TA does not suggest in advance a set sequence or number of coding levels, but it encourages one to develop themes more extensively where the richest data [in relation to the research question] are found.

Figure 3: Preliminary Coding

3.14.2.1.2 Initial Template

Brooks and King (2014) advise researchers to display templates in whatever way is helpful for them to communicate their analysis; they also advocate for the use of a linear or mind map presentation.

Once the coding was established, the initial template was then developed on paper using mind maps because it was easier [TA 1 below].
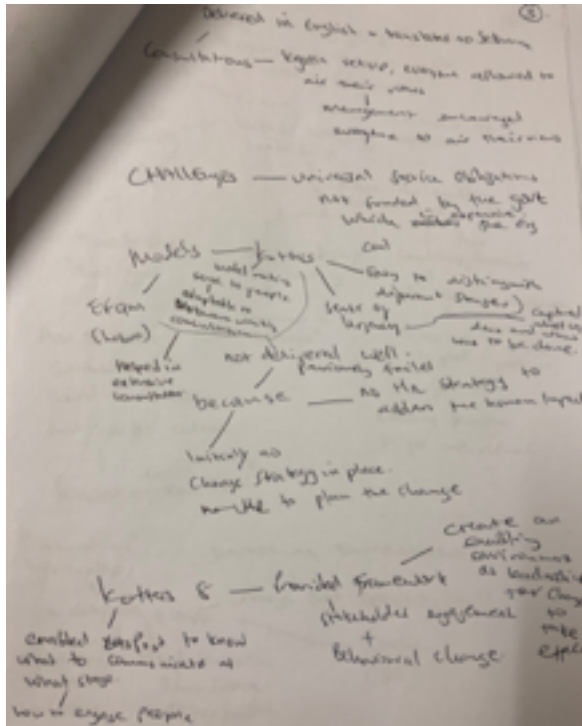
Figure 4:TA 1 - Mind Map

My experience with mind maps was that they produced a lot of data which resulted in clutter that became difficult to make sense of. I then chose to use a table format [TA 2 below] to help me analyse the data better. The table format created an iterative process necessary to develop a rich and comprehensive interpretation, that will form the basis for writing the research findings (Brooks & King, 2014).

Interview	Template 1	Template 2	Template 3	Comments
Inter1	Survival	Survival		
	Modernise or die	Survival		
	Understanding changing trends Sufficiently reacting Declining post	survival		
	Shifting expectations	survival		
	Relevance in peoples lives that helps you survive	Survival		
	Retrofitting to stakeholder expectations	survival	Reason for change	
	The post office, a meeting place			
	The new post office creates a meeting place where people can come make different transactions Meet people	Survival		
	A burning platform, a need to change	Urgency	Urgency	
	Platform to see the need to change	Urgency		
	Our project' a sense of ownership	Sense of ownership	Ownership	
	Massive communication	Communication		
	There must be a consensus	Oneness		
	There must be a sense of ownership	Sense of ownership		
	Once there is a sense of ownership to the challenges at hand, its easy, you will be selling the change initiative to people that are willing to buy	Sell the change		
	Selling a better dream than the one they had before	Sell the change to wiling buyers	Buy in	Observations: Interviewee has been very calm, focused and keen throughout this interview that has turned into somewhat a conversation

Table 1:Sample TA 2

TA 2 was a result of bringing together themes with a similar meaning that would inherently populate further templates going forward. Although TA 2 made it easier to see common themes, it was very time consuming and resulted in large amounts of information and tables. This became confusing when trying to consolidate the themes because I had to go through numerous sheets of paper looking for common themes as a way of refining themes and data sets. This approach became very challenging and gave birth to TA 3 below.

Main Theme	Sub Theme	Sub Themes	Sub Themes
Preparing for the Journey	Planning for the change	Change Leadership	• Listen • Be available to all • Be approachable and have empathy • Have a vivid reachable vision • Have actionable support strategy
		Reasons for the change	• Easy to understand • Create environment that allows for easy buy in • Create a sense of urgency • A sense of ownership of the change
		National culture	• Kgotla meetings • Consultations (merero) • Botho (respect and dignity)
		Learn from the past	• Poor engagement bred complacency • Management never cared • Staff used to being told what to do • Channels of communication poor • Information not widely accessible • Language used to communicate too complex • Silo mentality
The Journey	The Change	Clearly articulate the change	• Create a Sense of urgency • Create a Sense of ownership of the change • Organisation must have a drive to be better • Be people oriented • Consult and engage
	Challenges	Organisation Culture	• Difficult to break • Resistance • Grapevine
		Lack of systems and processes	• Organisation structure and vision alignment • Alignment of skillset to vision • Poor industrial relations • Lack of support strategies
	Tools used	Consultants	Engaged to help
		Models	• EFQM – base model • Vision 'Icon of Excellence' • Kotters8 • Flexi Employment
	People along the journey	• Industrial relations • Training	• Communication platforms • Transparency • Propose solutions that are workable • Engage do not tell • Support systems
Beyond the Journey	Stabilisation	People	• Reassurance • Job security
		Change Adaptability check	• Success of change • Sustainability of the change initiative • Execution • Lessons learnt

Table 2: Sample TA 3

Some of the themes changed as new templates were developed; for example, in the first template [TA 1, above], there was a theme on models which was subsumed under a lower order theme 2, tools used, whilst the Kotter's 8 theme was taken out because it became redundant. This is because the themes become less significant or they are similar to others, they then integrate into each other, which is a common practise in TA (Brooks & King, 2012).

According to Brooks and King (2014, p. 8), this iterative process of trying out successive versions of the template, modifying and trying again can continue for as long as it is necessary, to allow a rich and comprehensive representation of the researcher's interpretation of data. Once the final template has been defined, it is then applied to the full data set; as the basis for interpretation and also to guide the structure when writing the research findings (King, 2015).

TA 4 [below], a hierarchical linear approach, was the easiest to work with because the themes were more refined from TA 3 [above]. The hierarchical setting shows sub-themes that were relevant to the research question and those that were noted as significant during the course of the study (King, 2015). Despite four templates being produced, TA 4 was revised numerous times to ensure clarity.

According to King (2015), this is common practise in template analysis.

TA 4 [below], is spread over three pages and it shows the last template that the researcher did. It will be noted that TA 4 broadly covers the change management life cycle. This was guided by the a priori themes the researcher came into the research with, and pertinent themes that emerged from the transcripts.

The final TA 4 has resulted in three higher order themes which will form the main titles of discussion in chapter 4. Within each high order theme, there will be sub themes [lower order themes]; sub theme 1 will appear as sub titles, whilst sub themes 2, 3, 4 and 5 will be discussed within subtheme 1. It is common practise in TA to find lower order themes with similar names. Although they are similar, they discuss different things and it is also common that themes have multiple layers of sub themes as they emerge without any uniformity (Turley, 2011).

Figure 5: TA 4

Planning for the journey to change

1. *Change Leadership*
   - Communication
   - Accessibility and empathy
   - Transparency

2. *Reasons and Delivery of the Change*
   - Reachable vivid vision
     - Actionable support strategies
   - Buy-in

3. *National culture*
   - *Kgotla* meetings
   - Consultations [*merero*]
   - *Botho* [respect and dignity]

4. *Learn from the past*
   - Models and tools previously used
   - Industrial relations
   - Poor engagement
     - Staff are used to being told what to do
       - Management does not care
       - Lack of trust
       - Complex language
     - Silo mentality

The journey to change

1. *The Change*
   - The process
   - The people
   - The engagement

2. *The organisation culture*
   - Community
   - Silo
   - Gossip

3. *Systems and processes*
   - Organisation structure and vision alignment
   - Alignment of skillset to vision
   - Industrial relations
   - Lack of support strategies

4. *Models and Tools used*
   - Models
   - Consultants

5. *Transition and Administration*
   - Planning
   - Budgets
   - Staff Training

6. *Employee engagement and welfare*
   - Communication platforms
     - Propose workable solutions, engage do not tell
   - Transparency and integrity
   - Support systems

Stability beyond the journey to change

1. *People*
    - o Reassurance
    - o Job security
    - o Trust

2. *Change Adaptability and Sustainability*
    - o Success of change
        - ▪ Feedback loop
        - ▪ Sustainability of the change initiative
    - o Execution
    - o Lessons learnt

3. *Organisation Culture Change Check*
    - o Acceptability
    - o Adaptability

Brooks, et al. (2015) warns that researchers must not use template analysis as an end in itself, but they must use it as a tool to help them to address the project aims. It is on this premise that the last template was left at TA 4 because the researcher believed that the analysis was sufficient to address the research objectives.

3.15 Conclusion

Chapter 3 discusses how the study was undertaken and how the researcher handled the data to reach the findings that are discussed in chapter 4. Chapter 3 is an integral part of the research because it builds a foundation on which the rest of the study is built. It informs the reader on the methodology and the steps taken to undertake the study and analyse the data, making it easier for the reader to understand chapter 4. This chapter discusses how copious amounts of data were reduced to manageable data sets, that resulted into themes and subthemes that will be used to develop the study findings in chapter 4 as discussed above. For this study, the researcher chose to give an account structured around the main themes identified, drawing illustrative examples from transcripts to discuss the findings in chapter 4 (Brooks & King, 2014, p. 9).

Data reduced through steps in chapter 3 are not conclusive but are informative; there was more rich data available on the subject matter beyond the scope of the study, therefore, there is room for further analysis.

4.0 Chapter 4 - Findings

4.1 Introduction

This section introduces a chapter that presents the research findings. It is preceded by chapter 3, which lays out the foundation of what was done, to produce the findings outlined in the rest of this chapter. This chapter is guided by TA 4 [above]. Gadamer in Rashotte & Jensen (2007) advises that, we must be ready to leave things open and even tolerate a plurality of possible interpretations, because no single interpretation can really be exhaustive. It is from this premise that the findings are discussed in this chapter.

There are three higher order [main] themes, that will be discussed in this chapter as a result of TA 4. These are:

- Planning for the journey to change
- The journey to change
- Stability beyond the journey to change

These main themes form titles for this chapter. They form the main topic of discussion. Lower order themes [also known as level 2 themes] are discussed here, as subtopics. Within these sub topics, other lower order themes [level 3 to 5] are discussed.

The conclusion is found at the end of the chapter to summarise the chapter findings.

4.2 Planning for the journey to change

One of the salient issues that emerged in this study was the critical importance of preparing for change. Within the planning for the journey to change theme, there are four lower order themes. These are: change leadership, reasons for the change, the national culture and the organisation's ability to learn from the past, which form the subthemes that are discussed as subtitles below. All the twelve research participants raised pertinent issues relating to the planning of change. The research participants who were content with planning of the workforce transformation initiative were Execman3, Execman4, Execman5, Execman6, Execman7, and Junstaff1 [not issued with a redundancy notification, section 25 of the employment Act of Botswana].

Execman4 felt that everything was planned accordingly, and change was executed well. With his face beaming he had this to say:

> The change is not seen as the CEOs project, it is seen as our project… if you can interact and if you can build, call it consensus…and that is exactly what we did.

Execman4 implied that the change initiative was well planned, because of the initial ground work done in preparation for the change. His body language and demeanour were of confidence and that all was successful; he was calm, focused and keen.

Execman6, opined that the consultations were extensively planned for. She had this to say:

> …we have been with the union from the word go... we did, he [CEO] had separate meetings with them away from everyone to explain, what is this animal; …what does it mean 'transformation of the workforce'. And that's when we started consultations, …even before section 25…so the process of the consultation was nicely mapped up with HR, stating how consultations are to be delivered in what fashion… after this comes this and then this. Those days were mapped very nicely.

According to Execman6, the organisation had it all thought-out from the beginning, agreeing with other executives and Junstaff1. The executive management felt that the planning was done well except Execman1 and Execman2. This showed that there could be management bias, indicating that there could be unwillingness by management seek to disclose certain information and they may go to extra length to do so. All research participants agreed that extensive consultations took place, however, they did not agree on the way it was delivered and the benefits thereafter. Junstaff1 was the only non-executive interviewee who felt the planning was a success. Oblivious to what was going on around him, he had this to say:

> ...everything went well...everyone left without much noise and we just carried on working.

This could be because he was settled in the change process; he was not issued with the redundancy notification and his job was secure.

Even though Execman4, Execman6 and Junstaff1 had views that resonated each other, they were very far apart from what the other six research participants felt. The rest of their colleagues felt that planning for the transformation of the workforce could have been handled better. Human lives and livelihoods were being impacted as will be discussed further within the body of this chapter.

Contrary to what Execman4, Execman6 and Junstaff1 said, Execman1 had this to say: "I think we could have planned our approach better".

This comment is a stark contrast to what Execman4, Junstaff1 and Execman6 attested to earlier. It was an indication that, there might have been challenges which some people chose to be oblivious to, or the key leadership did not want to discuss. It could be argued that Execman4, because of the role he played in the organisation, was aware that there were in-depth challenges, with planning or execution of the change beyond the consultation phase, and the delivery of the staff rationalisation, but he chose not to disclose.

This section talks to the management of change, both in the positive and negative light, as argued below.

4.2.1 *The Change Leadership*

Change leadership was a popular topic amongst the research participants. They cited that there were problems with the change leadership at one point or the other, that needed to be addressed.

Communication, accessibility and empathy, and transparency are the three lower order themes that will be discussed within this subtopic.

According to Execman2, the leadership training, culture surveys and leadership conversations that were done in preparation for the transformation of the workforce, revealed that leadership did not see themselves as one. It was important that the leadership showed a united front in order to deliver a successful change and this is what she had to say:

> …we had Investment in Excellence [IE], followed by the cultural survey which then led to Leadership conversations…these conversations were hard at first, but we needed to see ourselves as one team [executive management and senior management] …at the end we were no longer 'them' and 'us', we were a team.

Management focused more on preparing the leadership than they did on staff. The leadership failed to implement what they learnt from the leadership conversations programme, or they conveniently ignored the lessons learnt. Execman7 was also in agreement that they were trained on behavioural change. He had this to say:

> … we had leadership conversations around uhm things that we learnt in IE … you need to look at what are the things that will help you to create an enabling environment … we were dealing with behavioural issues … to get people to change their behaviour.

The challenge I had was that nothing was put in place to train, assess or gauge behaviour of staff, so that measures can be put in place to remedy any behavioural issues, in preparation for the change. Whilst executive leadership and senior management went through IE, to gauge their readiness to lead the change, staff had nothing (BotswanaPost Human Resources Department, 2012). In 2010, I went through the IE programme, with other senior managers from BotswanaPost and the sister organisation, Botswana Savings Bank. We would go out for day blocks, away from the work place, in hotels for training. When we got back, we were too busy to engage our immediate reports, as with most management training. I believe this did not benefit the organisation, because we did not share what we had learnt so that everyone was equipped.

Although this was availed to the leadership, the remainder of the organisation did not change the way they had been doing things, because they were not provided with similar training. Execman6 had to work extra hard, to make everyone understand what the change was about. Looking calm she sighed, as if to say she had successfully completed her assignment. She had this to say:

> …internally it was intense. We had to address this rationalisation exercise internally first, until everybody was at an acceptable level of understanding before external parties could be told.

Even though the leadership purports to have had to make everyone understand this, some executives still disagreed with their version of truth. Execman1, questioned the leadership's version of truth with regard to communication. She had this to say:

> The leadership must learn to stick with the facts and speak the truth, you do your best, you communicate as openly as possible and you remain open to suggestions…and relationships just build from there...and people when you are open, they also open up.

The leadership was seemingly failing to communicate effectively what mattered to the employees to keep them updated.

All three members of staff who were interviewed except for Junstaff1, felt that the leadership were not accessible and lacked empathy during the staff rationalisation exercise. However, the views of the change leaders [Execman2, Execman4 and Execman5] were to the contrary. Execman4, opening his arms,

exuded confidence when he shared that staff had access to top executive management. He had this to say:

> Allowing the CEO for example, to be available to consult with the union leadership, eh, created that environment that said, yah we can go into negotiations forum, but you must also remember we also have access to the CEO; just like… management … we always created that environment that said if we do not necessarily agree, we can ask, eh, the CEO's input.

Execman4 said this with his arms open, as if to say he had also opened himself to everyone in the organisation to talk to him about the change and any fears they might have had. He slowly softened and lowered his voice [looking at the organisation chart], implying that he expected the rest of the leadership to emulate the CEO.

Execman3 however, differed from Execman4 in the way the leadership treats staff when they go to them for help. He had this to say:

> …I tell them that my office is open for them to come to me anytime…also when they come, I listen to them and then tell them to go back to their managers to talk to them, because I am not their boss…If you wanted to see the CEO, but you report directly to me there is nothing wrong with that, but the CEO would also say to you if you want to talk about [ ], but did you talk to [ ] about this? The same applies to me, [I would say] go back and speak to your boss … I am not going to talk to your immediate boss…

Three of the four lower level members of staff that were interviewed, in agreement to Execman3, cited that, although management were saying that they were available for staff to come to them when they needed guidance, or any help about the transformation of the workforce, they were not.

Midman1 shared how management did not care about staff and the pain it brought them. He had this to say:

> …it really hurts that when you have been working with people this long, they do not care about you…they do not have time for us…

Junstaff2 shared the lack of interest and effort by the leadership to find out what happens at shop floor level. She had this to say:

> …even when you try to talk to them, they really do not have time for us down here…they do not really understand what we go through to get anything done…

These assertions are evidence that it was difficult for staff to freely engage with the leadership. They further showed that some of the leadership were not engaging with staff, so much so that they would send back staff to their

supervisors with whom they are aggrieved; putting them at risk of victimisation. It also made staff feel that they were not protected and that their voice did not really matter.

4.2.2 *Reasons and Delivery of the Change*

Whatever the reasons for change are, it is important that they are realistic and achievable. The research has revealed that, it is important to put in place strategies that are realistic and achievable. Research participants were passionate about what they understood to be the reasons for change and its delivery.

Execman4 spoke passionately about how it was important to deliver on the whole vision, because it was the driving force behind staff rationalisation. He had this to say:

> …we had to deliver the icon of excellence and we could only do that by making sure our ICT [information communications technology] was of world class… and we should have competent teams to use these…remember as we deliver mail to your residences, the organisation must be competent to deliver on these processes. That is why we had to transform the workforce…

During my time with the organisation, we were preparing for the organisation's transformation, without the organisation strategy. It was difficult and could have led to some of the challenges experienced at the time. When I left in 2011, the organisation had started working with consultants to develop a strategy that would deliver the organisation's vision.

According to Execman2, BotswanaPost initially had the vision and the organisational strategy only, to drive the transformation of the workforce. And this is what she had to say:

> …there was nothing at all to facilitate this transformation of the workforce…there was only a vision. So, we had to somewhat work backwards to create support strategies for HR and for change in order for the staff rationalisation initiative to be delivered smoothly…

The staff rationalisation could not be delivered on the backdrop of the vision alone, without the HR strategy. The HR strategy was required to inform the vision and the organisation strategy, because it directly affected employees. BotswanaPost also needed the change management strategy to support the HR strategy, that was to guide the delivery of the staff rationalisation.

According to Execman2, because the support strategies came as an after-thought, the organisation needed support from consultants to expedite the delivery of these strategies. The organisation had appreciated that sometimes consultants come into organisations and deliver documents without driving the implementation, and thereafter there is no continuity of the implementation process. From that premise, BotswanaPost brought in numerous consultants to assist with the development of the strategies including the change executive, whose sole purpose was to deliver the workforce transformation and leave thereafter. With regards to planning, Execman2 had this to say:

> … we brought people…it was more of they came in and we told them we know what needs to be done. The reason we brought you here is just so you can help us to do it in the fastest possible time. The transformation and change role were meant to be temporary to facilitate at least the initial roll out of the strategy…especially around the workforce rationalisation. Afterwards the job …to HR.

According to Execman4, it was important that experts were brought on board to ensure that they assist with a clear path in which to manage and plan the change. He had this to say:

> [sounding tired] Let me start by saying the consultants …we used to provide independent feedback on the environment that existed…

In view of Execman4's attestations, he initially sounded tired, giving an impression that the process of delivering the transformation of the workforce weighed heavily on him.

Although BotswanaPost felt that the reasons were clear and understood, it was equally important for that reason to be sold in a convincing and actionable manner, that would deliver the envisioned end result. The research participants queried the over ambitiousness of what was envisioned, and the set targets that some even called frustrating. Although the organisation had a vivid vision that everyone could recite, people could not see how everything was to be achieved within the set time frame, because certain aspects of the vision were not realistic. Despite only five research participants speaking to this, they raised strong points that held true when I dug deeper. Concerned about whether the vision was achievable, Execman1, had this to say:

> Was all this really necessary [delivering the icon of excellence] …you could ask yourself…did we really need to do all these and where we really and truly going to see it through…I think we bit more than we could chew…I

don't know…we tend to say one thing and do the other...I think we are confused ourselves

Execman1 was despondent, with her tone of voice going down, as if to say, she had lost faith in what the leadership wanted to achieve. It was concerning that as part of the executive team, one could see through her pain. She felt the endeavour was exaggerated, for example, the Big Hairy Ambitious Goal [BHAG]. The research participants cited BHAG as unrealistic and not achievable. The BHAG was set to achieve a revenue of Bwp500 million from an actual revenue of circa Bwp115million in 2010 (BotswanaPost, 2011). At the end of the strategy period of 2016, BotswanaPost had made revenue of circa Bwp446million, a stone-throw away from the Bwp500million projected (BotswanaPost, 2017). Although the BHAG was almost achievable, the research showed that this goal resulted in long queues and very thin profit margins; which some argued did not justify the effort.

Execman3 had this to say:
> Agency services create very long queues and profit is very small, the revenue is high, but…we need to review this model…when its busy we take mail sorters to assist in the front…you know what you started when you were in Business Development, you…

Execman3 was not pleased with the outcome of BHAG and he expected me to understand, because it was an initiative that emanated from the department I used to look after. I led the team that developed agency services alongside retail. We were aggressive in getting business into post offices without addressing the low margins and long queues, that agency services brought. Our interests were in generating revenue.

The Icon of Excellence talks about delivering mail to residential addresses, and at the time of research [in 2014], most residential areas did not have street names. Postcodes had not been rolled out countrywide to initiate the process. Execman1 doubted the actualisation of the vision and had this to say:

> … we do not know how this [vision] will be achieved…even the custodian and driver of 'Post coding Botswana' has left the organisation and there is no one doing it…even when you look around, what do you see…are there any postcodes…I do not know how we will be delivering mail to houses so soon…yes, it's a UPU requirement but…

When looking around the city the pilot project to deliver mail to residences was commissioned but not followed through. For example, block 7 in Gaborone was named *Ditimamodimo;* new numbers were stuck on walls of houses for the post-coding pilot project. Despite this, mail is not delivered in the red mail boxes erected in front of these houses, that were earmarked for the pilot project.

BotswanaPost could only fulfil this mandate of providing postcodes to every plot in Botswana and delivering mail to all, upon completion of the Land Administration Procedures Capacity and Systems [LAPCAS] assignment. LAPCAS is a project of the Ministry of Lands and Housing, that is set to number land parcels and supply BotswanaPost with a clean address database. There is evidence that BotswanaPost knew from the onset, that part of their vision that promises the delivery of mail to homes was a pipeline dream. It would not be achieved by 2016 because the land registration could not be completed in time.

All executive management research participants felt that visions must be realistic and achievable to have buy-in [page 67]. All other research participants were of the view that it did not matter what they thought because they just see things happening. Midman1 [with a heavier voice], had this to say:

> …we are not told anything, we just see things happening…we are afraid that if we do not do what they want, we will lose our jobs…we try, and do as we are told.

Midman1 alluded to this as discussed earlier in leadership challenges when he said "…we are just kids, we are told what to do…". A statement that speaks to the child parent relationship of patriarchy, that prevails in the national culture leadership that is highly evident at BotswanaPost.

The CEO had noted this when he set his approach of *lekgotla* as discussed below. For any organisation to plan for a change initiative, there must be a reason burning enough to compel and convince stakeholders of the need to change.

Lack of planning that is evident in this research, questions the success of this vision, which has visually not been accomplished. This raises the question, had flexibility been applied, would successful results have been more evident and reverberating in all branches countrywide?

4.2.3 *National Culture*

Culture was strongly spoken about throughout the research, with all twelve research participants referring to it in one form or the other, as an important part

of who they are as Batswana. They attributed it to the way they would like to be treated, especially when addressing something that affects their welfare and future.

Within the national culture theme, there are three level three themes that emerged, these are *kgotla* meetings, consultations [*merero]* and *botho*.

The CEO set the tone for the rationalisation through adopting the national culture approach of *lekgotla* [discussed below], to consult and engage on the future of BotswanaPost. However, he did not outline exactly what this model approach was set out to achieve, at what stage and how.

In addressing culture and how the organisation embedded the national culture into the change initiative, Execman4's face lit up and his tone of voice became higher when he said:

> I think firstly, we got back to basics… we said we are going to have to sit and talk, so we introduced what is now known as the '*CEO Lekgotla*'. *Lekgotla* as you know in the traditional setup, is that meeting place where everyone's eh point or view is accepted in an open democratic dispensation of the *lekgotla*. For me, this talks two things: one, head office could go to the people; and secondly it says these people have as much dignity and deserve as much recognition as all of us sitting in head office. In our *lekgotla*, every employee is accommodated at the same hotel…and we will all eat the same meals. Therefore, that debunks the myth that we are super people from head office, and we interact, we talk to everyone.

Execman4 was of the view that this approach was good and by providing hotel services to staff, they would appreciate that and feel cared for and valued. Although he was of the view that the *kgotla* was a success, the shop floor staff were of a different view. For example, Junman1, cynical of the process, had this to say:

> …*kgotla* is of no use when he [the CEO] sends people on his behalf to lead the *kgotla*…they will take what they want to take to him… you also cannot say much because you are scared you will be transferred, like most of us in the union were transferred because it is said that union talks too much…

On the other hand, a very passionate and emotive Midman1 had this to say:

> Really, the truth is that we were called to be given hotel food and accommodation, we are thankful but that is not what we wanted…we do not want to be treated like children…we wanted to be heard and what was promised to be delivered…but that was not what *kgotla* is…*setho* says we honour what we promise and we respect grown-ups, we are grown-ups of Setswana descent...

Junstaff2 was concerned about the way the consultations were delivered; and had this to say:

> I did not see the point of *lekgotla*…they broke us into groups and told us what to discuss. I don't know why we were there…we should have come out with what we thought and discussed it in the open with everyone there…I didn't trust anything

Her opinion was that these were pseudo consultations, where management were extending their agenda under the pretence of an acclaimed national culture consultation process.

The views of these research participants were that the consultation process was flawed, because management told them what to say in the *lekgotla* meetings; and the *kgotla* that they were taken to was not the *Setswana kgotla* that they know. Management split staff into groups and gave them topics to discuss, which defeated the principle of a *kgotla* gathering.

These assertions demonstrate the value that people attached to consultations and engagements held at the *kgotla* platform. Midman1 highlights this value attachment when he talks about his Setswana descent, and what *setho* means to him. *Setho* is an act of *botho*. His assertion implied that Batswana expect a certain level of respect, and they should be treated as such in line with their historicity. When *kgotlas* are used as engagement platforms, people have higher expectations of their voices being heard. This is core to the social fabric of *Batswana* from time immemorial.

Execman3 on the other hand, felt that it did not matter how the message was delivered because the leadership already knew what they wanted. He had this to say:

> … one cannot actually come up with something and go to the people and say this is you know what I have come up with. I think you need to consult, you need to actually throw it back at them and they need to own it...even when you know what you are going to do. Now when I say that, sometimes people think that yah but isn't that cheating, that you're throwing it at them knowing very well where you want to go. No, that's not cheating.

Similarly, Execman5 felt that the leader has a final say despite the engagements. He had this to say:

> That is why at the end of the day we know that there is a decision maker despite any consultations … nonetheless we couldn't say 'as management this is what we are thinking, and this is what we are going to do'. We knew

that even in Setswana we consult and discuss, we consult even if we know that the decision-making lies with…

From the above comments, it is evident that BotswanaPost was not taking consultations very seriously. As much as they alluded to consulting the people, they indeed knew what they were going to do, that the opinions of the staff did not really matter much. According to Execman5, they took the autocratic patriarchal approach of the leader having the final say.

The CEOs' *Lekgotla* did not achieve the desirable results as per the study's findings. Even so, some of the executives were adamant that it did achieve its objectives. This indicates that there was a dissonance between the low-level staff and the top executives because they expressed conflicting views.

This study observed that BotswanaPost held the so-called *lekgotla* consultations not to consult, but to endorse what the top management had already decided to implement.

In the case of BotswanaPost, it is evident that the top echelons of leadership had the final say in terms of the what, when, where and how of delivering the change under the façade of the Setswana culture.

Midman1, was despondent in the way they were treated at these meetings and he had this to say:

> … when you attend these meetings knowing very well that what you are saying is just noise to those you talk to, *ga se setho [it is not respectful]*, you keep quiet, that's what some of us did…

It was clear that the *'setho'* as attested to by Midman1 was not embraced. Staff did not feel protected and ultimately this does not nurture the envisioned change. However, Execman3 remembered his roots and had this to say:

> …we also started remembering that we must lead by example on the basis of the humanity *[botho]* that we are born with, must prevail.

In Setswana, *botho* defines a process for earning respect by first giving it, and to gain empowerment by empowering others.

The research participants indicated the importance of culture and the value it would have in contributing towards the successful delivery of the staff rationalisation.

4.2.4 *Learn from the Past*

This is a level 2 theme with three sub themes, namely models and tools previously used, industrial relations and poor engagement. Poor engagement has two level 4 themes and three level 5 themes. Level 3 themes and beyond, are discussed within level 2 themes, without assuming any titles.

All twelve research participants believed that BotswanaPost could have used lessons learnt from the past, to roll out the staff rationalisation initiative. Some believed that lessons learnt were used within the rationalisation process, whereas others felt that it could have been better. Execman3 with a pitched voice talked about the challenges of Leboa, with frustration he had this to say:

> …look at what happened with Leboa, we did not seem to know what we were doing, but no one was willing to say it. It was tough, it was just big language and charts…this did not talk to a lot of people. You could not go to the guy on the shop floor and expect results on what they did not understand. It is not always that just because those at the top understand everybody understands.

His pitched voice was as if to say what he was going to talk about, Leboa, was an open secret, that everybody knew; what its challenges had been and that the leadership would have learnt from it, without wanting to be reminded.

If the key leadership did not see anything wrong with Leboa, then they would not have learnt anything from it and the former mistakes are likely to be repeated.

Execman1 with a weary face said:

> You know we failed to learn from what we went through, especially with other change initiatives…we had a small version of this [staff rationalisation] in finance that we went through as an organisation…I should think we could have learnt a thing or two…it could have been better

BotswanaPost went through numerous change initiatives before, of a lesser scale, without much success. One model of note that the majority of members of the organisation believe failed, is the EFQM.

EFQM is a model, which was developed by European business leaders in 1988 to increase the competitiveness of European businesses (EFQM, 2013). Over the years, EFQM opened its membership to global organisations, that have used it to help them turn their organisations to excellence, such as BotswanaPost (EFQM, 2014). BotswanaPost started using EFQM in 2009 to transform their organisation. Dubbed 'Leboa', a Setswana name for mushroom, BotswanaPost

tried to get all stakeholders to associate with the model, but this was unsuccessful because not everyone understood it.

All nine of the 12 research participants felt that the model failed because it was not understood. This was partly because the language for the Leboa model was complex. Execman3 had this to say:

> There were a lot of theories, from the start I think we were trying in vain to grasp and understand where it all fits. I think we were too academic when we were starting.

Execman1 had this to say:

> …there is a lot you are expecting from people with Leboa. It involves people isn't it, you know we are running around a lot. And it speaks to the way people do things. So, if they are not used… it's not something that you can come and say here is a model. This is something that you need to, repeat, repeat to drive into the environment. In order for you over time change this culture... because there is a culture that exists on the ground…it cannot be a tick box exercise…

These attestations were seconded by Junstaff1, when he said:

> …maybe it is because I am not that educated…but I did not understand what it was, we were not being informed. There was no information sharing… people were just keeping information…but expecting us to understand the charts. What was I to understand about charts, that were brought to me but could not put together, yet talking about me…?

There was a clear indication amongst the research participants that the Leboa model did not work [1.3.4 Change at BotswanaPost], yet Execman2, Execman4 and Execman5 [the change leaders] felt that the model was a success and it was used to base the whole vision as it will be argued further in the next theme of 'the Journey'. Execman4 had this to say:

> since we adopted EFQM… because we want to be recognised for excellence and continually be considered an excellent organisation. That is what EFQM has provided…

Unbeknown to many the EFQM was used to base the 'Icon of Excellence' vision, to transform the organisation. The change leaders founded the transformation on these model that everybody, including myself, thought had failed. Execman3 however, warns against this view by the change leaders when he says:

> it [the model or tool] might be new but as soon as one says to people "these things come from outside" negativity surfaces… You know during the EFQM, there were a lot of things that were distracting us… it was at a time we wanted to be relevant in the organisation and to impress the new

management... EFQM before you understood it you are cramming the words that as you present over there, you can use to impress the big boss. People never understood what was going on.

Execman3 warns against this approach to change because he worked within the grassroots, as well as with the leadership and has seen it happen especially during Leboa. Leboa started when he was still senior management and we worked directly on the project. His interpretations were that, if Leboa was used to deliver the change, it was best unknown, because it was a complicated model and people would have been confused more, had it been spelled out. Maybe the change leaders used the lessons learnt from Leboa to deliver the staff rationalisation.

These attestations resonate with what one shop floor attendant said earlier referring to the vision [another Western derived tool] that BotswanaPost had adopted, where she asked why a German had to be used; "could the organisation not have used a Motswana coming back from outside the country?" This observation was also narrated by Execman3 above.

The research suggested that the human resources atmosphere at BotswanaPost continued to be unsettled. From the time that I worked for the organisation, confidentiality had become a privilege, for example, everyone knew everyone's salary. Execman2, was not pleased with the state of affairs when she joined the organisation:

> When we came in, the industrial relations climate was um was not good…um it was not good in two fronts. The function which was charged with the responsibility of managing at least the industrial relations was not effective. Um, we had a lot of cases at the department of labour, some of which were default hearings, it was just a lot of things that were muddled up…. So, you come in and you know everybody knew everybody's salary, I couldn't quite understand why

However, Execman2 failed to reveal that industrial relations did not get any better through the staff rationalisation journey. This will be seen later in this chapter when we discuss people within the journey.

Execman2 further mentions with concern, the unconducive relations between the union and the management. She had this to say;

> There were issues with the union, because the union were always on management, that uhm, you have been talking to us about this issue, of eh, eh, rationalisation. What is it uhm, [consultancy company] was brought in I think around 2006… and they came with recommendations of the structure; and eh, within those recommendations, there was uhm, eh,

people were made to believe that their reward was going to get better as a result of that. Uhm, eh, the whole staff rationalisation piece and restructuring did not take place, predominantly because there was no money to actually finance it. But from the union perspective, that was something that every time in a meeting they will talk about it…and the level of conversation between management and the union was not good

Issues with the union continued to emerge in the transformation of the workforce journey. This suggested that although Execman2 was aware of the previous issues, the organisation did not work hard enough to ensure that such issues were addressed satisfactorily without coercing the union leadership.

4.2.5 Summary – Planning for the Journey to change

The research participants felt that planning could have been done better to ensure that the journey to change was more pleasant. This research has revealed that, BotswanaPost did not plan their change well and they did not apply the lessons learnt from the past.

This section of the study has revealed that, it is not just about planning the change but planning the actual journey of the change and beyond. It means not just planning for the result of what they are changing, but what the organisation should look like after the staff rationalisation is complete. The research participants wished that planning could have included their welfare, involved them throughout the journey and how they all get there.

Even though some people might metaphorically disembark the train along the journey, there must be a plan for those disembarking, to ensure that they are safe and are enabled to move forward well. Those left onboard the train should continue to be reassured that the train is still on course [if it is] and they can be comfortable along the journey. They should also be informed how they will know they have reached the destination; what the destination would look like with all of them in it.

The organisation had an opportunity to learn important lessons from the past, so that the transformation of the workforce could be handled better, for example, how not to use models, based on the Leboa model; also, from the poor industrial relations, that were ongoing even at the time that I left the organisation in 2011.

4.3 The Journey to Change

The journey to change has six level 2 sub themes which will be discussed as subtopics within this section. These are the change, the organisation culture, systems and processes, models and tools used, transition and administration, and employee engagement and welfare.

Eleven of the twelve research participants felt that the journey to delivering the staff rationalisation was flawed, and that it could have been handled better. When the workforce transformation finally happened, 384 members of staff were made redundant. It was alluded that they did not have the right skillsets to deliver the future. It is here that we look at what transpired in the journey to laying off these employees as observed by the participants.

4.3.1 The Change

This section relays the findings that came from research participants' experiences on how the change was delivered. It looks at the process taken to deliver the change, how people felt and how they were treated when the change was delivered. It also looks at engagements that the organisation made with their employees during the staff rationalisation initiative.

It emerged that when new employees were brought into the organisation to replace those who left, they were not inducted. Despite the leadership saying that all employees were inducted, the reality was to the contrary. For example, Junstaff1 had this to say:

> When new staff came, they did not know anything about anything, they were not given any induction… we hear there was induction… but not for our [department]. Even when we tell them what is expected … yes, they listen but it is not uhm the same…

Execman7 was also concerned about inductions and he had this to say:

> …inductions…we didn't quite have an opportunity to catch these new ones as they came in. Now every new employee… within a month or 2 they are inducted by the CEO…

The above attestations show that the organisation overlooked the importance of taking employees through induction, when they first start work. Delayed inductions could partly be the cause of the new service culture at BotswanaPost, that is not so welcome [page 82].

It also emerged that some lower qualified people who were tenacious and were experienced in their jobs were not made redundant. Some of them were not given redundancy notification letters, section 25. Junstaff1, had this to say:

> …I did not have the required qualifications…I am a hard worker, I taught myself computers and taught others. I think that is why they did not give me section 25. I am not the only one, there are many of us…

Attestations made by Junstaff1 were contrary to what management had been saying [example below], when they said everyone in the organisation was issued with section 25.

However, Execman6, had this to say:

> … from the word go, we were all issued with section 25 letters throughout the entire organisation...

This could be an indication that management were not in touch with what was happening at staff level. They were also struggling with their job insecurities, brought on by the redundancy notifications that they were issued with.

Execman3 passionately spoke about how the staff rationalisation initiative affected him directly, because most of his staff were made redundant. He found himself conflicted and pained after losing many of his team members. Execman3, quite dejected, had this to say:

> …We had people who had worked 42/43 years. The majority were primary school leavers and Form 3 [year 9]. They could not understand…when we tried to engage them on change issues such as cybercrime and money laundering systems, that the post office needed to address. It was difficult …as we started introducing new systems, people found it difficult to cope…

It was a stressful time for Execman3 and his team, but the rationalisation had to be done. It was in this context that those with lower qualifications, despite having vast experience had to be retrenched. The organisation purported that most of those with lower qualifications found it difficult to cope with the new processes that were being implemented.

These interviews also revealed that the staff felt that they were not engaged by the organisation during the change initiative. For example, Junstaff2 felt that they were not engaged so much that senior management would give false reports to the executive leadership. She had this to say:

> …there are no stakeholder engagements, especially with those of us that are on the ground doing the job, to avoid errors and misunderstandings

that end up affecting the customer…. they are distanced from us. When the time came for those retrenched to leave, there were no handover provisions in place.

Although senior managers would visit her post office and find long queues, they failed to engage Junstaff2 and her team. Instead they would report to the leadership that the transition was seamless [discussed on page 96].

The research has revealed that change was haphazardly delivered. For example, new staff were allowed to join the organisation without any induction, some were lucky to be inducted two months after starting work. Redundancy notifications that were purported to have been issued to everyone, were not. Some members of staff were not issued with these notifications and felt immune to the process. The change was a very emotive and difficult process with some of the staff finding it difficult to cope. There was no engagement with staff, which frustrated service delivery at shop floor level; and senior management was giving false reports to the leadership.

4.3.2 *The Organisation Culture*

Prior to the transformation of the workforce, Botswana Post's culture was laid back, welcoming and deemed as a meeting place; this is discussed in below. BotswanaPost is an organisation with a history of values that came by virtue of the organisation's nature as a community member. However, this research shows that the culture at BotswanaPost throughout the journey to change, was not what it used to be, it was no longer welcoming.

Due to the long-awaited changes and bureaucracy, BotswanaPost developed a culture of rumour that became rampant throughout the organisation. This new culture manifested into lack of trust because information was going out to staff unorganised and uncontrolled. Execman3 had this to say:

> I think redundancy talk happened about five years prior to the rationalisation. It has always been a start stop start, because the Ministry would say they don't have money just when we thought we are going to be allowed to do that. People knew throughout… that its coming, although they were not told officially, they could see… and it didn't happen…for some people it was a nightmare because they could not really prepare for what was coming…

Execman3 said this without any sense of remorse, as if it was a common and acceptable occurrence because everyone knew about it. Yes, everyone always

knew it would happen, even when I joined the organisation in 2010, those who were there thought we were coming to replace them. However, *setho* dictates that staff still deserved to be respected and told the truth.

This research reveals that not everyone at BotswanaPost knew that there were models used to deliver the transformation of the workforce initiative, except the change leaders [discussed above]. The CEO knew from the onset that EFQM was the model that the organisation's transformational change would be underpinned as discussed earlier. Execman2 and Execman5 used this model to develop their respective strategies. They too did not share this with the rest of the team, creating information silos.

This research also revealed that there was lack of information sharing across the spectrum. It was evident that silos were highly prevalent at the top, so much so that only the CEO knew for example, that the organisation was listed as a member of EFQM. Only the change leaders [page 75] knew that it was the core model in the delivery of change. It was used by Execman2 and Execman5 to develop support strategies, as discussed in the administration area of the journey. Seemingly oblivious of the shortcomings of such an approach, Execman5 had this to say:

> I worked with my friend Execman2, but we didn't say to people but there is this EFQM that we used.

This silo mentality was evident in the high echelons of BotswanaPost. It reduces efficiency and can destroy the organisational culture. Addressing the issue of silos, Execman2, had this to say:

> …silos were there. The silos were there because you see if at EXCO we saw each other as individuals and then … our middle managers…did not see themselves as leaders.

Although Execman2 noted this at the beginning of her tenure, she failed to guard against these silos repeating themselves during the journey to change and beyond.

All research participants agreed that BotswanaPost's service culture before the staff rationalisation resembled the epitome of a Motswana in a work environment. Everyone who came to the post office felt welcome, hence it was deemed the meeting place.

Execman3 felt strongly about the culture the organisation had. He had this to say:

> …the culture that we had before was beautiful, it welcomed everyone, and customers were known by name…our staff genuinely cared…they engaged with the community and were part of the community leadership. There was a level of maturity in the service we delivered…

Execman7 also expressed his dislike of the culture that the new staff brought. He had this to say:

> Before these young ones, the culture in the organisation was beautiful, it was just beautiful…now *eish…*

The attestation by Execman7 shows that the organisation had missed an opportunity during the planning phase of the change - to embed the culture that they wanted into the change initiative they were embarking on - by stating what they wanted to be when the change initiative took place and when it was complete. The *'eish'* in Execman7's comment indicated a notion of despondency, as if to say that they had missed out on something that was critical, in defining the success or the failure of the change initiative.

This study has revealed that during the journey to change, the organisation has suffered cultural shifts some of which were impeding to the change. These were gossip, silos, lack of trust and a yearning for community spirit. The research participants wished for a system that would bring a culture of honesty, transparency, information sharing and unity.

4.3.3 *Systems and processes*

This section discusses the systems and processes that were found to be of common concern to the research participants. All the research participants cited this concern in one form or the other.

During the redundancy period, the post office automation was also underway. There were no systems and processes in place to guide the delivery of change at shop floor level. This affected service delivery at post offices especially Junstaff2's post office. Central back office support was not always available, and they had to find ways to help customers. She had this to say:

> …the legacy computer system handover has not been done with the customer service teams. Sometimes the teams have to bypass the system to go manual in order to assist customers. The support system from head office is not quick and readily available.

Junstaff2's attestations show that it was important to have had a transition period with appropriate support systems available between legacy systems and new systems; so that customers could be served efficiently during this workforce transformation phase. These observations were also made by Execman3 and he had this to say:

> There were no processes, they were no systems in place, and I am also thinking that if it were to happen that a lot of these branches are coming with shortfalls of cash, I will lose my job. Because then, I will be asked why you didn't put enough controls on the ground, and they will forget that I have only just changed teams...

The observations made by Execman3 were unexpected, because at the beginning of 2011, I was part of a team that worked with retail on a Business Process Reengineering [BPR] exercise. Our mandate was to make sure that business processes were in place and ready to serve the business as the organisation transforms. His alleged risk should not have been there, however, he chose not to answer when I asked what had happened to the initial systems and processes set out. It could however, be argued that they had become obsolete or they had been discarded of.

Junstaff1's observations were similar to those made by Execman3. These citations were familiar to me, because the challenges with reconciliation that he was referring to became common at the time that I left the organisation, in 2011. This was the time when the finance department had just completed their small-scale rationalisation, the department that gives back-office support to post offices. My observations emphasise that the challenges with support from finance back office had been ongoing since then.

However, not only was the lack of systems and processes evident in retail, but also in HR. Execman2's observations were that, although they knew what ought to be done, systems and processes were overlooked, to involve others. This however, led to failures and an overworked HR. She had this to say:

> …we [executives] called 'a-middle managers into a room'. They had to be involved with sorting out the applications, uhm, capturing the data and uhm, you know all the work until we got to the point where we knew who has to be given a package and who should stay… the process that [we] had proposed had been around, lets' take applications within HR, [they] are the experts… But uhm, in the spirit of engaging everybody, and everybody feels that they are part of what has happened, we did it the other way around. But it meant that the HR team had to actually work around the clock.

Similarly, Senman1, acknowledged that the organisation had overlooked the recruitment and handover processes. She had this to say:

> … we knew retail had to recruit but actually saying by this date people would have left, and on this date, we should have feet on the ground. We had overlooked the need for handover.

The above comments attest to the frustrations that the employees of BotswanaPost endured. They felt overburdened at the time and they were literally burning out. The retrenched workers, who were about to leave, were not doing anything and could not handover properly. Instead, they began to point fingers at those who were staying behind because they believed the new recruits had come to push them out.

Systems and processes were critically important to the smooth delivery of the transformation of the workforce. This study has revealed that the organisation's systems and processes necessary in the delivery of the staff rationalisation, had been overlooked, and at times deliberately suppressed to the detriment of the change itself.

4.3.4 Models and Tools Used

This section discusses the models and tools that were used during the journey to deliver the transformation of the workforce. BotswanaPost used various change management models, such as, the Kotter's 8 steps and ADKAR to deliver the transformation of the workforce. All the twelve research participants felt strongly about the change management models used in one form or the other. In some instances, some research participants did not know that change management models were used to drive the transformation of the workforce.

Execman4 was excited to have used Leboa as the base for the transformation of the organisation, and Kotter's 8 steps to lead the transformation of the workforce. He had this to say:

> The model that we eventually worked to, EFQM, allowed us to ask staff to give ratings of our level of excellence in performance [mood goes up] …in the process we adopted the Kotter… yah, we liked Kotter for its eh simplicity…

In view of Execman4's attestations, he initially sounded tired, giving an impression that the process of delivering the transformation of the workforce weighed heavily on him. When he started talking about the level of performance

and the tools used, his mood lightened up. He was more jovial, as if to imply that the tools that he was talking about were a resounding success, or they helped him immensely in delivering the change. This was contrary to what other research participants said with regards to Leboa, discussed on page 74 [learn from the past].

Execman7 felt that Western derived change management models, are difficult to adapt without incorporating the Setswana Change Management model, that Batswana take for granted. He had this to say:

> …I always think most change management models build up to the actual change but don't have a good enough post-change component …they tell you the what, not the how. Almost all of them do not have a support system after the change to make sure it carries on in the long run… Batswana have their own change management models which we take for granted …Batswana are a *kgotla* people, they are a consultative people, *merero...* *Morero* is change management, that's all *morero* is about…

He also argued that available Western change management models tell people what to do, not how it should be done. This also resonated with me as a Motswana, acknowledging that I had taken *merero* for granted and I had not considered it as a model. Execman7 failed alongside other change leaders to fully incorporate this traditional framework, because they cherry picked within the consultation phase, by Westernising the *lekgotla* [page 71].

Execman5 had this to say:

> You must have a model that you are following as you pursue the change because it is a process, it must be well managed. It is not just a process, it is a very emotive process that is quite unsettling for people.... we needed to have those models that will then guide you, guide the organisation...

Although the EFQM model was the basis of the organisation's transformation drive, and the mother of the organisation's vision, 'the icon of excellence', only the top leadership knew that it was used to base the staff rationalisation on.

This was also evident in the Kotter's 8 model that was used without engaging executive management, except for Execman2 and Execman5. The Kotter's 8 model was preferred because it was perceived to be simple, compared to other popular change management models, such as the Kurt Lewin's 3 Step Model.

Execman5 explained with excitement, the Kotter's 8 model. He had this to say:

> …my preferred change model is Kotter because it is explicit in what needs to be done and [it] is highly adaptable. I can identify what aspects of culture I can bring into the application stage, with sensitivity around such a process.

Execman5 suggests that, in identifying cultural traits that can be brought into the implementation phase of the change, one must be sensitive, respectful, and have a sense of *botho* and empathy in order for the envisaged change to have buy in and be successful.

Even though Kotter's 8 was said to have been used by Execman5, it is surprising that Execman6 did not know. She despondently had this to say:

> If at all Kotter's 8 was used in the rationalisation process it means it was not visible.

This shows the lack of information sharing within the organisation. It was vital for Execman6 to know what was going on in order for her to effectively execute her role.

To address communication throughout the change process, BotswanaPost used Prosci's ADKAR model to design and deliver the communications plan that was required to execute the workforce rationalisation. Even so, only Execman5 and Execman6 knew about this.

Ironically, Execman5 noted that consultation is key in Botswana, yet this study reveals that there was poor communication at BotswanaPost. In fact, when talking about *lekgotla* earlier, Execman5 suggested that consultations were not always necessary. Regarding the ADKAR model, he had this to say:

> …the communications plan is built around the principles of ADKAR. For Batswana, consultation is key. Even when you feel it is not necessary you just have to do it.

Both Execman5 and Execman6 believed that the ADKAR model was used appropriately as it did not need to be shared with the other stakeholders. For them it was solely meant for communication purposes.

There were two other models that BotswanaPost brought in to lead their organisation into the future beyond the transformation of the workforce. These two models were the organisation's vision and the flexible working model that was implemented within retail outlets nationwide. Beyond the façade portrayed by some, the research participants were not happy with these models because the models did not deliver what was hoped for.

Execman7 was of the view that people could not see the organisation's vision actualising. He had this to say:

> …to be honest there are still a lot of people who cannot picture the icon of excellence becoming real. But they can tell you what it is all about because it is played to them all the time …

According to Execman7, many at shop floor level did not understand how this could be a reality, looking at the available time and how some rural areas hardly had any services. Execman1, also questioned the reality of the vision; with a slight grin on her face, she had this to say:

> In all honesty, how real is this though…I know the UPU thing, but can we really achieve this?

Many doubted the reality of this vision as evidenced in this research. The researcher also observed that some post office buildings were still not renovated [appendix 3, page 152] after the vision had been completed. As part of this vision, all post offices were to be converted into 'post offices of the future' [appendix 4, page 153]; that were technologically advanced, this did not happen. These technologically advanced post offices were one of the reasons why the transformation of the workforce took place, so that people with the right skill sets were in place to operate these branches.

The final model used within this staff rationalisation drive was the flexible working model, to operationalise the retail outlets after the arrival of the new staff.

Execman3 had this to say:

> …we also wanted flexible hours, we wanted extended hours and for me, I always believed what we needed was a few permanent and pensionable; and actually, bring in more temps. And the fixed term contractors will give us eh some sort of staff backup…

Although they wanted the flexible working model, Execman1 was of the view that the organisation might have overlooked some challenges when adopting this model.

She had this to say:

> …right now, we are working on that proposal, to staff mail business properly…back office staff are taken to the front to help…we have a problem at back office…hiring casual staff…that doesn't solve the problem, I cannot entrust casual employees with people's things. So now we are in the process of saying *mmh*, this needs to be changed like tomorrow or like yesterday. Because now we have people coming on certain days on the 90 hours a month contract. Simply put they are unemployed people, so we can't hold them accountable.

Junstaff2 had this to say about this model of flexible working:

> You will find that now we have to train all these part time staff, all these new people and they are many. This is very difficult especially that we do not know which direction we are heading, it takes a lot of our time. We were also not trained, because we came just as the old staff was leaving…. We do not even know if we are training them the right way.

Execman3, in retrospect had this to say reflecting on the flexible work model:

> …you must now fine tune the flexi work model…on the ground as you start operating something else is telling you, you need to change that to go there, to do this, to do that...

This research has revealed that those working within this model were not happy. However, they had to work with the flexi working model as it was, whilst those at higher level were tabling the motion to change this flexi working.

This section of the study has revealed that the patriarchal leadership of BotswanaPost had continued with the silo mentality even in their choice of models. The research has revealed that, the views of the leadership were that the use of models was at high level, and not everyone needed to know that they were used. For example, the use of Kotter's 8 steps, Prosci's ADKAR and EFQM. However, the study also shows that, certain models that directly affected staff were shared without depth. For example, the organisation's vision and the flexi working model.

The study further revealed that, the research participants yearned for a model that was native, such as the *morero* model, maybe alongside the *kgotla* model that the organisation had attempted to use.

4.3.5 *Transition and Administration*

There was evidence in the research showing that, all research participants were not happy or were undecided in one form or the other about the delivery of the staff rationalisation initiative. They felt that the transition was not handled well and there was poor administration of the journey to change. Research participants were concerned about what was executed and when it was executed, adherence to budgets and providing the requisite training.

Research participants felt that planning to do what, at what point in the journey was overlooked; and this in their opinion was the source of major challenges experienced during the change initiative. For example, Execman2 had this to say:

> …the truth is we really did not plan on how we are going to deliver this…we kind of planned on what needed to be done… not by who and when…

People were working under pressure and in some areas unqualified people were used. For example, 'the middle managers in the room' exercise, as discussed in page 83. This attempt failed and HR had to redo the exercise. This might have resulted in some redundancy applications not responded to, and some people not issued with redundancy notifications. For example, Junstaff1, discussed in page 79.

There were also challenges with the use of funds and adherence to budgets. Research participants indicated that they were unhappy with how the funds were used which they believe disadvantaged their welfare. For example, the money that was spent on the CEO *Lekgotla* hotels and meals could have been used to reduce budget constraints. They suggested that the money could have been used towards retrenchments, to reduce the number of people who were sent back and forth because they were not sure of the available funds to honour redundancy packages. Execman1 was very concerned about the complacency in the administration of redundancies and budgets. She had this to say:

> I think very much in our faces. We should always have been having this ceiling of 50million Pula [Botswana currency] right here…I know there are instances where we had said to people, "you are going". And then on account of budget we come back, and we realise oops, we can't afford it…I didn't like that at all. I felt that was very shoddy, it could even be deemed to be lacking empathy and feeling.

Junstaff2 talked about how unfairly management treated staff, citing that she was made to act as a supervisor, and she has not been paid. She had this to say:

> …do you know that even up to now I have not been paid some of the acting money that I worked for?

Research participants were unhappy, with how the available budget was used and the lack of training that was evident during the rationalisation process. Research participants felt that training had been overlooked and not budgeted for, hence self-trained post office employees were burdened to train the new staff [discussed under systems and processes above, page 82].

However, when asked about training, Execman6 said that training had to be prioritised, therefore, they opted to take management for training instead. He had this to say:

> …you had to prioritise your training so that you then don't invest a lot on training people who are here today and tomorrow they are gone.

On the other hand, when Execman3 was asked about training, he started discussing the Wednesday meetings that his team holds, stating that people have that as a platform to train one another. He had this to say:

> …the Wednesday meeting. And we are saying to them you have 45 minutes where you can sit around and have a chat on how you can improve your service. How you can improve your service, have a chat, share ideas, train…

Although the executives felt that training was provided, these attestations show that there was indeed no provision made to train staff. They show a deliberate omission to budget for staff training in favour of management.

This section of the study revealed that the organisation planned for the start of the rationalisation and its completion. They forgot to address the middle part, the journey. For example, they did not have people in place to carryout critical administrative functions. Budgets were not adhered to and there was no allocation for staff training.

4.3.6 *Employee Engagement and Welfare*

This section seeks to discuss employee engagement and welfare as an emergent theme during the transformation of the workforce. All twelve research participants felt passionately about employee engagement and welfare, though with different views as this section seeks to reveal.

Although communication was said to have been done effectively during the preparations for the transformation of the workforce, eight of the twelve participants felt that this could have been done better on the journey to transform the workforce. During the course of the interviews it emerged that communication was not as adequate as the executive management led it to be.

Midman1 was not happy with engagements and had this to say:

> Communication on its own is not there. Regional managers walk in and out of branches without making time to sit down and appreciate what exactly happens in the branch.

One senior manager walked in whilst I was interviewing Midman1 and said he was passing by. When the interview ended, Midman1 went to ask the supervisor what the regional manager wanted; he was told that he just looked around and left without saying much to anyone. Although communication inarguably was delivered through the preparatory phase, it focused on people leaving, not how

the organisation was to function going forward. The organisation overlooked the importance of constantly wanting to know how the transitioning organisation was operating; and what it is likely to look like in the future.

Junman1 was one of the people who were treated unfairly and whose welfare was threatened. He was taken back and forth, with retrenchment and reinstatement letters. He had this to say:

> I received 4 letters back and forth telling me I am going, I am staying, I am going, and I am staying…I did not know what to do with myself… even now nobody has apologised…I still do not have the salary that I was promised… I felt threatened and all I wanted to do was go home and do something with my hands. We have always known we were going to go. Now that the time to go is here, people are just playing with us…I do not know who to trust anymore.

Junman1 expressed frustration with his ordeal and wished he had had another option, but the post office was all that he knew.

Execman1 felt that certain things could have been done better as already indicated. She also felt that the people side of the staff rationalisation journey was not palatable, it felt inhumane; and it went against the *setho* that Batswana are raised on. She had this to say:

> …it is important that when you say to me, I am going, you must be sure I am going. And I felt there were too many such instances where we went back and forth. I really felt that was untidy. I didn't like that one little bit.

Execman4 however, felt that the organisation was accommodating to staff, when he had this to say:

> For the CEO to be available to consult with the union leadership, eh, created that environment that said, yah we can go into negotiation forum… we also have access to the CEO, just like …management...we can trust him to also help us... we are together in one. Union leadership [was in a media] briefing with the CEO and the press could ask questions directly to members of the union as well.

Although Execman4's comments were interesting, there was also an element of doubt in me, because of my experiences whilst with the organisation. At the time, the relationship between the organisation and union were so acrimonious that they ended in court. Further interviews revealed what I already doubted.

Junman1 for example, felt that union members especially the union leadership, was targeted and frustrated by the organisation leadership. He was frustrated by this and he had this to say:

> …as union executives, management feel that, eh, we are threatening them… yes, we help make policies, even though it's difficult but when it

came to negotiating this staff rationalisation, we were all going to lose our jobs…most of us were transferred, far apart from each other, some lost their jobs like… and just look at what happened to me…if I did not fight hard I would have left…I was a threat…sometimes I fear for my job.

Junstaff2 is an ordinary member of the union who spoke passionately about the management's continued efforts to frustrate the union. She had this to say:

...the union themselves…fear that if they do something that the leaders do not like they are also gone... Most people who led the union are gone…truly speaking management do not want the union…if you are to survive it should not be known that you are in the union. I am one of those that did not get a salary increase at the time of the 2% salary increase.

Midman1 was equally frustrated by the way the organisation treats its people especially union members. Midman1 chose to resign from the union so that he can sufficiently provide for his family. He had this to say:

…leadership think the union is disruptive. *Uhm* if you look closely, all union executives are in band 3. With me, someone called me to the side when I was in band 4 and said *monna* [a man], for you to progress you must leave the union, isn't it that you came here to feed your kids! I said yes, I truly then wrote a letter to resign from the union. After leaving the union it did not take long before I was promoted to band 5 where I am still at today.

Despite Execman2 knowing [when she joined the organisation] that there were poor industrial relations in the organisation [page 76], she failed to curtail history repeating itself as evidenced by Junman1 above. I asked why they did not take this to the labour tribunal and looking dejected, Junman1, had this to say:

…a job is nurtured, I am married, I have children and they have to eat… jobs are difficult to get nowadays.

It also emerged that the counselling that management had said was delivered by professionals, was not. People were available to speak to willing members of staff but some of them were not qualified in the fields they had purported to be experts in. Junstaff2 opined that HR had brought in their friends and could not deliver a professional service that the people needed. She had this to say:

…what counselling…it was just people that we know, who will do anything like we do to eat, hustling. *Eh* yes some knew what they were talking about *mhm* the others not at all…

Junstaff1 had a different view on how people were treated through the rationalisation process; he had this to say [oblivious to what was going on around him]:

> …I did not attend any counselling because I knew I was not going…The rationalisation went well and those of us who did not go are ok…

Junstaff1's comments were a stark contrast to Junman1 because with him everything was seemingly okay, and he was comfortable when everyone else had one thing or the other to say. Whilst it was a requirement as stated by the leadership, that every member of the organisation was issued with a redundancy notification; it was disturbing to note that some people were not issued with one, as discussed earlier. Not only was that unfair in the eyes of those who were issued with redundancy notices, but it also questions the preparedness, the planning, the transparency and integrity of the organisation in their handling of this rationalisation process.

However, in contrast, some executives felt that employees were fully engaged, and their welfare was looked after. For example, Execman6 had this to say:

> Even one on one counselling was available, we had counsellors from the university of Botswana, where people could book for individual counselling sessions and the organisation would pay. There were also counselling sessions that preceded us in the CEO *Lekgotla* sessions, and also thereafter. People also had opportunities for one on one sessions afterwards…phone numbers for counsellors were also given out.

Although Execman6's attestation was different from most research participants', especially lower level staff, they held an element of truth in them. I wondered why the lower level staff differed from her; and were all adamant that they were not availed professional counselling. The only conclusion I made was that, because of the silo culture that the organisation has, it could be that this was offered in certain areas and not others; not everyone was privy to this information.

Execman4 also spoke highly about the importance of staff welfare. He had this to say:

> [the CEO] was happy to even accompany staff members to their houses [company houses built within the Post office compounds], where they will actually say, just look at the current environment where I am expected to be productive coming from… you see and appreciate the peoples challenges you acknowledge them.

At the time that I was with the organisation, the CEO indeed walked the shop floors and visited various post offices around the country. However, the research suggested that presenting himself was not sufficient.

This section of the study revealed that there was poor employee engagement and welfare. Management frustrated operations at post office level, they were autocratic and not engaging with staff. Leadership forgot to plan for handover, therefore frustrating the release of staff on time, which in-turn caused reduced productivity and fuelled conflict on the shop floor. The research also revealed that the leadership did not like the trade union, therefore threatening and frustrating all those linked to it. There was a call for *setho* to prevail.

4.3.7 Summary of the journey to change

This research has revealed that the transformation of the workforce was haphazardly delivered; and not everyone was issued with redundancy notifications as management purported. There was an element of unfairness. There was a strong culture of gossip, lack of trust and silos that continued to haunt the organisation; not enough had been done to rid the organisation of this. There was an outcry for a community spirit and *setho* to bring the organisation together; as well as the Setswana way of doing things such as *merero* and the native *kgotla*. Systems and processes were not in place and at times overlooked to satisfy the few, leading to failing change. Patriarchy was highly evident even in the use of change management models. According to the research, the organisation only focused on the start of the change and the completion, they forgot about the execution process and after completion. There was no budget allocation for staff training. Budgets were not clearly setup, therefore not adhered to, which frustrated the delivery process. The welfare of staff and engagement was poor, staff felt threatened and not cared for. They also felt that their voices were stifled as the organisation did not like the trade union. There were frustrations and reduced productivity levels on the shop floor, after the organisation forgot the handover process.

This research suggested the importance of people in any change initiative and the burning need to ensure that they are treated right; it is not sufficient to say that people were engaged using a cultural platform therefore they are okay.

Fear for the future compounds worry over the potential of further redundancies, and all of that can lead to a whole host of negative emotions.

Instances like these were disturbing because it was people's livelihoods at stake. This treatment towards staff is very similar to the time I left the organisation in 2011. At the time, there were reduced productivity and unpleasant trade union

engagements that led to an exodus of people. I left because the work environment was unpleasant and tumultuous with bullying, it was perceived as wrong to say no to the leadership.

4.4   Stability beyond the Journey to Change

In this section of the findings, we discuss themes that came forth after the completion of the transformation of the workforce, that made 384 members of BotswanaPost's workforce redundant. We look at what had been expected to happen, what happened and the impact thereof. All research participants had something to say about their experiences after the change initiative was completed. Only four research participants [Execman2, Execman4, Execman5 and Execman6] felt that the transformation of the workforce initiative was a resounding success and there were no challenges faced thereafter. The other 8 research participants felt that there were still challenges after the change initiative that required addressing.

"we are in the post rationalisation stabilisation phase", Senman1 said. Senman1, was the only research participant who knew about this, except for the change leaders and Execman6. All other research participants disagreed.

Execman1 could not understand how there could be post rationalisation stabilisation, when there were still challenges with staff rationalisation that were currently being worked on. She had this to say:

> …what post rationalisation stabilisation…they wouldn't even mention that to me because we are still cleaning up this change that has just happened…we are no way near stabilisation…

One executive felt that the organisation was focused on delivering the staff rationalisation initiative and did not addresss post rationalisation. This is what he had to say :

> …we actually never really considered post rationalisation and now we are burning…we accepted that we didn't do such a good job post rationalisation.

Senman1's job was to ensure that the workforce was stabilised after this major transformation drive, however, she was brought in late and had not been able to deliver on her mandate in time. According to Senman1, the organisation forgot to bring an understudy for Execman5 in time, she had this to say:

> …was brought in quite late into this role of change continuity to make sure that the rationalisation is stabilised… [the incumbent] had already left and they were just plugging holes really…things are not as they should have been…

There were three things that were key and close to the hearts of the research participants that would suggest the change process was complete. These were people [their wellbeing], change adaptability and culture. These subthemes are discussed below, as lower order themes.

4.4.1 People

One of the objectives of this research was to find out the impact of change initiatives on staff, this theme seeks to address that. All research participants except Execman2, Execman4 and Junstaff1, said that the people side of change was not handled well especially for those left behind.

Execman2 was of the view that the initiative was a success. She had this to say:

> …by and large the rationalisation was a success… releasing 384 staff… in Botswana there is no organisation that has released a third of their staff without any IR issues.

In Execman2's view, the change was successful because they were no Industrial Relations [IR] issues. However, this was not true [page 90]. According to research participants, people were fearful to lose their jobs. Therefore, they continued to humble themselves and be at the mercy of the organisation because they did not have anywhere else to go.

Execman7 with a dejected voice, acknowledged that they failed to support the survivors of the change. He had this to say:

> …making sure that the ones that were staying are happy to stay… I think we did that maybe not as well as the guys that left… we forgot to support those staying behind; and tomorrow BotswanaPost has to be business as usual. Well it was a nightmare, it was well and truly a nightmare.

Midman1 spoke about how rumours of another staff rationalisation had affected his job security; and how the long-awaited post rationalisation stabilisation would have helped create a sense of closure. This is what he had to say:

> …what stabilisation, we are still waiting. We hear that another retrenchment is coming when we merge with the Savings Bank…they will be coming into the post office, maybe taking cubicles we don't know…I am not sure if I will have a job…when the rationalisation started, we were promised that for those of us staying behind we will be counselled, which

even today as I speak with you, it has not happened…I am the bread winner, my wife does not have a job... If I was to get a loan and the next day, I get another retrenchment letter… some things are really hurting…I work in fear, truth is important.

This attestation was also echoed by all junior staff who participated in the research except the one who was not issued any redundancy notice, Junstaff1. Although it is clear that the rejuvenation was not rolled out to staff, at high level this took place. For example, according to Execman6, stakeholders at high level were engaged and this is what she had to say:

> … the Ministry was engaged to update on the merger…what does it mean to the people that escaped the BotswanaPost's rationalisation that has just gone by, are they going to receive section 25 again? …morale once fell because people were not sure of their story…the Ministry started developing a structure, explaining to staff, people settled seeing that BotswanaPost will just remain a subsidiary.

From the communications department, this was communicated through a press conference; it was not relayed to staff directly using internal communication platforms to bring awareness to staff. This was however, contrary to what Execman5 said when he spoke about looming retrenchments. Execman5 had this to say:

> …you can never give guarantees… you see with the merger coming up… We don't know with that issue of shared services … how it is going to pan out … Yah, obviously…people in support functions are the endangered species.

It emerged during the interview with this executive that shared services have been spoken about in the merger; and this could lead to another rationalisation within the support function of the Botswana Postal and Savings Group.

There was also an element of lack of trust that emerged which people found difficult to deal with. Junstaff1 had this to say:

> ...whenever we ask difficult questions, they say that transformation has not ended, redundancies are not finished… with this employment being your only livelihood, even when elders come and things are not right, you end up pretending because they have powers to do whatever they desire with you, they can just fire you.

It was disturbing for me to see so much job insecurity and fear in people. It was also not the Setswana way of doing things, that I grew up accustomed to; one of *setho* and *morero*.

In Setswana, when there is an activity of consultations [*merero*], there is always a feedback loop, that requires that the community is informed of the proceedings at all times. Once the process is complete, a report is given back to the community, to say the activity of engagements is complete; and the community is briefed on what the outcome is. It is this that the staff were alluding to because they wanted the re-assurance that the process was complete; and there would not be any similar activities looming. If they were anymore coming, they wanted to be told so that they could prepare themselves, thus completing the feedback loop.

Regarding the delivery of the post rationalisation stabilisation, Senman1, with sadness, had this to say:

> … was supposed to be a post rationalisation exercise to settle people in …we have not gotten around that yet…it is yet to happen.

Staff were promised that they would receive counselling in the form of post rationalisation stabilisation to ensure that they were settled. However, this was not done.

This uncertainty in job security was real for staff, especially that there were rumours of another looming staff rationalisation. Although nobody had formerly engaged the employees on this, they already knew through unconfirmed sources. This section revealed how people were not looked after, yet they were expected to work as normal after the staff rationalisation was complete. The survivors of the change needed closure. They wanted management to honour their word, by reassuring them that their jobs were secure.

4.4.2 Change Adaptability and Sustainability

Change adaptability emerged as a level 2 theme because research participants spoke passionately about it, questioning the achievements of the initial staff rationalisation and its sustainability. Research participants and observations have indicated that the transformation of the workforce was not as successful as initially purported by the change leaders.

Execman7 was quick to acknowledge that the initiative was not handled well. Quite dejectedly, he had this to say:

> …there were things that perhaps we didn't do as well, after the staff rationalisation… we still have to continue the change management process so that the change we want sticks.

Execman7 was concerned about the results of the transformation of the workforce because they were not what they had hoped for. He was looking for ways they could have ensured that the change sticks and was sustainable in the long run.

Execman1 on the other hand, was not happy with the new staffing model at post offices, where Customer Service Assistants [CSA] also worked as mail sorters. She shares her unhappiness about the flexible working model and the problems that it has given birth to. She had this to say:

> …it's not working… right now we are working on that proposal to staff mail business properly…it's a problem at the back with post offices hiring casuals to sort mail… I cannot entrust a casual with customer's things. I cannot hold them accountable.

Execman1 cites the flexible working model as another failed exercise that came from the transformation of the workforce. It was hoped that flexible working would adequately replace the old staffing models and swiftly deliver the organisation's vision; but it did not.

Acknowledging the woes of post rationalisation, Execman7 had this to say:

> …now we are coming with interventions to try and address this issue of post rationalisation; with the guy who was in charge of rationalisation moved elsewhere, prematurely in my view…and we are still struggling … we actually never really considered post rationalisation...

Execman7's comments are in agreement with those of other research participants that the change leaders lost steam along the way. These challenges were felt more after the executive consultant leading the change left at the end of his tenure.

This research also showed that BotswanaPost missed an opportunity, to guide the change to yield results they were looking for and that the change becomes sustainable. They could have checked to see if they were on track to achieve what they had hoped to achieve. Instead, they waited for the signs to manifest and for the problems to become more frequent; then they started firefighting.

On numerous occasions, as a user of the postal service, I have visited the post office and my experience has been that there is no human touch, someone can hardly offer you a smile. The queues are usually very long especially at monthend [page 69], for example, when old age pensioners queue to receive their social funds, motorists renewing their vehicle licences and bills being paid through various third party platforms at the post office. Most often, customers queue

hoping for the service technology platform to work, so that they can make their respective transactions. This is a common phenomenon in Botswana, especially in government offices and places were government services are hosted, such as BotswanaPost. This phenomenon is so common that there is even a phrase for it - the system is down - meaning that the network is poor or it is out of order, as if it is now an acceptable phenomenon. Most of these services are hosted through the government platform [provided by 1Gov], for example, renewal of vehicle licences.

Execman3 was also frustrated about the large number of agency services, that were now at the post office; and the poor performance of third-party technology platforms that delivered these services. According to him, this caused long queues at post offices. He had this to say:

> …more agency services were coming in and the government network would go down…and when the network is down, customers do not say the government network is down, but the post office network is down…we started having too many agency services and long queues…that is when we thought speed was good but now *hei*…

Hei, denotes a sense of despair where the executive expresses loss for words and a sense of defeat over a culture that somewhat befell them. Agency services at the post office relies heavily on third party platforms which BotswanaPost does not have control over and this affects their efficiency. The need to increase revenue at post offices, a result of BHAG [page 69], resulted in the desire to have more techno savvy graduates, who focused on speed and left out the integral culture of the post office; that of warmth and a meeting place.

This section discussed numerous newly introduced ways to work, that were implemented by the organisation during the transformation of the workforce. The study revealed that the newly introduced ways to work, could not be sustained for long, without requiring an overhaul. For example, the flexible working model, the BHAG that resulted in long queues that affected service quality at post offices and the actualisation of the vision.

4.4.3 Organisation Culture Change Check

The culture change check reports the findings from the research, where culture was discussed passionately by research participants. It is also one of the research objectives. It emerged that the culture the organisation had envisaged, at the end of the change initiative, is not the one the organisation was used to

and had hoped for. BotswanaPost ended up with an emergent culture that they did not want. From the beginning, they did not plan for the culture that they wanted to have at the end of the transformation of the workforce.

All twelve research participants spoke about the culture that BotswanaPost had before the staff rationalisation; and the one that was ushered in by the transformation of the workforce initiative. BotswanaPost has always had a culture of warmth, one that treated customers as individuals and would call them by name. Branch staff were trusted by the community and were by virtue of that, part of the village leadership.

Execman7 lamented the decline of BotswanaPost's culture of *setho* [discussed on page 72] and the community spirit that the organisation held dearly in the past. He had this to say:

> …you know BotswanaPost problem has never been with culture to be honest [before the transformation of the workforce]. And with these new employees [mainly graduates] their culture is not necessarily aligned to the BotswanaPost way…and we are now struggling to remind them…that is not how BotswanaPost is…the postmaster from the olden days was very much a member of the community, was known as part of the village leadership. And you got that respect .... that clout. And these new guys are not that, … they are there to work, they don't have that community thing.

According to Execman7, the postmaster was held in high regard by the community and perceived as a trustworthy community leader. The community outside the post office knew the post office as a meeting place. The community members were known to leave their homes to interact or meet friends at the post office. This was mainly because the post office was known to be friendly and part of the local community.

Execman3, as troubled as Execman7, dejectedly voiced his concerns about the new culture. He had this to say:

> …majority of our post offices are on the outskirts, in the villages; and these new guys don't want to get bored… They do not want to really be in rural areas, they would prefer to be at head office or some form of office. Some are leaving to join other places, so the issue is not necessarily BotswanaPost, it's the post office… we are now having staff turnover problems… Maybe it's also because of the environment, most of our post offices are old. …the older ones [employees who were made redundant] were more committed and they valued their jobs… They are going for interviews and they are absent more often…sick leaves are organised.

Execman3 spoke in a low toned voice filled with disappointment, about the increased turnover and the shenanigans demonstrated by the newly recruited graduates; as if to say they defeat the very purpose the organisation initiated. This was an indication that the result of the transformation of the workforce that they had hoped for had failed. The organisation had taken for granted that graduates would be committed, willing to live in rural areas and that they would engage with the community with *botho*.

According to Execman3, he once fired a graduate from a village post office who came over and said that he wanted a face mask and gloves, because most of the old age pensioners were unkempt and would give him disease. This kind of behaviour frustrates customers and breaks the very culture that BotswanaPost was revered for before the staff rationalisation exercise commenced.

New graduates at post offices lost that human touch, the sense of humanity and engagement with customers. In the olden days, the post office leadership was involved in village activities, whereas nowadays, they do not have that spirit of community involvement and caring, *setho*. *Setho* in Botswana stems from the roots, the ability for someone to recognise and make time for another person, ask how they are, recognise them, call them by name and remember their story. These are service quality traits that BotswanaPost had prior to the staff rationalisation.

Execman3 spoke about the culture of commitment that the old staff had and culture of speed that the new staff brought. He had this to say:

> The older staff who were leaving had full commitment to their job and they were experienced … The younger people, the educated people are very fast. They do not have time to grasp the things that you know we are trying to share with them …

Execman7 felt that the organisation did not do enough to integrate the new staff into the organisation culture that they wanted. He had this to say:

> We didn't do well in terms of bringing new staff into the post office culture, that treated customers as individuals and actually took time to converse with customers... I think it was partly because we had a whole debate about whether we wanted the old culture or we should just change… we have always had the right culture, … with these new graduates, they are not aligned to the BotswanaPost way of doing things.

After the staff rationalisation, BotswanaPost realised that they were slowly moving away from being a place where customers can go to, meet and interact with one another. The post office suddenly, was no longer 'the meeting place', but another place to transact. The young employees are speed oriented and not customer centric. They push customer transactions at high speed so that they can have time to go on social media platforms such as Facebook.

The private use of social media in the work place was of concern to Execman5. He had this to say:

> … the techno savvy young graduate wants this old man serviced and get out of here and go on Facebook.

Execman6, in her observation about the social media culture, had this to say:

> … because technology is advanced…the mobile phones, the what nots, the young graduates are texting, they go on Facebook, they are on the internet whilst at work.

Execman3 was also troubled by this changing culture and he had this to say:

> …they want a fast-paced life, they want technology, they want all these things, and what happens …customers are treated just as numbers… and what happens when the customers aren't there, they are busy being creative on the point of sale machines. And fraud goes up, money transfer fraud has gone up, cash shortages have gone up.

The above assertions revealed that social media had become a problem for the organisation. Employees spend company time on personal social media and other technological platforms; where they also exercise fraudulent behaviour. This new behaviour, according to the research participants, is troubling to their organisation. Failure to decide early, on what culture the organisation wanted after completion of the staff rationalisation, could be argued to have contributed to the new culture that is now troubling BotswanaPost.

Execman7 eloquently summarised the culture after the journey to change. He had this to say:

> Unfortunately, we noticed that we fixed one side and ruined the other. So now we are coming with interventions to try and address these issues. You know we honestly didn't finish the change management properly…I think it's been a year and a half now, and we are still struggling; that in itself will show you that something is wrong… we actually never really considered post rationalisation and now we are burning. I think it's like alcoholism, you must accept that something is wrong before you come up with a solution.

In conclusion, Execman1 summarised these cultural challenges, she had this to say:

> … change is also an opportunity to learn. Sometimes when you think you are fixing you create a problem somewhere else.

The challenges experienced at BotswanaPost after the rationalisation are that of a culture that silently transitioned without a watchful eye, to ensure that the desired culture remained during and after the transition. In view of this, BotswanaPost may want to review their customer service interactions, and train their graduate staff on this important customer service culture.

4.4.4 Summary of the Stability Beyond the Journey

The study has revealed that change beyond the journey was also poorly handled. Change survivors were not given adequate support to settle in their jobs and work productively. The silo and patriarchal mentality of the leadership continued to disadvantage ordinary employees. There was a heightened level of job insecurity amongst those left behind after the change. People continued to expect to be treated with *botho* and be informed, but they were not. The research also showed that the change was not sustainable. Models that were introduced required reworking in order for them to work. The culture of the organisation after the change is not what the organisation had hoped for. This led the organisation to fire fight in order to address the culture challenges that were evident.

4.5   Summary of the Findings Chapter

The study found that one major reason for the failure of this change initiative was the absence of planning beyond starting the workforce restructuring exercise. There was poor planning to address the organisation's operational effectiveness once they ushered in the workforce transformation. The research suggested that the organisation had failed in the following areas:

- The leadership was not sharing information equally across the organisation, even with those who needed to use it. They were derogatory to lower level employees and were not compassionate especially after the journey
- Industrial relations were unsettled especially between trade union executives and management

- The organisation failed to learn from the past, which led to a repeat of the problems that the organisation previously experienced, leading to yet another failed initiative

- The use of culture to roll out change was contrived and did not meet the expectations of the research participants. This led to the delivery of change being flawed

- There was no role clarity and certain roles suffered with work overload. For example, a qualified administration team responsible for processing redundancy applications was not in place, therefore, HR was overworked at the last minute. This resulted in errors and missing critical things that affected the successful delivery of change

- The available budget was not known to everyone; therefore, it was not adhered to when redundancy pay-outs were made. It was important that this was known, to avoid inefficiencies and frustrations to staff

- Support structures were not in place for survivors of change. They were not fully informed because the leadership was not willing to give feedback and be honest with staff. Systems and processes were not clearly set out to support survivors in the midst of the rumours of further retrenchments from the merger. Support systems should have been clear and readily available for the survivors to help them settle back into their jobs to ensure continuity

- Recruitment, inductions and handover were poorly handled. Well thought-out timelines for the new employees reporting for duty that aligned to the departure of the redundant employees were not in place. Systems and processes to induct and train new employees were also not in place. New employees were not debriefed on the organisation culture and what was expected of them.

4.6   Conclusion

Chapter 4 outlined the research findings, which came through the research participants reciting their lived experiences, which I reflected on. My reflections were based on my background, which resulted in important themes emerging that helped bring this chapter together. Change at BotswanaPost had not been a smooth exercise, as evidenced by the responses given by the various research participants during this research.

The study indicated that there were challenges with communication. Communication was only evident at the beginning, at the planning phase of the staff rationalisation, and it pattered off. The research suggested that the leadership still hoarded information, leading to a culture of silos and rumours; they had not learned from the past.

The research suggested that change in this organisation was highly patriarchal, and only the selected few knew what was going on. This was evident in the use of the models that drove the vision for the organisation; and the various strategies that were driving the workforce rationalisation. The research indicated that there was lack of planning, which led to the organisation 'firefighting' on several occasions. The leadership lacked guidance on how to plan for the change, to help them to successfully roll out the change without forgetting pertinent points. Change models cannot work well without the involvement of everybody to understand and take ownership, especially those leading change (Ovadje, 2014). The interviews also indicated that it was important to have conversations throughout the journey and after the journey. These conversations should be held with everyone involved to find out if the new change is as it was intended and how those working with the change are coping with the transition. It is also critical that support mechanisms are provided for some time after the exercise is completed, to ensure that the right change sticks and it is sustainable. Research participants yearned for support throughout the journey, they wanted to be cared for and to feel secure in their jobs.

The study further suggested that the organisation was not accommodative of the trade union, the trade unionists were treated unfairly. Some union members were marginalised in an effort to neutralise them. Favouritism and lack of integrity were also noted during the staff rationalisation. Some members of staff were not issued with redundancy notifications that were purported to have been issued to all employees, including executive management. Research participants indicated that they had hoped for an all-inclusive change engagement, that allowed everyone's voice to be heard; something similar to the Setswana engagement process of *morero,* with an active feedback loop to keep them informed.

Chapter 5: Discussion of the Results

5.1 Introduction

The aim of this chapter is to present a discussion platform based on the results of this study as outlined in chapter 4 above. The discussion also purposes to align the results to the research question and its relevance to the contribution to knowledge that is to be evidenced within this chapter.

The following a priori themes that were used for data analysis, will be used to discuss important themes that emerged as pertinent in the findings of the research:

- Planning for the journey to change
- The journey to change
- Stability beyond the journey to change

5.2 Planning for the journey to change

The first main theme that emerged in the results as discussed in chapter 4 was planning for the journey to change. Planning for the journey to change has three sub themes. These are change leadership, culture and learning from the past.

5.2.1. Change Leadership

This research has revealed that the leadership should be genuine and deliver on their promise i.e. they must truly listen, be accessible and have empathy.

The organisation had planned for staff rationalisation from the preliminary stages to half way through the process. It was evident in this study that there were pertinent issues within the planning spectrum that were omitted.

The leadership focused on improving themselves in preparation for the change by embarking on training; leaving the lower managers and supervisors who were directly involved in the change. For example, senior management went on the IE training that led to leadership conversations [page 64]. Although the organisation took senior management for 'leadership conversations' to change their mindset - to enable them to have the desired behavioural change conducive to lead the change - it does not seem to have worked so well judging by the comments that were made by the research participants earlier.

The leadership showed lack of empathy and care for staff. For example, when they said staff are welcome to come to them when they were aggrieved or if they

do not understand something. However, when they did, they were sent back to their supervisors or whoever aggrieved them. A condescending attitude was also noted when this was spoken about, an indication of the patriarchal nature of the leadership. Empathy is an important skill for the leaders to have in order to see the other person's point of view, it enables one to be a better leader (Torrington, et al., 2017). Burnes (2017) argues that constructive engagement is necessary between the leadership and employees in order to deliver successful change.

Lack of transparency and consistency were also evident, the leadership would say one thing and do another, even one of the executive leaders was concerned by this. According to Martin (2009) and Burnes (2017) honesty and transparency are important for any successful change, arguing that leaders must be willing to accede in order to give successful change a chance. However, Burnes further warns that some people find it difficult to be too transparent, fearing that the power balance might shift; they use lack of openness as a power tool.

Change leadership is too important today to be left to chance (Ovadje, 2014, p. 2). Ovadje argues that Africans look for a humane leader to effect successful change, a leader that they can follow. Batswana have a cultural disposition that Ovadje argues for. Jackson (2004) argues that employees are looking for leaders that value them and not leaders that bring them down at every opportunity.

If leaders who are expected to actualise the change see it as unachievable or conflicted, it is their prerogative to convince members of staff that the change is achievable, through planning for realistic goals and working tirelessly to achieve them (Burnes, 2017).

5.2.2 Reasons and delivery of the change

The study has revealed that it is important for change to be understood, not by the change leaders only, but also by the people who will be delivering it, those who will be affected [both survivors and casualties]; and that the vision must also be achievable. The research has shown that part of BotswanaPost's vision [the delivery of mail to residential properties in 2016] was not achievable. BotswanaPost chose not to alter the vision despite knowing that it would not be achievable (Ministry of Lands and Housing, 2013). Ovadje (2014) posits that visions must be realistic and achievable for them to be delivered successfully, asserting that change is successful only when the vision is actualised.

When planning for change, it is advisable to avoid a vision that is not achievable (Johnson, et al., 2005). The planning phase of the change must ask about the realistic nature of the proposed change, and if there is any part of the initiative that highly depends on third party movement, to oil the machines of the change (Bridges, 2009). When BotswanaPost for example, planned to deliver mail to households [as discussed in chapter 4], they overlooked that they relied on the Ministry of Lands to complete the land registration process (Ditsela J, 2011). They however knew in 2013, before the staff rationalisation commenced, that the Ministry of Lands could only complete the land registration in 2016 (Ministry of Lands and Housing, 2013). As a result, BotswanaPost could have reviewed their staff rationalisation target, because one of the major reasons for the transformation of the workforce was to deliver mail to residences at the end of 2016. The delivery of mail to residences had not actualised at the time of writing, despite it being two years since the vision ended. This could have been because the project was too big and it required billions of Pula to roll out, leading to corruption and misuse of funds and making the project fail (Sunday Standard, 2017).

This analysis brings to question whether the staff rationalisation initiative was justified in its undertaking; questioning whether it was necessary to have overhauled such large numbers of people or perhaps a few people in strategic positions could have sufficed. This argument is made on the premise that a lot of people lost their jobs and livelihoods over a project that has not fully actualised; maybe better planning could have safeguarded some jobs.

As noted in the findings, available models are prescriptive and change leaders are looking for models that guide them on the 'how' to deliver change (Ovadje, 2014). Ovadje has a model for planned change, but it is a high-level model, it does not prompt the leaders on what to do, discussed in chapter 6 on page 141. Two further models were found to address the 'how', to aide change leaders to deliver the change. These are, Torrington's model found in Jones & Blunt (2007, p. 1743) and Hage and Finsterbusch's model, found in Jones and Blunt (2007, p. 1759). Although these two models attempt to address the 'how', of delivering change, they also fail to prompt change leaders to embrace people when planning for change [discussed in chapter 6 page 135].

5.2.3 National Culture

This research identified that there is need for culture to be planned for and embedded within the change initiative. It is advisable to do this to ensure best fit for the models used within the change drive (Burnes, 2017). Ensuring best fit, meant that whatever is brought in which is foreign, is introduced in a way that is adapted to fit in with the national culture. There is a saying that 'when in Rome do what the Romans do'. Batswana are a people that do things in a culturally inclined way, and once whatever comes in violates how they perceive it to be done, they stand to reject it, sometimes silently (Van der Colff, 2003).

Change management tools and models must be adapted to the national culture and brought to the community level in a language community or staff understand (Pheko & Kgosi Linchwe II, 2008).

BotswanaPost through the office of the CEO set a tone to incorporate the national culture into the change process. However, numerous flaws were noted with this initiative. According to the study, the national culture [the CEO *Lekgotla*, page 71] that was embedded in the change delivery was too Westernised, it was not clearly articulated or planned to allow people to know what needed to be done, what was to be achieved and what had been achieved; there was no feedback loop. It did not speak to the ordinary Motswana employee on the shop floor in post offices countrywide. This was noted for example when Junman1 cited his Setswana descent and the way he expected to be treated as a Motswana man. A simple *kgotla/kgosi* setting could have been sufficient, because that is where Batswana discuss serious matters, in an open forum [appendix 2 on page 152].

Botswana Institute for Development Policy Analysis (2013), however, argues that most officials do not use the kgotla consultation system to get new ideas. Instead, they use it to inform people how things should be implemented. Botswana Vision 2016, which came to an end in September 2016, contends that:

> The tradition of the Kgotla provides a strong base on which to build. Democracy must be extended down to the level of community, in a way that allows ordinary people to feel that their views have been freely sought and seriously received. There must be a sense of ownership and empowerment, among the population, if Botswana is to withstand the challenges of change [Government of Botswana, 1996, p. 36].

A traditional person who has traditional beliefs and norms values engagements that are genuine in a Setswana setting, such as the *kgotla*, not a hotel (Molomo, 2009). Hence some research participants stating that the *kgotla* meetings were a

waste of time and money, money that could have been used towards taking care of them after rationalisation. For example, the country's president consults people in a traditional *kgotla* setting and eats food cooked by the mass, to bring himself down to the level of his people; he does not take them to hotels, this he does to show people that he is not superior to them. Hotels are expensive and people are likely to be distracted by the host environment and might not contribute in a meaningful way. They wanted a platform that would allow them freedom of speech and have their voices heard, not a charade (Botswana Institute for Development Policy Analysis, 2013; McFarlin, et al., 1999).

The hotel approach called the *CEO Lekgotla,* that BotswanaPost took, could also raise questions on the integrity of the leadership. One might ask why they are being pampered with this plush lifestyle whilst their families are impoverished. Could the leadership be looking to excite their people, so that they are derailed from the bigger picture; could the leadership be hiding something? Some executives for example, purported to have advocated for an organisation with integrity. However, the findings of this research bring this to question, because of the arguments presented earlier.

There is a Setswana adage that says '*mmualebe o a bo a bua la gagwe'* [everyone is allowed to speak their piece], a saying that is generally practised at a traditional *kgotla* setting (Molomo, 2009). It should not be a platform that leaders use as a façade to fabricate consultations; when they know that they came with their minds set, in what they wanted done and they had already concluded on what they wanted to do (Botswana Institute for Development Policy Analysis, 2013). The *kgotla* system is the basis of Botswana's peaceful democracy. It is a system that is led by *kgosi* [the chief] guided by attestations that '*mafoko a kgotla a mantle otlhe'* [freedom of expression prevails in a *kgotla* setup] and that '*kgosi ke kgosi ka batho'* [a chief is a chief by the grace of the people] (Molomo, 2009; Schoen, 2012). These attestations instil humbleness in the leadership [the chief], who is reminded that it is by the grace of the people that the chief continues to rule peacefully.

Leadership at the *kgotla* is guided by consensus, and failure to do so could lead to people disregarding the decision that has been made (Pheko, 2014). However, consensus in the Setswana culture means that when the majority agrees everyone has agreed; there is a saying that *'mafoko a kgosing a agelwa mosako'* which means that 'the words of the leadership are embraced' (Molomo, 2009).

Botswana Institute for Development Policy Analysis (2013) sums up by saying that the participation at the *kgotla* is hierarchical and the commoners usually speak last, and only adds to what would have been said, as noted. This is what transpired with BotswanaPost *CEO's Lekgotla*.

In order to address the challenges outlined above, a genuine Setswana change model that was adapted from the Setswana marriage process of *patlo, bogadi le lenyalo [seeking, dowry/lobola and wedding]* was developed (Moeti, et al., 2017; Solway, 2016). This was developed to deliver successful change in a Botswana setting. The proposed model can be used by modern organisations within Southern Africa, especially those with a culture similar to that of Botswana, such as Zimbabwe and South Africa, to plan the delivery of change whilst genuinely embracing the native culture. This model has a feedback loop that research participants cited as important in the delivery of change (McFarlin, et al., 1999; Molomo, 2009).

The study further suggested that, it is not the thought or fabrication of the culture, or even pretending that the culture is embedded in the change process that matters; but actually, taking it on board and delivering cultural exercises the way they ought to be delivered in that culture.

Jackson (2004) posits that, African employees leave their culture in the morning when they go to work, and they resume their culture again when they finish work; suggesting that they can bracket their Africanism. However, Hayes (2002), argues that, it is not possible to separate oneself from their culture, even when they are at work because it is a part of who they are, implying that even when at work a certain level of cultural traits continue to surface. According to the study, BotswanaPost did not ask themselves the relevant questions of who exactly is receiving this change and who they are seeking to consult, so that they can align their planning accordingly.

5.2.4 Learn from the past

This study revealed that BotswanaPost failed to apply what they learnt in the past, to effectively deliver the transformation of the workforce. BotswanaPost had the opportunity to learn from the Leboa project, amongst others, that was rolled out in 2010, but according to this study they failed to do so.

The transformation of the workforce initiative presented challenges that were experienced before, especially in the journey to change. These challenges were

in communication and the silo mentality, that the leadership continued to showcase, despite the leadership training that they were taken through. According to Diefenbach (2009), these are common challenges within the public sector, in this case SOEs. The silos that were worked on using 'leadership conversations' earlier in the 'journey' [page 64], had not dissipated. This, amongst other things, shows that change may continue to be a challenge to BotswanaPost, unless they are willing to learn from the past and fully utilise the training that they receive. For example, the IE training, that prompted the 'leadership conversations', which was preparing the leadership for the transformation of the organisation, was not passed down to other staff members. Research participants also mentioned relationship challenges between management and the trade union (Budhwar & Debrah, 2001; Diefenbach, 2009). Although these challenges did not have open altercations like in 2010, when I was part of the change leadership at BotswanaPost. The research participants indicated that there was silent bullying, that led to some key trade unionists being transferred, dismissed or frustrated. Industrial relations continued to be a challenge, despite leadership being aware of this at the beginning of the change initiative (Bridges, 2009). Although the constitution of Botswana allows for freedom of association and expression in trade unions, the reality was different (Mmegi Newspaper, 2009).

Another challenge that was evident in this research was that, the change leaders continued to use artefacts that were foreign to deliver the change, which was noted as taking the lead in the perceived failure of the Leboa project. In this change initiative, the change leaders brought the character of the German man to deliver the 'icon of excellence' vision, that many considered to be a foreign concept and were failing to embrace it. People could recite the vision but did not understand why the German man was used. There was cultural incongruence, staff felt isolated and could not relate to the foreign concept (Van der Colff, 2003). When the vision finally reached its end in 2016, it had not actualised, which brought to question the integrity of the drive to change as discussed in chapter 4.

5.2.5 Summary on Planning the Journey to Change

The organisation had unsettled industrial relations from the past, but they did not consciously plan to avert this, in the transformation of the workforce initiative they were embarking on.

The general findings were that of patriarchy, where leaders do what they want, provided they see it as being the right thing to do at the time, despite what history says or others say (Thakadu, 2017). This is a common trait in the traditional leadership of Botswana.

Batswana are a patriarchal nation that has a strong cultural inclination which continues to prevail in silence (Thakadu, 2017). It could be argued that Batswana have a culture characterised by norms and values that perpetuate inequality (Maundeni, 2012). This prevails despite the Government of Botswana putting in place policies which drive the country towards modernisation and equality (Maundeni, 2012; Molomo, 2009; Thakadu, 2017).

This patriarchy transcended and permeated through hierarchical platforms and became a power tool. Those in the lower positions were treated lesser and were not as privileged as their high-ranking community members (Thakadu, 2017). For example, in a community gathering known as the *kgotla,* the community is asked to participate in these democratic settings (Molomo, 2009; Pheko & Kgosi Linchwe II, 2008). Even so, the lesser privileged members of the community had their views stifled. Women and the youth were not allowed to attend the *kgotla*, although nowadays they do (Schoen, 2012). Historically, the *kgotla* used to rubber stamp what the *kgosi* and his advisors would have said (Molomo, 2009). Perhaps that could be where the planning approach that BotswanaPost adopted came from. This historical *kgotla* approach was evident at BotswanaPost, where the shop floor staff and other people of lesser importance in certain settings, were deprived of information and were not taken as importantly as their high-ranking colleagues.

The findings also showed BotswanaPost as a male dominated organisation, with very few women both in the leadership and the research participants availed to me. Only four research participants out of the twelve were women [1/3 of the research participants]. This disparity was also evident in the organisation structure, where there were only three women out of 14 top executives [representing 21%]. Jackson (2004) notes this kind of behaviour as common in higher power distance countries like Botswana.

These challenges will be noted in the journey to change and elsewhere in this thesis. Stewart and Kringos in Ovadje (2014), suggest that change does not always fail because of resistance but fails because of ill thought-out strategies; a

trait quite evident in this research findings. Ovadje (2014) asserts that change must be planned because unplanned change increases the chances of failure.

5.3   The Journey to Change

The findings on the journey to change focus on what happened when the process to rationalise the workforce started, when the old staff members were leaving, and the new graduates were coming in. Within the journey to change, research participants spoke of the pain they saw or went through and what they wished to have seen happen to ease the journey. In the process, six lower order themes emerged. These were the change, the organisation culture, systems and processes, models and tools used, transition and administration, employee engagement and welfare.

5.3.1 The Change

This section talks about the lived experiences of the research participants during the transformation of the workforce as it took shape on them, looking at the fears, joys and the pain they dealt with.

Research participants raised issues about internal stakeholder engagement, which indicated that communication was only active during the planning phase of the change. When people needed it the most, after the rationalisation process, it was overlooked. According to Hayes (2002) and Jackson (1999), it is common for communication to be active at the start of the change and forgotten thereafter, citing that this usually leads to failing change. Regional managers for example, would go into branches but they would not take the time to engage with the ground team; to understand the challenges they were going through especially when they found long queues. As discussed earlier, in the change section of the journey in chapter 4 [page 78], these long queues were caused by failing systems, that new staff were not familiar with and it affected the quality of service that was given to customers.

The study also revealed that, during the journey to change, industrial relations were not settled. People were not treated equally, issues of integrity, trust and favouritism were evident. For example, some members of staff were not issued redundancy notifications and were told not to worry because they were staying; whilst others were sent back and forth with redundancy letters [discussed in the journey to change, page 91]. Although this was happening, some executives did

not like the way the journey to change was handled; and that the organisation could have done better in delivering this project. When people lose trust in the leadership, they are likely to be disloyal and resentful to the organisation, which could lead to increased staff turnover and failing change (Bridges, 2009; Torrington, et al., 2017). Armstrong (2016), emphasises the importance of amicable industrial relations in the organisation because it benefits everyone.

Within the journey people became frustrated when they realised that there were two models introduced to lead them beyond the journey to change, and none of them was realistic or working. For example, the part of the 'icon of excellence' that said mail will be delivered to homes by the end of the vision. According to Bridges (2009) uncertainty frustrates people and can lead to dropping levels of productivity. In the case of BotswanaPost, the frustration became apparent when people realised that the postcode project was failing and they were pushed to sell post boxes instead, yet no one was adjusting the vision. The other example was the flexible working model. This was adopted to increase productivity at lower costs, but failed, because the flexible staff were not committed, resulting in numerous problems as identified in chapter 4. Torrington, et al. (2017) have identified BotswanaPost's model as a temporal flexi model; and cites that although there are benefits with this model, there are challenges. For example, lack of commitment, job insecurity and high levels of staff turnover. These assertions are similar to the challenges that BotswanaPost had, that were spoken about earlier [on page 101].

During the journey to change, staff turnover increased significantly. According to some, new employees were not accustomed to the work environment. Others thought that it could be because new employees were inducted late and had adopted unbecoming work ethics. For example, the fraudulent behaviour discussed on page 103. According to Martin (2009), an induction is a process of getting new employees settled into their new roles as quickly as possible and becoming effective members of the team. Torrington, et al. (2017), assert that inductions must be done at the beginning before employees start work, to share information on the organisation culture, expectations of the organisation and what the employee should expect in return. This is an opportunity that BotswanaPost missed because inductions were not done in time. According to Torrington, et al. (2017) it is easy for organisations to overlook the importance of inductions, arguing that this usually leads to early staff turnover. According to the research,

BotswanaPost started to have problems with high levels of staff turnover, after employing new graduates [discussed above].

In their transformation, BotswanaPost was to become a high-performance organisation, developed to attract, retain talent and reward performance (Botswana Post, 2012, p. 26). However, the research findings suggest that BotswanaPost has failed as argued above and throughout this chapter.

5.3.2 Organisation Culture

The organisation's culture, is most often a derivative of the national culture, augmented by collective values that a group of people share (Beugré & Offodile, 2001).

This study has revealed that, the BotswanaPost culture - of a warm, trusted community member and a community meeting place - was slowly disappearing. The study revealed that the warm culture of the past was being replaced by a culture of speed and untrustworthy staff. The customer service provided by the new staff is based on headcounts, customers are treated as numbers, so that they can have more time on social media; and a leadership that is untrustworthy and does not have the desired integrity, as discussed in chapter 4 earlier. Junstaff1 for example, spoke about how the new employees spent a lot of time on social media during working hours, echoing concerns raised by Execman5 and Execman6 [page 103]. According to Johnston (2015), the Nucleus Research [2009] reports that as high as 61% of Facebook account holders access their accounts at work. They spend as much as 2 hours a day on Facebook, increasing costs in lost productivity. Johnston (2015) further cites that, the Nucleus research posits that there is an increased risk in security breach, due to some social media sites that assist users to circumvent security protocols setup by organisations.

This security risk was also alluded to by the research participants. They indicated that the number of disciplinary hearings had increased since the employment of the new graduates. The study found suspicions that millions of Botswana Pula had been syphoned out of the organisation. According to Execman3, the newly employed graduates manipulated data to their advantage. Postman (1993, p. 6) summarises this observation by saying that "technology can be an improved means to an unimproved end".

Ovadje (2014) and Jackson (2004) assert that organisation culture must be discussed and planned for at the planning stage of the change. They argue that

it is important for the organisation to ascertain the type of culture they want to have when the change is completed and prepare for it. It should not be an afterthought; it must be implemented throughout the journey of the change. Had BotswanaPost visited this and asked themselves the necessary and relevant questions, they would have addressed the organisation culture they wished to have. Perhaps asking themselves these questions, might have helped them to better reduce and recruit staff, whilst ensuring that the right organisation culture balance was maintained.

The research suggested that whilst on the journey, staff continued to suffer because of issues that came through hearsay, and management took time to acknowledge or refute the rumours. Jackson (2004) advocates that organisations should avoid rumours and exercise transparency when dealing with change. Diefenbach (2009) advises that minimal time is spent without addressing these rumours, to avoid building a tired mentality that leads to staff not being motivated in the change initiative. BotswanaPost had a culture of rumour dating back to 2004 about the staff rationalisation. However, nobody came forth over the years to acknowledge or refute these rumours, until the rationalisation took place in 2013, nine years later. By the time the staff rationalisation process started, people were already tired of hearing about it. This is because they had been insecure about their jobs for so long and they wanted closure. In the Setswana culture, it is deemed disrespectful to hear things through unofficial channels and be told later (Molomo, 2009). Molomo (2009) posits that in such doings, the community or those affected are prepared to shun or reject whatever it was that was yet to be shared.

In order to avoid rumours, in Setswana, there are gatherings called '*merero,*' in the vernacular, where discussions are tabled and made in the presence of all concerned or their representatives. This is done in a respectful manner, where everyone is respected and acknowledged according to their roles and responsibilities, in the called for seating (Molomo, 2009). Such recognition allows people to feel honoured and respected enough to be engaged with. In turn this allows for people to participate in a meaningful and lasting way; because they believe in the course and trust in the leadership (The Government of Botswana, 2011).

Information sharing was also poor within the leadership circles. For example, Execman6, who is a key member of the change leadership, was not informed of

the models that were delivering the change, so that she was prepared to execute her job. Diefenbach (2009) aptly posits that a unified management builds trust and breaks silos. It is this silo mentality, which leads to the failure of change initiatives, citing that integrity and trust are critical elements in the success of any change (Diefenbach, 2009).

In the context of Botswana, *merero and kgotla* are the foundation of a peaceful democratic system (Molomo, 2009); a system that could be emulated to lead and deliver successful change management. In situations where there is lack of integrity and trust, we stand to see organs that fail to withhold governance and mostly leads to corruption, a trait that is all too often common in African countries (Ovadje, 2014).

5.3.3 Systems and Processes

The research suggested that extensive systems and processes were not available to guide the change along the journey.

Handover and training were also cited as challenges experienced. HR forgot to avail staff in time for the handover process to take place, before the redundant staff departed. There were no systems or processes in place to trigger the preparation for handover.

HR had also forgotten to train new employees, when the older members of staff who were knowledgeable were made redundant. For example, Junstaff2 who was self-trained had to train new staff members without any formal guidance on what to do. Systems and processes were also not in place to guide the delivery of training, which affected the quality and standard of the training. According to Hayes (2002), it is a dangerous approach for a change strategy to overlook staff handover and training, because it is what determines the success of the change. The research suggested that BotswanaPost was negatively affected by the use of social media, because they did not have adequate systems and processes in place to guide the use of technology in the workplace [page 103]. Mushwana & Bezuidenhout (2014) warn that organisations are also faced with risk of litigation due to copyright breach. They advocate for the provision of systems and processes that guide the use of technology by staff in the workplace to ensure good governance. According to the research findings, the lack of systems and processes undeniably increased the challenges and failures that affected the

efficient delivery of change that BotswanaPost had wished for (Johnson, et al., 2005).

Although the staff rationalisation was delivered, it became evident in retrospect that not all the necessary systems and processes were put in place. According to the research this might have been because the exercise was rushed.

5.3.4 Models and Tools Used

BotswanaPost used various change management models such as the Kotter's 8 steps and Prosci's ADKAR to deliver the transformation of the workforce.

Towards the end of the journey to change, BotswanaPost implemented the flexible working model, across retail outlets countrywide, to expedite the BHAG and assist the 'icon of excellence' to lead the organisation into the future. Beyond the façade portrayed by some, the research participants were not happy with these models because they did not deliver what was hoped for. According to CIPD (2013) and Torrington, et al. (2017), flexible working practises almost invariably have negative impact on the services provided by organisations. This can bring pressure to permanent staff, who find themselves working side by side with part-timers because they have to continuously train them or keep an eye on them, sometimes without the necessary support structures for the full time staff. This was the case at BotswanaPost, and it led to disgruntled staff as outlined in chapter 4 above.

Although CIPD (2013) argue that flexible working is necessary as organisations continue to look for ways to cut costs, they warn that culture can be the biggest hurdle to the success of change; warning that HR can no longer cut costs out of business. HR must endeavour to find ways to future proof talent, through flexible working that embraces culture to ensure that productivity is increased, through interventions not only performance management.

Ovadje (2014) advocates for simplicity in communicating change models especially in an African context; because for most Africans, English is not their first language and their level of literacy varies significantly.

This study has suggested that BotswanaPost suffered cultural incongruence when they used the character of a German man to personify the 'icon of excellence'. For example, when Junstaff1 asked why a German had been used; could the organisation not have used a Motswana coming back from outside the country? According to Ovadje (2014), it is concerning that people are made to

use foreign tools and models without making them adaptable, so that people could understand; a challenge that was experienced during the Leboa project in 2010.

Tambulasi & Kayuni (2005) posits that when Africans copy things from the West and choose to be pro-African, they ought to create a balance; arguing that lack of balance can create complacency, confusion and unsettle people.

5.3.5 Employee Engagement and Welfare

The research indicated that communication was limited during the journey to change and employees felt that they were not engaged by the leadership, compared to when the organisation was preparing for the change. According to Lies (2012), communication must be in ways that are useful and acceptable to the employees. It is important that organisations understand the importance of the employee's voice, so that employees are well informed and have the support of the organisation (Ruck & Welch, 2012). In any change initiative, continuous and effective communication with all stakeholders is critical in ensuring its success (Lies, 2012).

BotswanaPost purports that employees were supported throughout the journey and counselling was availed to all employees. Although counselling was highly spoken of by the change leadership, it emerged that it was not available after the redundant staff left. Employee support must be availed in any change initiative, in this case the research suggests that it was not. According to Diefenbach (2009) most employees lose the zeal to support change initiatives because organisations continue to fail to provide enabling and supporting environments.

Research participants have also cited challenges with the organisation's relationship with the trade union, suggesting that trade union members were victimised and coerced. Gabriel, *et al.* (2013) argue that organisations must not use coercion to make employees accept change. Coercion only shows that there is dissonance in the use of Western approaches in non-Western settings (Jackson, 2004). Some of the trade union members were transferred whilst others lost their jobs in the process.

Research participants cited that management did not like the trade union and the union did what management wanted so that their jobs can be secure. For example, Junman1 who is also a union executive was victimised during the journey to change, whilst Midman1 was told to quit the union membership to be

promoted [chapter 4, page 92]. Jackson (2004) and Martin (2009) encourage the presence of trade unions because management and staff share the same common goals of ensuring that the organisation is progressive and successful. According to Martin (2009), failure to compromise and have a common ground can cause grievances that lead to the industrial tribunal; such as that experienced by BotswanaPost in the past.

SAPO suffered a similar fate when the disgruntled voices were not heard [chapter 1, page 4], when they went through transformation to align with the global postal network, UPU. BotswanaPost and SAPO show that when change does not recognise people involved in the initiative, challenges occur that stifle the very change initiative that the organisation wants to implement.

5.3.6 Transition and Administration

The study suggested that the transition phase of this change initiative was poorly handled. For example, when Senman1 confirmed in chapter 4 that they had forgotten training and handover of new staff in time for those made redundant to leave. This led to HR in some instances requesting those who were meant to leave to extend with an additional three months to cater for the handover. This in turn increased the organisation's payroll burden. This was costly to the organisation because it was not planned for, therefore resources were pulled from elsewhere to finance it. Armstrong (2016) advises that there must be clear handover especially in cases of large scale redundancies, to ensure that there is job continuity in the workplace.

Grievances became evident when the redundant staff who were asked to stay longer [in order to handover] and the new staff could no longer work well together despite being paid for the extended stay. It was noted that those who were requested to stay longer did not want to handover; they felt that they were not important to the organisation because they were made redundant. It is important that those that are made redundant leave on time, to ensure that they do not encourage a negative mind-set in those that are staying behind (Armstrong, 2016).

According to Daft (2006), effective and efficient organisations have a structured way of doing things. The study revealed that provisions were not made for the administration and transition of the journey to change. This also led to challenges that were experienced beyond the journey to change. For example, survivors of

change felt insecure in their jobs, whilst management felt overwhelmed and burnt out. Torrington, et al. (2017) posits that this is a common phenomenon in large organisations that reduce their workforce and usually the envisaged efficiencies are not realised.

BotswanaPost did not set aside a budget for training hence new recruits being haphazardly trained on the shop floor without any clear guidelines.

If there was coherent planning, where responsible departments knew what was required of them and when, some of these challenges would not have happened. There would have been dedicated people assigned to assume set roles at set times. In order to address these challenges, the Boston Consulting Group (2012) advises that the organisation should have a Programme Management Office [PMO], to administer and provide effective governance. Systems and processes can also be setup here. Although this is yet another Western concept, Tambulasi and Kayuni (2005) argue that it will be detrimental and difficult for Africans to completely operate under the principle of *ubuntu* without borrowing from the West in order to improve the way things are done. Change initiatives should have a solid and well thought-out administration, that will setup the necessary administrative steps to deliver the change (Armenakis & Harris, 2009). In the case of BotswanaPost, there was no clearly setup administration to deliver the change, which could have led to challenges in the delivery of the transformation of the workforce.

5.4   Stability beyond the journey to change

This section discusses three sub themes that emerged in the 'stability beyond the journey to change' [chapter 4, page 95]. These sub themes are people, change adaptability and sustainability, and organisation culture check. Manwa and Manwa (2008) argue that, in order to say the transformation is complete and it is stuck, there must be measures put in place to assess stabilisation of the change and its sustainability.

5.4.1 People

Staff that were left after the rationalisation process were unsettled and could not have closure. Hayes (2002) posits that those left behind after the reduction of the workforce usually suffer from 'survivors' syndrome', where they mourn their colleagues and the organisation that was; they also suffer from job insecurity.

According to this study, the lack of closure led to insecurities and frustrations that threatened productivity in the organisation. Survivors of the change were disgruntled, some were fearful whilst others were simply frustrated by the status quo. The organisation still coasted along with no sense of direction. No one really knew where they were in the change process. De Jong, et al. (2016, p. 92) warns that downsizing nearly always increases job insecurity for workers.

The leadership was also issued with redundancy notifications and were waiting for the fateful day. Some staff members on the other hand were grappling with challenges of a semi complete change programme that had not settled.

According to the research, there was no one addressing staff issues and a resolution was not in the horizon. The study further revealed that, there was no duty of care taken especially towards the end of the staff rationalisation process and beyond. De Jong, et al. (2016) posit that employees who are left behind may have their health affected negatively, which inevitably affects their productivity in the long term.

The organisation continuously spoke about providing counselling throughout the rationalisation and post rationalisation. Survivors of the staff rationalisation had hoped that counsellors would be availed to them after the staff rationalisation, or there would be someone to talk to them, so that they felt secure in their jobs and also have a sense of closure (Hayes, 2002). It was important to the survivors because they wanted to ascertain that there were no further redundancies planned. This was because the merger was at their door step [page 97]. There were unofficial reports that the merger would be taking place in the near future. All functions that support shared services would be affected. This would make more people redundant, but BotswanaPost failed to communicate this, despite knowing about it.

According to Hughes (2016), communication is key in any change management, but BotswanaPost failed to carry it through the journey and beyond. Communication also presented an opportunity for the organisation to formulate a culture that they wanted to have; one that would form the basis of their recruitment.

Although the organisation leadership purported to have been available to staff, some of them were returning their staff to their immediate superiors, with whom they were aggrieved; which risked victimisation of staff (Martin, 2009).

The research suggested that communication in the organisation stopped as soon as the redundant staff left; and the organisation did not seem to care enough about those that were left behind. Lack of caring for those that were left behind is detrimental to the growth of the organisation (Hayes, 2002).

Armstrong (2016) maintains that, organisations that do not take care of those remaining after redundancies fuel complacency, which could plant a seed of poor productivity because people are insecure in their jobs.

Meaney, *et al.* (2010) warns that fear runs rampant in times of change. They opine that leaders can help them turn these emotions into positive energy, which can release tremendous potential. However, BotswanaPost failed to tap into this potential, which could perhaps have helped with a smoother transition during the staff rationalisation journey.

When it is all that people have, it is not good enough to not act, because people's livelihoods were being disrupted, by the improper support during and after the change (Hayes, 2002). This research suggested the importance of people in any change initiative and the burning need to ensure that they are treated right. It is not sufficient to say that people were engaged using a cultural platform therefore they are okay (Jackson, 2004). Ovadje (2014) asserts that, one of the reasons why change fails is the failure by the change implementers to recognise the impact the change will have on people, as evidenced at BotswanaPost.

5.4.2 Change Adaptability and Sustainability

This study has revealed that there was a need for BotswanaPost to have undertaken a change adaptability check. Kotter (2007) advocates that organisations measure their change to check if it is sustainable. However, the research suggested that BotswanaPost failed to take it further to check if the models they used adapted well and the change could be sustained.

BotswanaPost should have gone to the shop-floor, to speak to those who stayed behind after the change to reassure them and help them settle. The change adaptability check could have helped BotswanaPost to find out whether what they wanted to address by reducing the workforce had been accomplished. This would have involved finding out if the new models introduced during the journey to change were working, if the new staff received the requisite training and whether they were fitting well in their roles. This would have been an opportunity for the

organisation to have made right the wrongs encountered along the journey (Burnes, 2017).

5.4.3 Organisation Culture Adaptability Check

The study revealed that BotswanaPost should have continuously checked the culture during and after the staff rationalisation, to ensure that the new culture is the one that the organisation had envisaged (Hayes, 2002).

In spite of BotswanaPost using Kotter's 8 steps to deliver the transformation of the workforce, they failed to follow Kotter's step 7 and 8 that talk about declaring victory and anchoring changes firmly in the corporate culture. Although BotswanaPost wanted the old culture, moving from manual operations to full automation would have inevitably changed the culture of the organisation. According to Kotter (1996), when the organisation's culture is changing, the process can be long, and some people may lose focus. He advises that short term wins are necessary to ensure that people remain focused [Kotter's step 7]. He (Kotter, 1996) , in step 8, advises that change should be firmly anchored in the organisation culture that the organisation hopes to have at the end of the change. BotswanaPost had assumed that their inherent culture of a warm and caring citizen, where customers were known by name, would still be present after the transformation of the workforce, however, it was not.

Ovadje (2014) asserts that, Africans have a humane and collectivism spirit which makes them to care for others and look out for the common good for all. This spirit resonated with the former organisation culture that BotswanaPost had hoped would continue after the transformation of the workforce. According to Jackson (2004), Sub-Saharan Africans have Western influences that come from a legacy of colonialism. These influences should be balanced with the local culture to effect change.

The new culture that was brought by the graduates was noted when disciplinary actions became frequent, as a result of post office fraud [page 103]. The organisation was not alive to any culture shift because they did not plan for the culture they wanted at the end of the transformation of the workforce, when they planned for the journey to change and beyond.

5.5   Synthesis of key points

This research identified eight points that were peculiar to the adaptability of models at BotswanaPost, these are synthesised below:

1. National culture should be used to plan and roll out change. Organisations must adapt change tools to the national culture not organisation culture; in a language that is understood by all. They should take the simplistic approach to the journey of change. An attempt to address this was done by creating a genuine Setswana change model [page 139].

2. Organisation culture should be embedded in the planning of change and agreed upon. The culture that is wanted after the change should be measured and executed during the journey so that it is evident at the end.

3. The vision that delivers the change must be relevant, realistic and achievable within set time frames. There should be willingness to adjust the vision to work towards what is achievable; remembering that the team can tell what is achievable and what is not. Making the team chase after whirlwinds fuels frustration, despondency and resistance. People must find relevance in the change so that there is genuine buy-in. It is not only about people understanding the change, but also seeing themselves effecting it and finding it to be something that is realistically within reach.

4. Systems and processes should be in place to plan and guide change along the journey and beyond the journey to change. Communication systems should inform people that are involved in the change of what is happening, when it is happening, where, how, for whom is the change designed and the available budget to effect the change. The 'what to ask' framework [page 132] was developed to address this.

5. Minimise rumours before the change programme starts, to avoid building a tired mentality, that leads to staff not being motivated in the change initiative. This can be done by sending out information early on as it comes out, taking the necessary action to actively refute or acknowledge any such rumours at the earliest opportunity.

6. There must be strong support systems that are fair and transparent.

7. Research participants wanted continuous feedback so that they are informed of the progress of the change. They also wanted to be informed when the change is complete so that they can be reassured of their jobs. The Setswana change management model also addresses this [page 136].

8. Organisations must research the background of the model they wish to implement, to understand any impending risk factors that could affect the outcome of the change. This would also inform them of any opportunities to adapt the model, to fit their scenario and increase the possibility of success.

5.6   Conclusion

The discussions presented in this chapter reflect the views of the research participants and the reflections of the researcher, on findings that emerged in chapter 4, which often challenged the views and approaches taken by management (Burnes, 2017). This chapter brought together what was found in chapter 4 and ways to address the findings in order to deliver successful and lasting change. According to the study, BotswanaPost started well, but their execution was diluted by Westernisation of the Setswana culture, and short sightedness during the journey [page 103]. Most importantly, BotswanaPost failed to plan for the culture they wanted beyond the staff rationalisation programme [page 102]. It was of critical importance that BotswanaPost addressed the organisation culture when they started talking about redundancies, in order to inform the recruitment, they inevitably had to make to acquire the right skillsets. They should have asked themselves:

- What culture do we want to usher-in when using the German man? This would have been an important question to ask, because the research has shown that the German man was culturally inappropriate; research participants could not relate to him. According to the research findings, the German man was perceived as foreign and it was difficult for some to associate with him; and the future he was bringing. When one looks at the current culture at BotswanaPost, it could be argued that maybe some people tried too hard to emulate the concept of a German man, by trying to behave Westernised and modern (Jackson, 2004). They copied the wrong things from the West in an effort to balance the cultural

incongruence. For example, the use of social media in the workplace and failing to regulate it.

- Is this beckoning culture the one they welcome? If not what measures or systems and processes would they put in place to address it. If it is, how do they bridge the gap, to make sure that the old and new staff members have the same culture.

Once these critical questions had been addressed, the HR department through its learning and development team could have setup a mentoring and training platform, to usher in the new changes at the recruitment phase of the rationalisation programme. This would have been done administratively using the PMO, that would have been setup for large scale change.

The study further outlined that Western derived change management models and tools are not always easily adaptable to every part of the world, this can be found on page 84 and 120 under the journey to change. BotswanaPost did not successfully adapt the models that they used in the change despite copying part of the national culture. They Westernised the Setswana culture that they wanted to use to adapt the change models. Instead, they brought in a Setswana consultation approach that was executed in a Western manner, by taking people into hotels instead of a *kgotla,* which led employees to disengage [page 71 and 110]. The organisation failed to learn from the past and use the national culture to help them to successfully deliver the change. During the planning phase, BotswanaPost failed to plan for the handover process, inductions at the start of employment, the replacement of the change consultant in time, the culture they wanted to see after the workforce transformation, and other systems and processes necessary to guide the change.

Organisations fail to apply themselves in depth when planning change. These failures to plan led to the development of the 'what to ask framework', to prompt the leadership to ask the necessary questions that could help them address these issues, in an attempt to deliver successful change.

This study has revealed that it is difficult if not impossible for African organisations to dissociate themselves completely from the Western way of doing things (Kiggundu, 1991; Tambulasi & Kayuni, 2005; Jackson, 2004). However, the African background dictates that the African way of doing things is embedded when emulating the West, for example, in delivering change for any chance of success (Jackson, 2004; Ovadje, 2014; Tambulasi & Kayuni, 2005; Kiggundu,

1991). Organisations must endeavour to know the background of the model they want to use, in order to appreciate any risk factors that could affect the outcome of the change (Torrington, et al., 2017). This will also inform them of any opportunities to adapt the model to fit their scenario and increase the success rate.

It has also emerged that for change to work the change leaders need guidance on how to deliver change. Although Batswana are a patriarchal nation, they believe that every voice must be heard, and people should treat each other with humility (Molomo, 2009).

This chapter also gives structure to the change model that emulates the Setswana process of engagement used when delivering change [page 136]. The research found that this Setswana change model has successfully worked when addressing change at community level. For example, when two families marry into each other and for the peaceful democratic system in Botswana (Pheko & Kgosi Linchwe II, 2008). The study also suggested that foreign models and tools most often fail because they have not been aligned to the way people do things, for example, in Botswana. Sometimes change fails because people find it difficult to comprehend Western derived models. This could be because people find these models foreign and cannot associate with them; they find them undesirable.

Jackson (2004) posits that, mindsets are beginning to change to embrace the humanness of African culture in management as people begin to value this culture. However, he warns that the Western management practices and ideas continue to be a burden, as they influence organisation management in Sub-Saharan Africa; because the education system is derived from the West. This, he argues, continues to overarch and cloud the Africanism in management, stating that it is still a long way to see the potential of an African renaissance (Jackson, 2004, p. xii). He (Jackson, 2004) however, advocates for hybrid solutions that mix the history and culture of the West and that of the native environment, in this case Botswana; asserting that the West and the native cannot exist side by side as its purported, but must mix to create a hybrid which he calls 'hybridisation', in order for organisations to remain relevant in the global sphere. Jackson (2004) argues that the African [the native] is more knowledgeable to their local environment and must be listened to, buttressing that a compromise is necessary for these two cultures to work together since they cannot do without the other. He further argues that the African legacy of colonialism and education as well as being

developing countries, they need to develop to be like the developed countries in order to be relevant in the global village; it cannot be one culture that gives in but both cultures have to give a little in order to work effectively.

Organisations must learn from their past in order to be innovative and agile into the future (Burnes, 2017). BotswanaPost, in this research, has failed to learn from the past to deliver lasting change. They failed to elucidate the silos and rumours that dogged the organisation from the past. They also failed to elucidate the poor employee relations throughout the change journey. Numerous scholars including Burnes (2004), advocate that change must be planned and lessons from the past should be considered, when planning and rolling out change programmes.

Chapter 6: Conclusions and Contributions to Theory and Practice

6.1   Introduction

This chapter brings together chapters 3, 4 and 5, which talk to the findings of this study and form the foundation from which the contributions to both theory and practice are derived. The chapter also seeks to link the study findings and contributions to the research aims and objectives.

According to Ovadje (2014, p. 1), African leaders need change models that help them navigate through the maze. Models that are not prescriptive, which highlight critical decisions to be made and challenges to be overcome are important (Jackson, 2004; Ovadje, 2014). According to Jackson (2004), hybridisation [as discussed in the conclusion of chapter 5, page 130] is required to deliver adaptations that would work to successfully deliver change in Africa and other developing nations.

The 'what to ask' framework and the 'Setswana change model' have been developed to contribute to practice as a result of this study, to help Batswana change leaders to navigate the meandering rivers of change, that have proven to be illusive thus far. These two models attempt to address Jackson's and Ovadje's attestations above.

6.2   The 'What to ask' Framework

The purpose of this framework is to assist the organisation leadership with prompts to guide them when planning for change. The what to ask framework attempts to address how change leaders can plan to deliver change, by prompting them to ask questions that should help them to successfully deliver change. The findings of this study suggested that the BotswanaPost leadership forgot pertinent areas of the change delivery journey, such as 'who' is going to do what and when. It was noted for example, that they forgot what is to be done after the redundant staff left, the handover and looking after survivors. These trigger prompts were not found in other Western models that were consulted [discussed on page 135] below. Hence the development of the 'what to ask' framework.

This framework prompts the change leadership to ask what, why, when, how, where, who, with what and for whom; as outlined in the table below:

Prompts	Description
What	What are you doing? What are you communicating and how?
Why	Why are you doing what you are doing?
When	When are you doing it – the time and the date?
How	How is it all going to be done?
Where	Location?
Who	Who is going to do it?
With what	Whatever you want to achieve ask, with what resources; what is the budget?
For Whom	Who is the beneficiary of the change, have they been prepared?

Table 3: Planning the journey to change- what to ask framework

The what to ask framework can be used in the PMO or the office responsible for the administration of change, to guide the change to ensure successful delivery and sustainability; or anyone who wishes to embark on a change initiative.

This framework can be used alongside any model as a prompt when planning to deliver change, in order to guide the administration of change. It challenges the leadership thinking pattern through the prompts. Table 4 below, provides an in-depth step by step guideline on how to use table 3 above; it gives the change leaders the 'how' of using the model, which the African change leaders ask for (Ovadje, 2014).

6.2.1 The 'what to ask' Framework Guideline

Prompts	Guideline
What	The purpose of 'what' is to address everything one could ask 'what?' during the planning phase of the journey for example: 'What are you doing and what are you communicating. What feedback systems of engagement are you putting in place? What organisation culture do you want when the change is complete?
Why	The 'why' prompts the organisation for reasons on what they would like to do. For example, why are you doing what you are doing.
When	The 'when' asks the organisation to come with timeframes that are achievable and can be adjusted to be realistic. For example, when are you delivering change, the time and date? Even when the 'when' changes adjust and tell the team new dates and time, as well as why there are alterations.
How	The 'how' prompts the organisation to look at the logistics that must be in place to successfully achieve the change. How is it all going to be done and ask if this is realistic. Consider the models you want to use to deliver the change.
Where	The 'where' prompts the organisation to ask where this change is going to be delivered and if the location is prepared and ready.
Who	The 'who' asks the organisation to be clear on who is going to be affected by the change, also looking at their culture and history. This is aimed at helping the organisation to outline genuine support systems that will be put in place during the journey to change and beyond the journey to change. This is so that those affected are fully supported, including those staying behind.
With what	The 'with what' seeks to address the resources available to deliver the change including available budgets. It prompts the organisation to ask, with what money; what is the budget?
For Whom	Who is the beneficiary of the change, are they prepared? It challenges the organisation to prepare and put in place systems and processes necessary for the beneficiary to be able to use the outcome of the change effortlessly.

Table 4: What to ask Framework

This framework can be used to plan the change and pave the way to rollout the change throughout the journey and beyond the journey to change.

6.2.2 How is the 'what to ask' framework different from other change planning frameworks?

Three change management models were used to help address this question. These are Ovadje's, Torrington's, and Hage and Finsterbusch's; critiqued below. Ovadje's model is critiqued alongside the 'Setswana model' [page 141], because it is purported to address problems with change management models that are used in Africa (Ovadje, 2014).

Torrington's framework found in Jones and Blunt (2007, p. 1743) delivers on the how; however, it has limited prompts that are availed by the framework. It asks those that are handling the change to ask the following:

- "What is in it for those affected, will they benefit?
- "Have they a say in the change?" it asks for genuine involvement in some or all stages of the change
- "Is it clear what change is envisaged?" The vision communicated has to be practical, explaining what is proposed, who is involved, why change is being proposed, and how it is to be achieved.

Torrington's model addresses the benefits of people who are affected by the change, and who they are, it does not clarify whether this relates to history and culture or simply their identity. Clarity on their history and culture is necessary to ensure that their way of doing things is included in the planning and they are adequately provided for. It does not address the support systems for those affected, the culture that the organisation wishes to have after the change, and the systems and processes to guide the change including who does what and when. The model does not talk about available resources to execute the change. Whereas Hage and Finsterbusch, found in Jones and Blunt (2007, p. 1759) ask those leading change to ask the following questions:

- Why change? What are the performance and output gaps?
- What change? Which component of the system needs to be changed?
- How to change? At what level should the intervention be instituted?
- Which tactics of change or ways to introduce change in an organisation are appropriate?

- What resources are needed for achieving change and what resources are available?
- What methods of data collection are useful?"

Although Hage and Finsterbusch's framework covers more depth than Torrington's, it does not address the people side of change, their culture and history, support systems, the culture the organisation wishes for after the change, and systems and processes to guide the change. It does not address timeframes so that the realistic nature of what is to be achieved can be continuously monitored and adjusted accordingly.

Both Torrington's, and Hage and Finsterbusch's frameworks have some similarities with the researcher's proposed framework above; the what to ask framework. It attempts to address the above points by prompting leaders on the human side of change, that embraces the history/culture of the people that will be affected by the change, the support systems that will be availed to those affected especially survivors, the culture the organisation wishes for when the change is complete, timeframes, reality of the change, and systems and processes to guide the delivery of change. Ovadje's model is not as elaborate as Torrington's, and Hage and Finsterbusch's frameworks. It fails to talk about culture and communication channels.

6.3 Ways to integrate national culture into change

This section looks at the genuine national culture that has been spoken about from the onset, as a founding platform for the change to be successfully delivered within a Botswana organisation. It advocates that, should an organisation choose to deliver change using national culture, the approach to culture must be genuine and not a façade. The approach should be one that people can relate to and understand, for example, if using the *kgotla*, the setup should be that which people can simply sit and discuss pertinent issues. The atmosphere must be consultative, not telling, to allow for everyone to be equal, and that can take time.

6.3.1 The Setswana change model

This model seeks to address **how** to deliver the change after planning.

The Setswana change management model that has been developed is influenced by the Setswana system used when the groom wants to marry. In the initial step he approaches his parents to tell them that he wants to marry [step 1].

Step 1: *Go kokota* **[mention of intentions]**. This is when the uncles and aunts are informed of the intentions to marry, planning is done and step 2 commences. In a corporate setting, this is when the leader mentions the thought to change to the executive team and seeks approval from all key stakeholders as necessary. The executive committee continues to work in the background, planning to engage staff after approval. The what to ask framework would be useful here to aide planning. It is here that role clarity, support systems and budgets are allocated accordingly.

Step 2: *Go isa mafoko* **[engagement].** This takes place, to initiate the process of consultations with the family of the bride, through the uncles and aunts' entourage. In the background, the family of the groom and that of the bride individually meet, to make arrangements to support what the uncles and aunts are discussing to make the marriage happen.

In the corporate world, staff would be informed of the need to change.

Step 3: *Merero* **[consultations].** The process begins when the uncles and aunts meet [discussed in Chapter 4 page 112]. The family of the groom usually goes to the family of the bride for discussions. There would be a crescent shaped structure, built with poles but not roofed [*kgotla*] or some form of courtyard to gather at [appendix 2 page 152]. Once the gathering has taken place, the parties will go back to their respective families to give them feedback [the feedback loop] of the outcome of the in-depth discussions; the remaining party will comment accordingly. If there is need for them to request anything further from either party, it will be done through the uncle and aunt's entourage, who goes back to the other family on the next scheduled meeting. These meetings will carry forth until an agreement is reached, dates are set for the wedding and gifts are exchanged between the two families.

In a corporate setting, consultations with those affected by the change takes place to map how best to deliver the change. The planning process commences, to ensure that those affected by the change are well looked after and supported. It is here that we review the role clarity, support systems and budgets.

Step 4: *Modiro* **[the change]**. The wedding takes place.

In an organisation, this is when the change takes place.

Step 5: *Go laa* **[set the culture].** Towards the end of the wedding celebrations, the bride and the groom are called in front of elders to guide them on how to live

this new change, their marriage. The tone and culture with which the newly-weds should carry themselves in their marriage is set by the elders.

In a corporate setting, it is here that the culture that the organisation seeks to have when the change is complete is put into place; for example, during inductions.

Step 6: *Go laa* **[support systems]**. The newly-weds are also informed of the available support system of uncles and aunts, where they will seek help should the need arise. A support system that can be accessed at any time in the marriage.

In a corporate setting, all those affected by the change would be provided with support systems that will be continuous beyond the change, to provide stability and sustainability of the initiative.

In a Setswana marriage setup, step 5 and 6 are done in one sitting by the elders (Moeti, et al., 2017; Solway, 2016). However, in the adapted change model below, these are delivered at different times because support is also needed when the change is taking place.

The Setswana model is premised on the notion of *botho*, *ubuntu*, the African renaissance (Jackson, 2004; Mbigi, 2005). The model can be mixed with any Western derived model to create a hybrid that can work in developing countries such as those in Southern Africa, where cultures are similar to that of Botswana. Hybridisation (Jackson, 2004) is evident in this model through the use of prompts from the 'what to ask' framework, discussed earlier and evidenced in step 1 above.

This model should not be interpreted to mean that it must be delivered in a marriage fashion because the marriage is premised on the notion of lifetime, whereas change in the workplace is not. The Setswana change framework must be viewed with a kgotla approach, similar to how the elders engage with the community. This is the same way that the Setswana marriage setup is perceived. In this metaphor, the groom party represents those that are leading the change, the leadership; whereas the brides party will be other stakeholders, whose buy-in or support is sought, the staff.
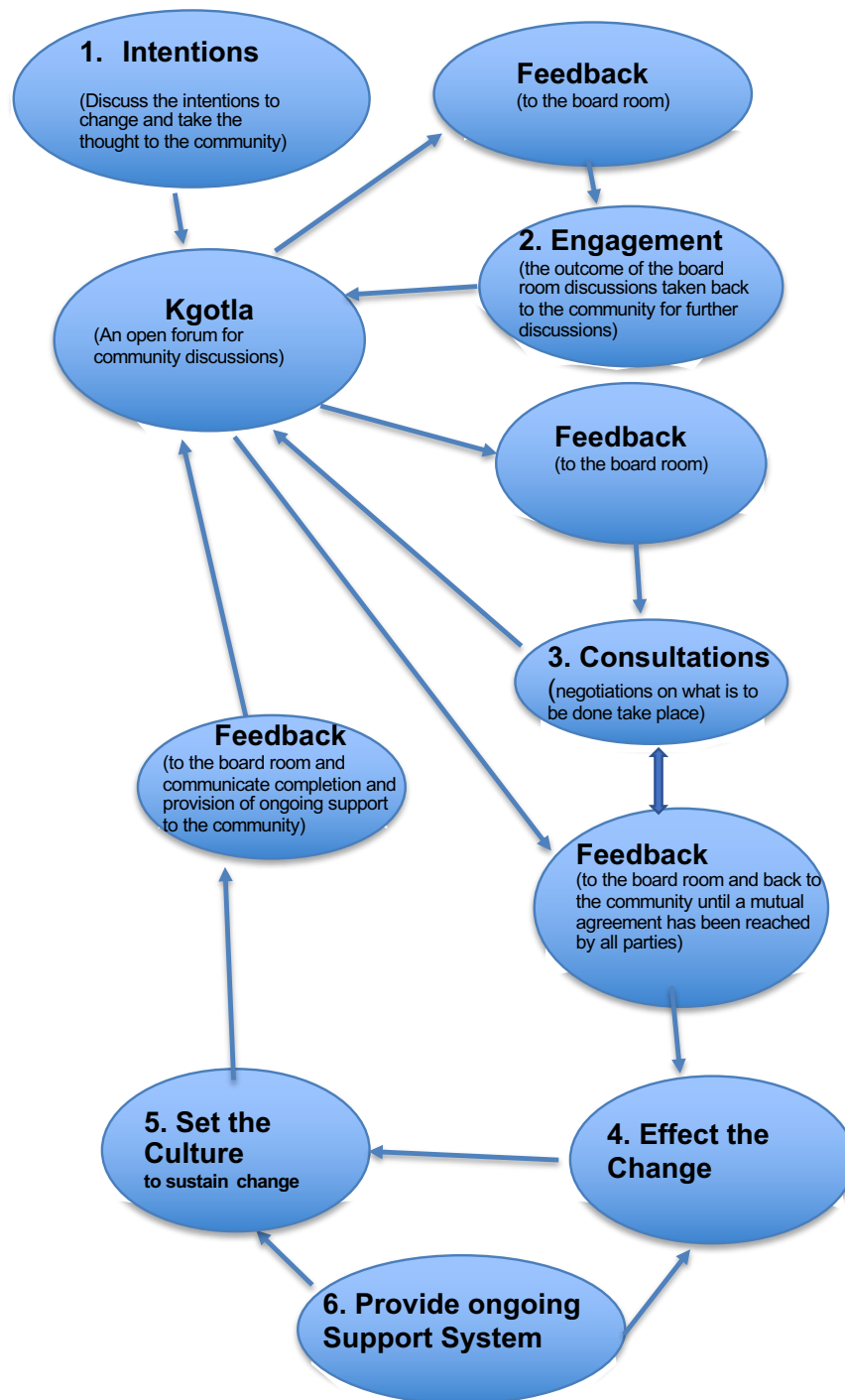
The 6 step Setswana Change model

Figure 6: Six steps to change - the Setswana model

The following table consists of guidelines to help users to adopt the six step Setswana model and put it to use in their respective settings. This model is a contribution to both knowledge and practice.

6.3.1.2 The 6 step Setswana Change Model guidelines

Steps	How to execute
Kgotla [a simple, not lavish, area set aside as a discussion platform]	All discussions are to be discussed at a common place that does not intimidate or encumber any member. This platform has a leader who comes to deliver the message and lead the engagements. If it is an external person leading, they must be accompanied by someone from inside to initiate trust. Leadership in this case must be neutral and none patriarchal. Once the *kgotla* platform has been set the engagements may commence.
1. *Go kokota* [to knock] – Mention of intentions	When engagements commence, they are to be led by a non-patriarchal leader to deliver the purpose of the meeting then allow the meeting parties to engage and discuss.
Pego - the feedback loop	The outcome goes to feedback those that have sent the leadership who will then respond; the response then opens way for the consultations and negotiations
2. *Go isa mafoko* - engagements	When engagements commence, they are led by a non-patriarchal leader to deliver the purpose of the meeting then allow the meeting parties to engage and discuss.
Pego - the feedback loop	The outcome goes to feedback those that have sent the leadership who will then respond; the response then opens way for the consultations and negotiations
3. *Morero le therisanyo* – consultations and negotiations	At the consultation phase discussions and negotiations are made within the leeway allowed by those that sent the leadership. Consultations will be back and forth until the parties reach an agreement.
Pego - the feedback loop	The outcome of the consultations and negotiations is given back to the leadership who will respond accordingly to the messenger team who will go back to consultations until the process is complete. Once the change process is complete, the culture should be set.
4. Effect the change	Effect the change and follow through to completion. The event takes place here. For example, signing of contracts if any.
5. *Go laa* - Set the culture	Once the change has been followed through, set the culture. The culture with which this change is to be sustained. This would be for example when new employees are inducted when they join the organization.
Pego - the feedback loop	The change leadership reports completion to the board and meets with the community to inform them of the completion of the change initiative and the provision of ongoing support.
6. Provide ongoing support system	Support structures should be put in place to ensure that any challenges that may come when effecting the change and after the change has been completed can be addressed to ensure that the change is sustainable.

Table 5: The 6 steps to change- the Setswana Model guidelines

The guideline to the 6 steps to change can be adapted for use especially in other African countries that share a similar culture such as those countries in Sub-Saharan Africa because our cultural traits are similar (Jackson, 2004; Ovadje,

2014). Other places across the world can also make adaptations to the model to suit them. However, this research has also revealed that although models can be used globally, there are limitations on how they can be adapted because of the environment, culture and other factors that influenced the development of the model.

6.3.2 How is the Setswana model different from other change management models?

This model is different from Ovadje's model (Ovadje, 2014, p. 4) and that of Hodgson & Zaaiman (2003, p. 51), discussed in brief in chapter 2; the comparisons are outlined below. Diagrams of both models can be found under appendices [page156].

Ovadje's model

My reflections are that, this is a high level model [a model for planned organisational change] which is pitched directly to the key leadership of the organisation [discussed on page 23]. It guides the leadership on what to look out for when thinking of change in order to continuously win commitment, not how to deliver the change. It talks about scanning the internal and external environment for the change, then creating a vision, change target [what requires to be changed], success measures, pace and sequence, leadership style, support systems, winning commitment, evaluation refinement and continuously scanning both the internal and external environment (Ovadje, 2014, p. 5).

Although it prompts the leadership to address these, it is not very different to other Western derived models such as Kotter's 8 steps. It still does not address the 'how' to actually deliver the change. I had hoped to see some Africanisation to this model; anything that would help the African manager on how to deliver the change.

Hodgson and Zaaiman's model

When reflecting on this model, I noted that Hodgson and Zaaiman attempted to simplify the Kurt Lewin's 3 steps model, by incorporating the project management and facilitation skills [discussed on page 25]. This model is specifically tailored to the Kurt Lewin model, and in my opinion, it will be difficult to use it without using Lewin's model because it is split into 3 steps just like the Kurt Lewin model.

Although this model was created as a product of research undertaken in Southern Africa [Zimbabwe and South Africa], it fails to address the pronounced cultural traits that dominate Southern Africa including Botswana. The model still remains prescriptive and does not address the 'how' to deliver change. It relies heavily on the Western derived tools and models. It also does not have a provision for support systems, especially after the change has been completed, to ensure that the delivered change is afforded the opportunity to be sustainable.

What is different about the Setswana Change Model?

This model is premised on *botho* and attempts to focus on people, by providing support systems and continuous feedback to those affected by the change (Louw & Jackson, 2008). It has borrowed from Western and Setswana influences, to create a hybrid model, one that allows for further borrowing, and mixing of cultures and models, to develop what could work better to deliver successful change, at least in Botswana and neighbouring countries that share similar cultures (Jackson, 2004). It embraces the Setswana and the Western way of doing things, that the organisation requires to succeed, as we learn from the West and global interactions demand. It provides a step by step guide that allows the user to see what to do when. It incorporates a genuine Setswana culture, which Africanises the model. The model also has an engagement forum that provides clear support systems once the change is complete. Although it is influenced by the Setswana culture, it does not spell out its Setswana-ness, therefore, others can emulate it.

6.4 Can Botswana deliver change without borrowing from the West, are models adaptable?

According to this research, in Botswana, as it is the case with most countries in Sub-Saharan Africa, it is difficult to deliver change without allowing Western influence, because of their historicity as former colonies of the West (Tambulasi & Kayuni, 2005). The education systems, organisation structures and management of African organisations are heavily influenced by the West (Kiggundu, 1991). Western influences are more than just telling organisations what to do; it is also about these organisations being able to trade globally, therefore they must be able to position themselves to be relevant in the global community (Jackson, 2004). As such, the Western hand is therefore inescapable.

Whilst it is understandable that Africans would want to be relevant, have their African footprint guide and influence their trajectory, it is equally important that we acknowledge globalisation. For us to remain globally relevant and still maintain our identity, without losing ourselves in the labyrinth, we must find ways to marry our Africanism to the Western influences in order to benefit from both worlds

6.5   Limitations and Further Research

This study fulfilled its objectives by addressing the research question on the adaptability of Western derived change management models in Botswana. The researcher cross checked the research objectives to make sure that they were met, and they were, as outlined on page 127 [synthesis of the key points].

The study established that change models can be adapted, though with difficulty at times. In order to address this, the study suggests that hybridisation of Western models could be the solution, African components mixed with the Western ones, as opposed to the Western way of doing things ushered to Africans to cope with and use; with an expectation that it will all be amicable, a challenge that is currently raised by scholars in Change Management in Africa (Jackson, 2004; Jones & Blunt, 1993; Jones & Blunt, 2007; Kiggundu, 1991; Ovadje, 2014; Tambulasi & Kayuni, 2005). There are however, other factors that influence the adaptability of these models and may cause change to fail, such as extensive planning discussed in 5.3.1 [page 115]. The study suggested that the change leadership should have a system that prompts them to ask questions that help them cover all aspects of change, to embrace and support people whilst delivering realistic, achievable and sustainable change.

This research was limited because it was undertaken in one SOE organisation in Botswana and may not represent other organisations. However, the study remains significant because issues that were revealed were those of Batswana at different levels of seniority within a Botswana organisation. There is room for further research especially with multiple case studies to gain more insight from organisations that are not SOE's, for example, private sector companies.

There were issues that were noted in this research that present opportunities for further research. Although not core, they were active in the language of the research participants:

- Effective management of conflict and silos that was discussed in chapter 4 [page 78, 82 and 96].

- Commitment and transparency of change leaders in Africa. This is discussed in-depth in 4.2.2 and 4.3.1 [page 67 and 78]. It was noted in this research that, the key leaders of the transformation of the workforce left the organisation after the initiative was completed; before the vision could be actualised in 2016. This could lead one to ask, 'what led to key members of the rationalisation process to leave their jobs?'. However, this is beyond the scope of this research; and may or may not increase understanding in the successes of this research but would be interesting to look at in the future.

- Effective communication channels. Communication is discussed in-depth in 4.2.2 and 4.3.1.

6.6   Contribution to Practice and Theory

Contribution to practice

In an attempt to address the research findings and the gaps that were identified from models that were consulted, the What to ask framework and the Setswana change management model were developed. The What to ask framework is not culture sensitive and is not limited to Southern Africa. The Setswana change management model is premised on *botho* and is therefore culturally sensitive and can be used in countries with a culture similar to that of Botswana, such as Zimbabwe and South Africa.

Contribution to theory

The study identified that available models which attempt to plan and deliver change had gaps which are likely to contribute to change failure [page 141].

The 'what to ask' framework was developed in an attempt to address these gaps when planning change, by prompting leaders to look at the human side of change, embrace the history and culture of the people that will be affected by the change, the support systems that will be availed, the culture the organisation wishes for when the change is complete, timeframes, reality of the change, and systems and processes to guide the delivery of change; all of which were lacking in the models consulted. The 'what to ask' framework embraces the people side of change. This model prompts change leaders on people welfare and background,

so that people can be planned for at the beginning of the change. It has a step by step 'how to' guide, to deliver the change.

The Setswana change management model guides the user throughout the change life cycle, from the start to after completion. It has the feedback loop and incorporates an explicit national culture, which were lacking in the models that were critiqued. It can be used to adapt Western models or used alongside them. It can also be used in collaboration with the 'what to ask' framework to assist the change leaders to plan the change.

The researcher goes further than the models and theories that were found and critiqued above, to develop a hybrid model that mixes the Western way and the Setswana way of doing things. The two models (the what to ask framework and the Setswana change model) can be used together to deliver change by prompting the leadership to ask pertinent questions at the beginning of the change, at the same time embracing the native culture in depth, creating a hybrid model.

Although it is difficult to not use Western models to deliver change, because Africans are influenced by Western systems since colonialization; and their need to also remain relevant in globalisation. Western models require to be Africanised in order to address the need for the African way of doing things.

This study attempted to contribute towards the African renaissance in management that Jackson (2004) alluded to earlier. It is by no means conclusive and there is room for further development.

The findings of this case study suggested that there was a need for models that prompt the change leaders to ask pertinent questions so that they do not forget important steps in the change journey. The study further suggested that Africans require to be treated as Africans with their culture [the African way of doing things] embraced in any change initiative. These findings gave me an idea to develop the 'what to ask' framework and the Setswana change model. I then consulted the Change management literature found in chapter 2 and further sources, to see if there were any models available that were similar to the ones that I was developing. These two models that I developed, were each compared to two other models which had some similarities, but also had limitations which I aimed to address in the models I developed. When developing these models, the researcher was mindful of who will be using these models, where these people will be based and how they will use these frameworks. This was necessary to

ensure that the user's historicity was embraced (Louw & Jackson, 2008; Tambulasi & Kayuni, 2005).

The 'what to ask' framework was compared with Torrington's framework, found in Jones & Blunt (2007, p. 1743) and Hage and Finsterbusch's framework, found in Jones and Blunt (2007, p. 1759). Although these frameworks attempt to address the 'how', of delivering change, they fail to prompt change leaders to embrace people when planning for change [discussed in chapter 6 page 135]. They do not prompt the change leadership to address the history and culture of the people who are going to be affected by the change, the support system of those involved in the change, the culture the organisation wishes for after the change has taken place, and the systems and processes that guide the delivery of change such as who does what and when [time frames]; which the 'what to ask framework' attempts to address.

The Setswana Change Management framework was also compared with two models that were found in literature, namely, Ovadje's model (Ovadje, 2014, p. 4) and that of Hodgson & Zaaiman (2003, p. 51). Both models can be found in the appendix section. Ovadje's model was found to be high level and still very Westernised - similar to models such as Kotter's 8 steps - it tells users what to do not how to do it. It still does not address the 'how', to deliver change. I could not find anything that Africanised the model, to help the African leader see themselves in the change or assist them on how to deliver the change (Jackson, 2004; Ovadje, 2014).

Hodgson & Zaaiman's model also remained Westernised. This model adapted the Kurt Lewin's three steps model by incorporating facilities management into it. Although both models [Ovadje's and Hodgson & Zaaiman's] attempted to address the African issues regarding prescriptive models and the 'how', that has not been evident. The Setswana model attempts to cover this gap.

These two models [the Setswana change model and the what to ask framework] were further brought together in a hybrid fashion, where both models can be mixed to help the change leaders deliver change more succinctly (Jackson, 2004). Hybridisation is a mix of the Western way of doing things and the African way of doing things, so that both cultures are represented in order for the Western model to well in the culture that is meant to use it. According to Jackson (2004) unless the Western model is mixed with the adopting culture's way of doing things, models are likely to fail; it is not sufficient for them to work side by side

because hybridisation is an important and necessary cross cultural issue that needs to be managed well as evidenced in this study.

Africans, in this case those in Sub Saharan Africa, have a strong *bantu* history of *ubuntu/botho* and in the case of Botswana the *kgotla* [the Setswana way of doing things], that they will not relent. This is more evident in patriarchal nations and high power distance countries such as Botswana (Hofstede, 2003; Pheko & Kgosi Linchwe II, 2008; Schoen, 2012; Thakadu, 2017).

It is difficult if not impossible for Africans to dissociate themselves from the Western ways of doing things because of colonialism and globalisation, hence the need for a hybridised model (Jackson, 2004; Kiggundu, 1991; Tambulasi & Kayuni, 2005).

6.7 Conclusion

The purpose of chapter 6 was to articulate the findings of this study that contribute to theory and to practice. This study has shown that organisations fail for numerous reasons. Most often they fail to understand the background of the change management models that they use, the welfare and the culture of the people that they use it on. Their planning also is not extensive enough to cover the journey to change and beyond the journey to change. BotswanaPost did not plan for the culture they wanted to see at the end of the change. They did not have a model to prompt them to ask the right questions so that all the key areas were covered. This led to the development of the 'what to ask' framework, to contribute to practice.

The research also showed that it was important to embrace the national culture; and that it must be incorporated in any change process for it to succeed. In the case of Botswana, the principle of *kgotla* and *morero,* the Setswana culture, should be embraced.

This study concludes by identifying the following contributions to practice and theory; arguing that successful change requires that:

- It must be planned to include ways to embrace the culture of those affected by the change. The national culture must genuinely be adopted into the change initiative, it should not be a façade. Planning must also include the culture that the leadership wants to see, when the change is complete. There must be a comprehensive framework to guide the African change leader on how to deliver change. The use of prompts was found to be ideal.

The 'what to ask' model above was developed to address this. This model has incorporated people and their history so that they can be provided for at the planning stage of change and they are not forgotten along the journey.

- There must be continuous engagement with a feedback loop, so that everyone involved in the change is kept informed. There must also be closure, so that survivors of change feel secure again in their jobs. Support systems must be available after completion of the change to encourage sustainability. The Setswana change model above was developed to address this. This model is Africanised, it has an engagement forum, a feedback loop and a support system that other models studied do not have.

- Change cannot be delivered without the influences from the West such as tools, models and management practices. Users of models must know the history of the model, understand its weaknesses and find ways to adapt it.

- It is advisable to borrow from the West and the native practices to create a hybrid that will marry both worlds, in an attempt to deliver successful change. The Setswana model alongside the 'what to ask framework' was developed to address this.

6.8   Methodological Reflections

The purpose of this section is to reflect on the methodological approach chosen for this study, and the lessons learnt from undertaking this doctoral degree research, using the hermeneutic phenomenological methodology.

When I embarked on the doctoral research, I had a passion to undertake an in-depth study to find out peoples lived experiences, and the success of Western derived change management in Botswana. My research interest was on the impact these Western derived models and change management in general have on people who participate in the change initiative.

There were numerous lessons learnt methodologically, these were that:

- It was impossible to bracket what I knew about myself and the organisation therefore I could not undertake a descriptive phenomenological study (Wojnar & Swanson, 2007). This was especially difficult because I had worked directly with 5 executives and the gatekeeper. Four other staff members were present during my tenure at BotswanaPost. The research

participants saw me as one of them. In most instances during the interviews they cited examples in areas that I worked in at the time. All research participants referred to me as one of them. I understood their struggles because we shared the same place of work and heritage of being Batswana. I therefore could not separate myself or pretend to do so (Van Manen, 1997).

- The process of data analysis became very challenging, because of the a priori themes that I had and my historicity (Laverty, 2003). I eventually used Template Analysis to analyse the data (King, 2015). This was very challenging because it was a learning point for me. I had not used this style of thematic analysis before and in an effort to address this, I eventually sought the help of professor Nigel King who developed TA. Professor King willingly helped, by providing his work on the use of TA on a hermeneutic phenomenological study (Turley, 2011).

In the future I would make sure that I understood my limitations and choose a methodology that I was familiar with before commencing the study. This, I hope would make it easier for me to complete the study; one could however argue that it would not be learning. Nonetheless, now I know how to work with hermeneutic phenomenology and TA.

6.9   Further Reflective Observations

When I undertook the doctorate journey, I knew I was embarking on an adventure. I however underestimated the magnitude and the challenges that could come along, such as other demands of life. It was only after starting the research journey, that I realised that the journey was heavily encumbered, but I was determined to successfully complete the journey I had started, despite many unexpected challenges.

During this research I had to constantly be mindful of myself, the research participants and the environment the research was taking place in. This was so that I could write reflectively as part of the research, in-line with requirements of a hermeneutic phenomenological study (Laverty, 2003). I was fortunate to have been given an opportunity by BotswanaPost, to undertake this study. There was a point however, at the beginning of the study that the research was suspended, because the head of Human Resources was refusing to give me access. This

was a common phenomenon amongst organisations that I had contacted for research opportunities, despite the research permit that I had from the government. This behaviour was perpetuated by the organisation's unwillingness to disclose sensitive information to anyone. However, after the CEO intervened the suspension was lifted. Although it delayed the research, it was a welcome intervention. Getting access into organisations is sometimes about someone you know, because the organisation has to know you or trust you enough to access what they deem confidential (Alexander & Smith, 2018).

This attestation resonated with me because I was taken in by an organisation that knew me and trusted me, and I knew them because I was once part of them. In retrospect, the head of HR did not know me; we had not worked together, the CEO on the other hand knew me.

After the primary research was undertaken, there were many changes in personnel at BotswanaPost, and no further dialogue took place with the organisation about the research. The commitment entered into was to provide a copy of the thesis after the doctoral journey was completed, and this may provide an opportunity for further development to practice at a later date. Even if this does not happen, through undertaking this thesis I have developed in many professional and personal ways, including ability to:

- develop frameworks that can be used in a corporate setting, with future management consultancy uses

- develop research and writing skills

- be tenacious and mentally strong

- fight against the odds by working extremely long hours (sometimes more than 24 hours without rest), in order to write the thesis whilst being a mother to a new baby and teenagers, as well as working

- handle multi-faceted challenges of learning and writing academically whilst rebuilding my family which had broken down.

Appendices

BotswanaPost vision – 'The icon of excellence'

"The Post - An Icon of Excellence" by Jim Baden Being a German citizen and having spent most of my life in Germany, I must admit I have not really been exposed to the World. I recently had a chance to visit Botswana, a country in the centre of southern Africa, where I must admit I had no technological expectations. My host, a typical African family, mother, father and their children, with the grandmother living in a different location, appeared simplistic. On this typical morning this medium class family, is filled with the excitement and stresses similar to those of a first world family, with the expected stresses of a midweek morning. Kabelo, one of the kids tells me he normally accesses his e-mail through his Postal email address, which is somehow similar to their physical address, and has been told it is an e-mail for life. I find this interesting, but I decide not to probe further as he had to e-mail an assignment to his college professor.

As Kabelo leaves, the intercom rings it is the postman. Everybody gets excited, Boitshepho rushes out of her room and tells me she had ordered some ornaments through the postal e-commerce portal from Kuru Trust in Gantsi some 700km away, two days ago. She was told they would be delivered today. The postman walks in and to my surprise; he is carrying a lot of things. He delivers some letters, newspapers, milk and he remembers Boitshepho's package to her delight. He then tinkers with the gadget he was holding and reports that he has just taken the water and power consumption readings via Bluetooth. As everyone leaves the house for the day, I realize I have to do some things at the Post Office and a couple of steps outside the yard I find a Post Box where I send some letters for the family. As I enter the Post Office, the place is buzzing, feeling more like an upmarket supermarket, than the Post Office I had expected....

It occurs to me that I had to change some money and I as I looked around, lost in amazement a friendly lady with a glowing smile, wearing a smart uniform approached me enquiring if I needed some help. She advised me that I needed not queue as I could get help at the postal ATM located on site.

About five to ten minutes after getting the money, I remembered that I needed to send a document back home that needed to be used the next day. I then remembered the big sign I had seen at the Post Office which said "wireless internet available here". I switched on my laptop, paid for access into the postal web portal using my credit card. Later on as I was packing my luggage, Kabelo's father walked in excited and informed me that he had invested in the postal company some two years and he had more than doubled his initial investment. At the airport the next day, my flight was delayed and I was walking around I again see this now familiar sign, "Post Office" and I again gravitated towards it. There I discovered why my host family was so attached to the Post Office. It has a wide range of services; it reaches every household, everywhere, everyday; and is actually a trusted service provider in the nation. I smiled, "this is not the Africa I expected".

As I flew over the great Africa continent, the magic and beauty of its landscape, the blue Indian Ocean reflections beneath were blurred by the continuous vivid picture that repeatedly visited my conscience. This was a picture of a magnet characterized by the ambience, filled with passionate, boundless, personalized and embracing service excellence. This indeed created in my mind the reality that it is about the BotswanaPost group which is at the heart of the communities; an icon of service excellence and truly at your door step, following you anywhere, anytime, anyway, whenever!" (BotswanaPost CEOs Office, 2010).

Appendix 1: BotswanaPost vision - The icon of excellence

The Kgotla

Appendix 2: A modern kgotla - symbolised by the upright wooden logs that take a crescent or 90 degrees shape

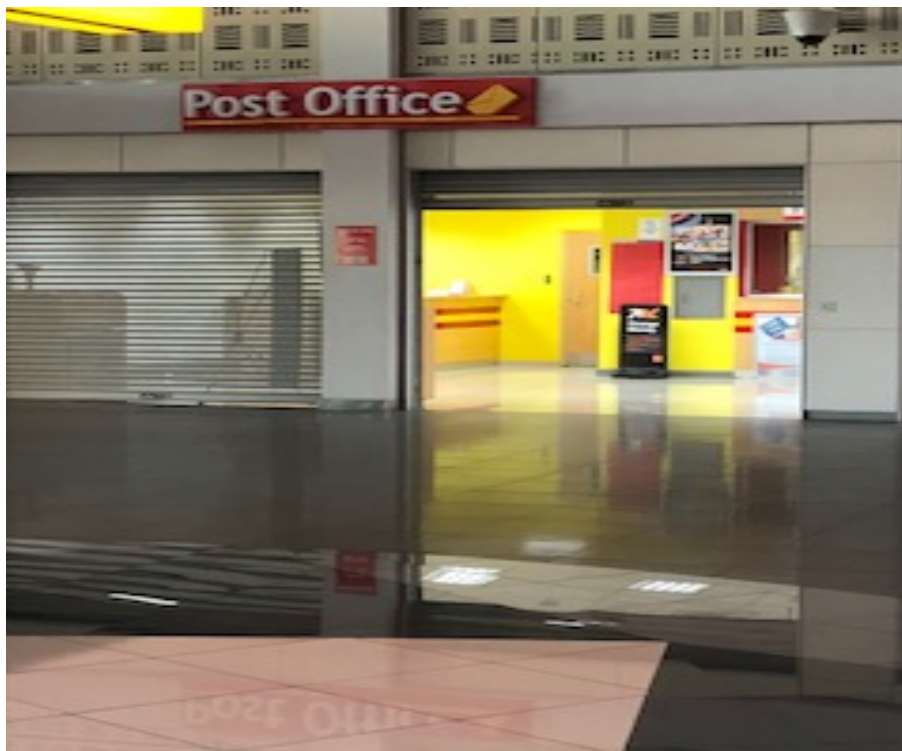## Post Offices that have not been renovated

Post office in the village of Ramokgwebana

Broadhurst Post office in Gaborone

Appendix 3: Old post office in the village of Ramokgwebana and Broadhurst location of Gaborone [the capital city]

Post office of the future

Appendix 4: New Style - Post Office of the future at Sir Seretse Khama International Airport

Sample of the Informed Consent Form

RESEARCH ETHICS: INFORMED CONSENT FORM

FULL TITLE OF PROJECT: International Doctorate in Business Administration (DBA) Research

NAME OF RESEARCHER: Unami Mathumo **POSITION:** Researcher / Doctoral degree candidate
EMAIL: umathumo@gmail.com

Thank you for agreeing to take part in this research. This document details the purpose of this study, a description of the involvement required and your rights as a participant.

Information and Purpose: The interview for which you are being asked to participate in forms part of my doctoral degree research which is a partial fulfilment of the doctoral degree in Business Administration that I am currently studying with Sheffield Hallam University and Business School Netherlands. I am interested in finding out how best we can use change management models/approaches that we find ourselves utilising and what we can do to make them work better for us, without the one size fits all approach. Botswana Post has undergone a large scale transformation change using at least one of this models and I am interested in finding out both the successes and failures.

Selection: You have been selected to take part in this research because you have been with Botswana Post before and through the transformation that saw the organisation transform to what it is today and as it continues to transform. Botswana Post continues to use some western model/approach to guide their change management drive. It is this approach that I am interested in, to see how the change is delivered to you, how it affected you and learn through you what you think should have been done differently. Or perhaps how this approach has been moulded to ensure minimum impact on you and those that you worked with.

Your Participation: Your participation in this study is completely voluntary and will consist of an interview lasting approximately one hour on Botswana Post time. This interview will be held in an environment best suiting to you. You will be asked a series of questions about your participation within this change, how it has affected you and what you think could have been done differently to ensure minimal impact based on the approach used by Botswana Post to deliver the change. You may choose not to answer any questions. Should you wish terminate the interview you may do so at any time.

Your Rights: As a participant in this research you have the right to:

- O Anonymity
- O Confidentiality and privacy
- O Ask the researcher questions, state any concerns and have the researchers response
- O Terminate your participation in this research at any time and withdraw any data that you would have contributed.

Benefits and Risks: Your participation in this research will contribute to organisational knowledge in the future that will help organisations, management professionals at large and management scholars with alternatives on how best to manage change when using western approaches. It will also benefit your organisation (Botswana Post) in learning what to do differently in the future. There are no apparent direct risks associated with your participation.

Confidentiality: The interview will be tape recorded and I will be the only one with access to the material; your name will not be recorded on the tape recording. Your name and identifying information will not be associated with any part of the written report of the research unless you wish for that to happen. All of your information and interview responses will be kept confidential.

Statement of Consent

By signing below I acknowledge that I have read and understood the above information. I am fully aware that this is voluntary participation and I can discontinue my participation in the study at any time.

Name: _____   Signature_____   Date_____

Statement of Person Obtaining Informed Consent

I have carefully explained to the person taking part in the study what he or she can expect.

I certify that when this person signs this form, to the best of my knowledge, he or she understands the purpose, procedures, potential benefits, and potential risks of participation.

Name of Researcher: Unami Mathumo
Signature: _____   Date: 30/10/14

Appendix 5: Informed consent form

Sample of the Interview Guide

The research question seeks to understand:

- How Botswana organisations manage change, in pursuit of Vision 2016?
- The reality of change in Corporate Botswana. What the embedded issues are, that organisations including staff go through?
- Why change most often fails? What do organisations view as the major impeding factors of change?
- The use of concepts, theories and models, and their adaptability to suit diverse environments and organisations. In using these western established models such as Kotters 8 steps model or Kurt Lewins 3 steps model; what do they find as challenges? Do the stakeholders understand how to execute these models successfully? If so how do they do it? And perhaps identify lessons learned that could mould the adaptability framework.
- What can be done differently to ensure change is successful, and perhaps address timely delivery with minimal casualties?

INTERVIEW GUIDE QUESTIONS

Archival No:	Inter3
Site:	BotswanaPost
Interviewer:	UM
Date:	13/10/14
Start Time:	
End Time:	

- BotswanaPost has transformed since the time of Botswana Postal Service to now. In your view what led to this changes?
- As Change Lead what was your role in the change process?
- Did you understand what the change was to enable you to execute your role?
- How did you unpack all that so that at the end it emerges a success?
- I believe you crafted the change strategy. What guided you?
- Where there any assessments you had to do prior to crafting the strategy? Example the impact assessments
- EFQM/Leboa, ADKAR, Kotters 8? You have used all of them, what is your take ? How were they for you
- You settled for Kotters 8, where there any models you considered as well?
- Why Kotters 8?
- Staff rationalisation, what are your views and challenges along the journey?
- Kotters step 8, embedding change into culture, what are your views at BotswanaPost, has this happened?
- What successes or failures would you attribute to these western theories or models?
- Please describe how you are marrying the kgotla culture and the corporate culture, in view of this staff rationalisation you just led?
- What are your views on adaptability of the western change management in our African setting, seeing that you have used them?
- How did that impact your staff as well as your progress?
- You let go of over 300 staff members, how did you manage that?
- Batswana are culturally ingrained and we tend to employ the kgotla concept whenever there is a consultative process (Morero), how did you roll your change process in view of this?
- What successes or failures would you attribute to this model?
- How were you personally affected by this transformation drive?
- Lessons learnt, what can we take away from this

Appendix 6: Sample Interview Guide Used for Execman5

Ovadje's Change Management Model
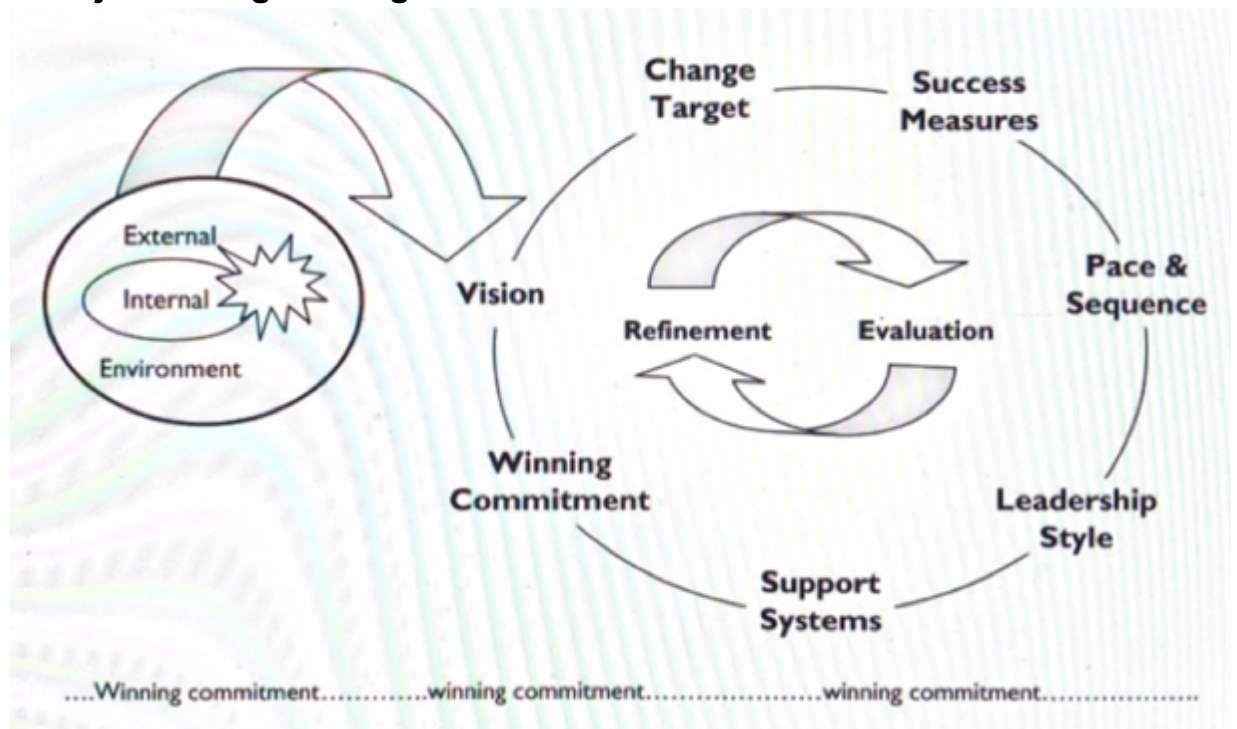
Appendix 7: Planning for Change Model by Ovadje 2014
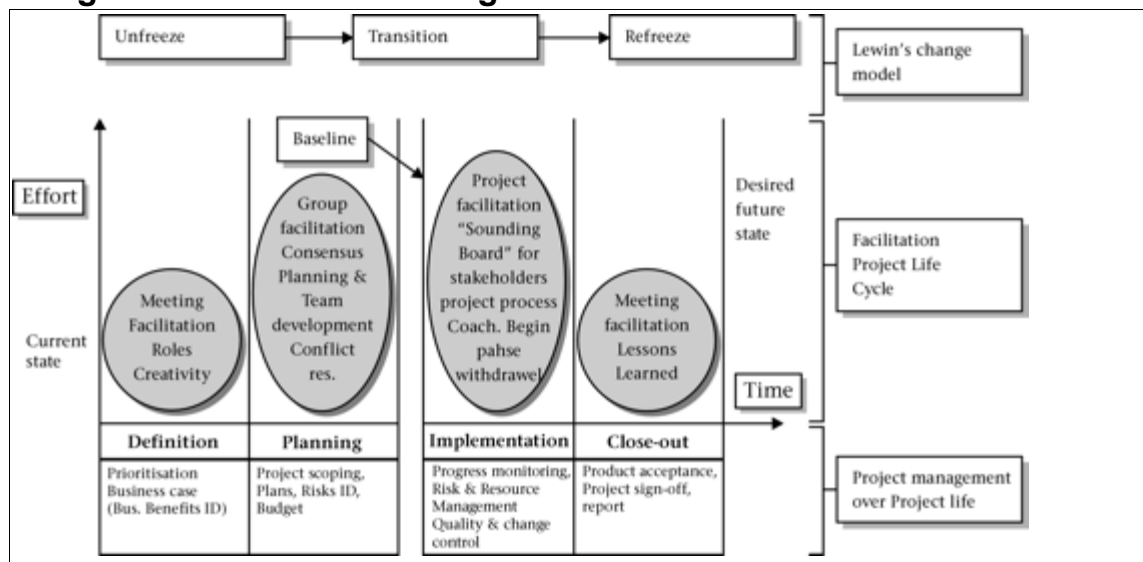
Hodgson and Zaaiman Change Model

Figure 6: Facilitative project management model version 2: Integrating facilitation skills with project management phases to combine systematic and interactive aspects of change

Appendix 8: Change Management Model [Hodgson & Zaaiman, 2003]

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