



Change Management at OTE Group creating a new corporate culture

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Abstract

This dissertation was written as a part of the Executive MBA at the International Hellenic University.

The purpose of this dissertation is to provide an inside view of a large company during change and the problems it is facing in the process of creating a new corporate culture integrating old and new personnel. This is a rather common problem mostly in the developing countries where large organizations get privatized.

A brief overview of OTE Group is performed at the first section alongside with a description of the vision, the Mission and the Strategic Planning. Afterwards a general presentation of Change Management is performed with a focus on specific matters like the eight step change process, the resistance to change and the cultural change. Then follows the main part of the dissertation, with the change management research inside OTE Group, design of the survey, goals and the analysis of the distributed questionnaires. Next there is a conclusion section regarding the statistical analysis and finally there is a presentation of the proposed future improvements regarding change management inside the OTE Group followed by the general conclusions of this dissertation. At the end the original questionnaire along with the references and bibliography is provided.

Concluding, I would like to thank Dr. Stavroula Laspita and my Professors for their guidance and support, and my friends, family and colleagues for their patience during the last six months. Thank you all.

Keywords: OTE Group, Change Management, Resistance to Change, Corporate Culture

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1. Introduction

The OTE Group nowadays (end of 2018) is the largest telecommunications provider in the Greek market and one of the leading telecoms groups in Southeast Europe with presence in Greece, Romania and Albania. OTE Group is among the three largest listed companies, with respect to market capitalization, in the Athens Stock Exchange. OTE Group employs almost 20,000 people in three countries. Under the unified COSMOTE commercial brand, OTE Group offers the full range of telecommunications services: from fixed - line and mobile telephony, broadband services, to subscription television and ICT solutions. But this was not always the case; OTE group was a state owned organization and a monopoly in Greece. This started to change at 1998 when the market was opened to competitors and OTE Group was gradually privatized. As a result, the Greek government currently holds 5% of the company's stock, and Deutsche Telekom (DT) 45%, which in essence is managing the group. The last 20 years OTE Group went from a state owned organization with more than 36.000 employees only in Greece to a private multi national corporation with more than 20.000 employees in three countries. The changes have been great in many areas. Technologically wise it went from simple telephony services, to full broadband, mobile services and ICT. Demographically the personnel has minimized providing much more services, in a much wider area. But the most important and difficult change is the corporate culture inside the organization and the way it is managed. The employees were civil servants in a state monopoly organization and in a very short time they became private employees in a multi-billion company owned by DT.

The reasons for the changes were various. First and foremost the Greek government decided to privatize bit by bit the organization, for economic reasons mostly. At the same time the monopoly had being broken and new players in the telecommunication market had started to develop creating true competition for the first time, both on mobile and fixed communications. Then Internet, subscription TV and a variety of new services came into play creating new opportunities and challenges. Another very important reason was and is the technology, that has started and continuous to evolve in an increasingly high pace making it extremely hard to follow, due to the huge cost of the investments required. On top of that the economic crisis of the last decade in Greece has put also great pressure in the minimization of the costs in order to remain a profitable and healthy organization. OTE Group had and continuous to adapt to the changing external and internal environment. To do so the organization has created numerous projects with the aim to improve performance, grasp the opportunities and face key issues. These

projects impose changes, to processes, roles, organizational structure and technology used. Which in their turn dictate a change of how people work. Change Management (CM) is the discipline of management that guides how the individuals are prepared, equipped and supported to successfully adopt the changes and lead the organizations to successful outcomes. In essence organizations do not change, people do and CM is negotiating in a structured approach the actions taken to influence people in their individual transitions from one state to another which will benefit the organization.

CM has been a very popular topic the late few years, mostly because of globalization and constant innovation of technology, resulting in a constantly evolving business environment. There is a lot of literature the last few years by researchers like Dr. John Kotter, John Hayes, Jeffrey M. Hiatt and many others with numerous publications and articles available on the topic.

This change though has not been smooth for OTE Group and has hit some very rough spots over the years. Even today the transition has not been complete. The group has many different kind of employees enjoying, or not, different privileges working for a variety of subsidiaries. The managers have great difficulty in motivating and empowering the personnel for a variety of reasons. In general the old employees want their old benefits and the new ones want better salaries and opportunities. The company has been spending many resources trying to engage the personnel and create a new corporate culture but with no great success. The personnel can be described as demoralized and many choose to flee either benefiting from the voluntary retirement programs or by choosing to work for other companies domestically or abroad. The last five years, alongside the obtaining of the management by DT, the changes have been speeding up creating more tensions at the basis of the company, its personnel. These tensions could essentially disrupt the very good results the company is delivering, despite the crisis in Greece for the last decade.

The first goal of the dissertation is to conduct a scientific research on existing literature, articles and the investigation of possibly similar cases regarding CM in large organizations, determining the possible processes and key factors for successful CM. Special focus is given to the cultural change and the resistance to change, these two factors are of great importance and CM can not be implemented without them. Then a survey among the personnel is presented, conducted in order to determine the reasons behind the resistance to change inside the OTE Group and discover possible ways to motivate and empower the personnel, engaging them to a new corporate culture. The aim of the survey and the study in general is to identify first hand the current situation inside OTE Group, investigate the perception of CM in different groups of employees, identify the inefficiencies of the current CM and propose

scientifically valid ways of improvement to the existing methods and processes. This proposals if implemented will potentially win the support of all the employees with the persuasiveness of the appropriate adjustments to the existing CM of OTE Group, leading to the empowerment of the current status of the organization in the market.

To conclude, the aim of this study, especially if the proposed changes are implemented transforming the current CM and lead to a more successful path, is to provide an inside view of a large company during fundamental changes and the problems it is facing in the process of creating a new corporate culture. This is a rather common problem in large technology orientated organizations all around the world nowadays. In addition the proposals can create a pathway of implementing CM and addressing problems in similar cases of large organizations getting privatized, very common in the developing countries, or organizations facing similar challenges requiring for cultural changes.

2. Literature Review

2.1 Presentation of OTE Group

Hellenic Telecommunications Organization Group (OTE Group.) is the dominant telecommunications provider in Greece and the leading telecoms group in Southeast Europe with presence in Greece, Romania and Albania. OTE Group is among the three largest listed companies, with respect to market capitalization, in the Athens Stock Exchange. OTE Group used to employ 36.000 people in the 90s and currently employs more than 20,000 people in three countries. Under the unified COSMOTE commercial brand, OTE Group offers the full range of telecommunications services: from fixed - line and mobile telephony, broadband services, to subscription television and ICT solutions. In addition, the Group is involved in a range of activities, notably satellite communications, real-estate and professional training. [1] Formerly a state-owned monopoly, O.T.E.'s privatization started in 1996 and is now listed on the Athens and London Stock Exchanges. Since July 2009 Deutsche Telekom (DT) is the largest shareholder of the company, currently holding 45% of the company. OTE Group has announced a revenue of 3.8 billion, EBITDA of 1.3 billion and a net income of 174.5 million Euro for 2017. It has more than 6 million subscribers of fixed line services and 12.7 million clients of mobile services in three countries. The group advertises it's technological and client experience superiority over the competition with thousands of kilometers of fiber optic cables, 98% of 4G coverage in Greece and having it's call center awarded as the best in Greece. In addition it has a leading place on the market with 55% of fixed 51% mobile market share and being number one at subscription TV customers. [1.1] It's strategy aims at further strengthening its powerful market positions through successful leveraging of new technologies, active customer service and innovative marketing. [2]

2.1.1 History Regarding Change

Hellenic Telecommunications Organization (OTE) was created in 1949 to bring several related public and private enterprises under one telecommunications company. Prior to this, telephony, telegraphy, local and international services were fragmented and poorly coordinated.

Up to 1996 OTE was state-owned - the privatization started in 1996 and in 1999 the market was opened to competitors and OTE was gradually privatized creating the OTE Group. As a result, the Greek

government currently holds 5% of the company's stock. Along with the rest of the telecoms market, OTE Group is regulated in Greece by the National Telecommunications and Post Commission (EETT). In 2007 Marfin Investment Group acquired 20% of the company, and in March 2008 sold it to Germany's DT [3] which later gradually increased its stake to 45% (2018), currently the Greek state holds 5% and DT 45%, but the state has given up its management rights, holding only some specific veto rights in sensitive matters, giving 50% plus one vote to DT. So OTE Group is essentially managed by DT.

In 1999 the monopoly of fixed telecommunications ends by law, conforming with the European directives, and the frame under which the new companies will operate is set. This ends a long era of monopoly and guaranteed income for the group launching the unprepared organization on a period of harsh competition with the newly created companies. [4]

Simultaneously with all that, Greece went from 1% usage of the Internet in 1995 to 82% usage in 2017. For this purpose multiple technologies were used through the years from Dial-up to ADSL and VDSL and 4G in the recent years. [5] In addition since 2015 Cosmote has started to transform its fixed network to IP telephony and has declared that since 2019 all telephone connections will be transformed to IP. This is a huge complex project with many repercussions. All in all the technological advances during the last twenty years were huge creating numerous technological challenges for the group. [6]

Finally the government of Greece fell into insolvency in 2009, when it could not routinely roll over its debts. And a ten year financial crisis began for Greece. By 2010 it became clear that Greece's debts were so large relative to the GDP that Greece would need a long-term reduction of its debt and financial help from its European partners in order not to default. Great austerity measures were deployed from the government and until today, the postponing of debt servicing has created a massive rise in debt and a debt-GDP ratio that will continue to hang over Greece's economic future for years to come. This huge economic crisis has put immense pressure for cost minimization during this decade in order to remain profitable and be able to invest in future technologies. [7]

The above are the main internal and external drivers of change for OTE Group during the last twenty years. These, plus a number of other changes, triggered the massive changes throughout the organization and the need for a radical change of the corporate culture. Which had to follow the international trends for multi-million companies and forget the security the public sector and the monopoly offered.

2.1.2 Vision, Mission and Strategic Plan

The current vision of the management team is to digitize societies so that everyone can live and enjoy at the fullest all possibilities offered now while also building on them for a better tomorrow.

The mission:

- Bring the best communication services to our customers.
- Connect people.
- To entertain.
- Help businesses grow.
- Be leaders, pioneers, a pillar of the economy and society

And all the above with passion, faith and commitment constantly striving to become better on all fronts.



image 1: Cosmote and OTE Group Brand names source: OTE Group

The strategic plan consists of six pillars:

- Technology Superiority
- Best Customer Experience
- Revenue Transformation

- Lead in Core Business
- Digitalization, Simplification and Cost Optimization
- Growth of Mindset and Culture

Almost all of these pillars include great lengths of change in order to be achieved and especially the last one which includes the development of people with digital skills and an adoption of a change and development culture. [8]

According to the CEO of the OTE Group M. Tsamaz, great changes will have to be performed in order to achieve the goals set and a new culture will have to be adopted, a culture of constant development, a culture of change. It is obvious that Change Management (CM) is a very critical factor from now and on. The last few years management has tried to implement several training programs towards the new culture, but with no great success.



image 2: OTE Group headquarters in Athens source: OTE Group

2.2 Change Management

2.2.1 Definitions

The most authoritative definition found though is attributed to Daryl Conner (1993) the author of *Managing at the Speed of Change*: **Change management is a set of principles, techniques, and prescriptions applied to the human aspects of executing major change initiatives in organizational settings.**

He then elaborated on the definition: **Its focus is not on "what" is driving change (technology, reorganization plans, mergers/acquisitions, globalization, etc.), but on "how" to orchestrate the human infrastructure that surrounds key projects to that people are better prepared to absorb the implications affecting them.**

Also according to Prosci and Tim Creasey (1994) from the Change Management Learning Center (developers of ADKAR) provides a short, sweet, and to the point definition: **The process, tools and techniques to manage the people-side of change to achieve a required business outcome.**

Both of these definitions of CM have an important common variable. They position people at the center of change highlighting the importance of the peoples' side in CM. The individual is the epicenter of CM and in order to construct any process regarding change we have to have the individuals in mind and fulfill they needs if we want to obtain the desired goals.

2.2.2 Change is a constant

"Change is the only constant."– *Heraclitus, Greek philosopher*

Change will not disappear nor dissipate ever. Technology, civilizations and creative thought will always continue to evolve. Many argue that a state of continuous change has almost become a routine (Luecke, 2003). Individuals and companies are judged upon their ability to effectively and efficiently manage change. Unfortunately the rate of change has increased dramatically at the 21st century making the above task increasingly difficult. Organizations and managers face highly dynamic, ever more complex and fast moving environments. Technologies and products along with the industry sectors they support converge. In this environment it is very difficult to manage change without losing control. Unfortunately there is no easy nor a specific path for success. It all rest upon the quality of management and

particularly to the ability to design organizations in a way which facilitates the change process in a responsive and progressive manner. [9]

2.2.3 Drivers of Change

Change or Perish vs Change and Perish. It is a fact nowadays that all organizations need to adapt in order to survive, and adaptation implies change but change not necessarily imply adaptation. Organizations need to change but not just any change will drive to success. It is very important the change to be adaptive to the environment and the drivers of change. [10]

The drivers of change model clarifies what drives are needed for change, and specifically for transformational change. The model includes seven drivers, four that managers are usually familiar and three that are relatively new focus areas. The model has a waterfall structure in which each driver is triggering a change in the next and so on. But the execution process of a change must occur and should be implemented together, as one integrated change process. The model is theoretical and helps identify the drivers of change.



image 3: Drivers of Change Model source:[7]

The first four Drivers, Environment, Marketplace, Business and Organization are external and are more familiar to the managers. On the other hand the last three, Cultural, Behavior and Mindset are internal, new to most managers and yet equally important. All drivers must be taken in account for a desirable result in any case.

Environment the larger context and the dynamics in which the individual and the organization operates in every aspect:

- Social
- Business and economic
- Political
- Government
- Technology
- Demographic
- Legal
- Natural Environment

Major changes in anyone can create new marketplace requirements.

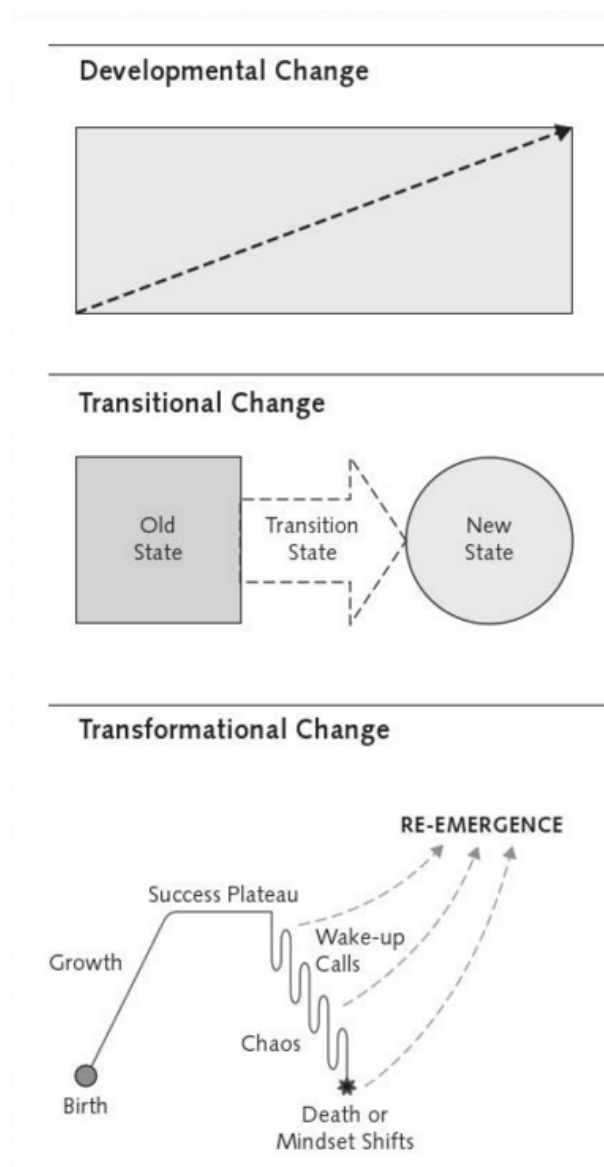
Marketplace requirements for success are the set of customer needs that determine the “products” in a wide concept, from the product itself all the way to customer service, that will fulfill the customer needs and bring success by meeting those customers requirements. But what the company must do strategically to be successful in this new marketplace are the **Business Imperatives** including changes to the goals, the mission, the products, services, pricing etc. The changes at the business imperatives lead in their turn in **Organizational Imperatives** changes, structural, processes, technology, resources, new skills and staff.

The collective way of doing business in order to support the new kind of operations and strategy leads to **Cultural Imperatives** for example teamwork may be needed to support better customer service and this leads to changes the **Leader and Employee Behavior** in order to adapt to the new desired culture. Finally this has an impact to the **Leader and Employee Mindset** and includes the beliefs or mental models which must change in relation with the desired behavior and culture. In most cases if the changes within an organization are significant a change of mindset is required in order to understand and rationalize the required changes and operate successfully. [\[11\]](#)

2.2.4 Types of Organizational Change

Change can be categorized in many ways, but two factors provide a very useful distinction, the timing of change and the type and depth of the changes.

A proactive and incremental change is usually referred to as **Developmental Change** or Tuning. It occurs when there is no immediate requirement to change and it is an enhancement of the old state. This type of change is usually a response to relatively small shifts in the environment and the marketplace requirements. When the shifts of the change drivers are more significant and sudden **Transitional Change** or Adaptation occurs. This is a reactive and incremental type of change, which replaces the old with something entirely new and different. The management recognizes a problem or an opportunity and they re-design or create new operations in order to serve the new needs.



Finally there is the **Transformational Change**, which is the most complex type of change faced by today's organizations and it can be distinguished in two sub-types by the timing factor, **Re-orientational** when it is proactive and **Re-creational** when it is reactive. **Re-orientational change** requires re-defining of the organization and it is initiated in anticipation of future opportunities or issues. The aim is to align the organization with the future requirements and ensure its effectiveness. On the other hand **Re-creational** change is reactive and a result of a fast and simultaneous change of all its fundamental elements and involves a total transformation of the organization. Transformational change is not an incremental process, it is full of uncertainty and involves a learning process and correcting measures all the way to an emerging and shifting target, this requires for a specific change framework. [11] [12]

2.2.5 The Change Framework

Leading significant organizational changes requires a new and different mental framework. It requires to accept the complexity of change situations and addressing them appropriately, while focusing on straightforward elements for guidance.

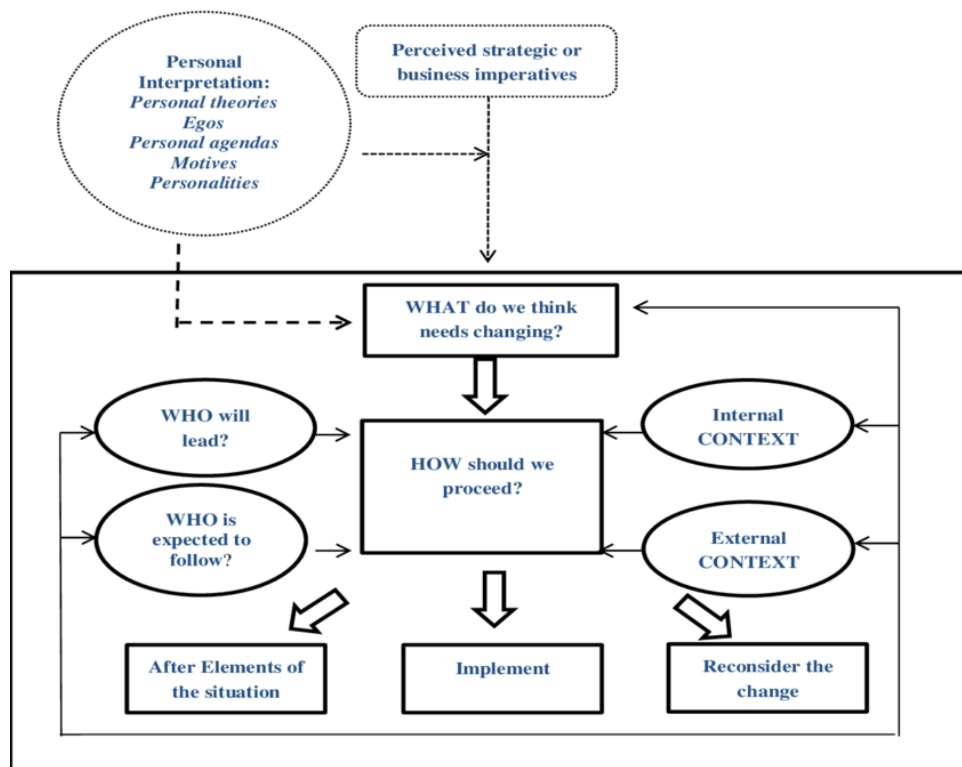


diagram 1: Key elements of a comprehensive change framework (Herold-and-Fedor-2008) [6]

The management of an organization, depending on their personal theories, ego, personal agendas, motives and personalities have specific perceived or business imperatives in mind, this will result in **what** in needs changing (diagram 1). Then the decision on **how** must be made, Four major factors play a role in this process and must be taken in mind, the **internal and external context, who will lead** and **who is expected to follow** this changing process. After, all these factors are considered carefully and there are three options, go through with the change and implement, if everything are satisfying, alter some or all of the four major factors and loop back or reconsider the change all together and return to the first process of what needs changing. [\[10\]](#)

This is a general framework for change management Dr. John Paul Kotter has created a 8-step change process enhancing on this framework.

2.2.6 Eight Step Change Process

Step 1: Creation of Urgency

Developing a sense of urgency around the need for change helps spark the initial motivation to get things moving. This is not simply a matter of poor sales statistics or increased competition. It is important to open an honest and convincing dialogue about what is happening in the marketplace. If many people start talking about the change proposed, the urgency will build and feed on itself. The recommended actions are the following:

- Identification potential threats, and develop scenarios.
- Showing what can happen in the future.
- Examination of opportunities, that should be, or could be, exploited.
- Ignition of honest discussions, and providing of dynamic and convincing reasons in order to get people talking and thinking.
- Request of support from customers, outside stakeholders and industry people to strengthen the argument.

John P. Kotter suggests that for change to be successful, at least 3/4 of a company's management needs to believe in the change. In other words, significant time and energy must be spend in building urgency, before moving onto the next steps.

Step 2: Forming a Powerful Coalition

Convincing people that change is necessary often takes strong leadership and visible support from key people within the organization. Effective change leaders can be found throughout an organization and they might not necessarily follow the traditional company hierarchy. In order to lead change, it is needed to bring together a coalition, or team, of influential people whose power comes from a variety of sources, including job title, status, expertise, and political importance. Once formed, the “change coalition” needs to work as a team and continue to build urgency and momentum around the need for change. The recommended actions are the following:

- Identifying the true leaders in the organization, as well as the key stakeholders.
- Committing emotionally key people.
- Working on team building within the “change coalition”.
- Checking of team for weak areas, and ensuring that this is a good mix of people from different departments and different levels within the company.

Step 3: Creating a Vision for Change

Linking the great ideas, concepts and solutions floating around to an overall vision that people can grasp easily and remember is important. A clear vision and strategy can help everyone understand why they are asked to do something. When people see the target themselves, then the instructions given tend to make more sense. The recommended actions are the following:

- Determination of the values, that are central to the change.
- Creation of a short summary (one or two sentences) that captures how you imagine the future of the organization to be.
- Creation of a strategy to execute the vision.
- Ensuring that the members of the “change coalition” can describe the vision in five minutes or less.
- Practice the "vision speech" often.

Step 4: Communicating the Vision

The handling of the vision after its creation determines the success. The message of the vision must be spread within the company, so it must be communicated frequently and powerfully, and be embed within everything done. No special meetings are needed to communicate the vision. Instead, it must be talked about at every chance. The daily use of the vision to make decisions and solve problems is necessary. Keeping it fresh on everyone's minds, will help remember it and respond to it. It's also important for the management to demonstrate the kind of behavior desired the from personnel. The recommended actions are the following:

- Talking often about the “change vision”.
- Addressing peoples' concerns and anxieties, openly and honestly.
- Applying the vision to every single aspect of operations, from training to performance reviews. Everything must trace back to the vision.
- Leading by example.

Step 5: Removing Obstacles

If the above steps are followed the process has reached a point that hopefully, the personnel wants to get busy and achieve the benefits promoted. But there might be some resistance to the change from the personnel and there might be processes or structures that are hindering the change. The structure for change must be put in place and constant checks for barriers must be made. Removing the obstacles can empower the people needed to execute the vision, and helps the change move forward. The recommended actions are the following:

- Identification, or hiring, of change leaders whose main roles are to deliver the change.
- Investigation of the organizational structure to ensure that all job descriptions, performance and compensation systems are in line with the vision.
- Recognition and reward of people for making change happen.
- Identification of people who are resisting the change, and help them see what is needed.
- Undergo actions to quickly remove any barriers (human or otherwise).

Step 6: Creating Short-Term Wins

Nothing motivates more than success. Giving the company a taste of victory early in the change process within a short time frame, can motivate the personnel. Without this, critics and negative thinkers might hurt the progress of change. Creation of short-term targets and not just one long-term goal is necessary. Each smaller target must be achievable, with little room for failure. The change team may have to work very hard to come up and accomplish with these targets, but each win produced will further motivate the entire staff. The recommended actions are the following:

- Implementation of high success rate projects that can be performed without the help from any strong critics of the change.
- Rejection of expensive projects at the start. The management must be able to justify the investment in each project.
- Thorough analysis of the potential pros and cons of the targets. Failure of an early goal, can hurt the entire change initiative.
- Rewarding of the people who helped meet the targets.

Step 7: Building on the Change

Kotter argues that many change projects fail because victory is declared too early. Real change must run deep. Quick wins must be only the beginning of what is needed to be done in order to achieve a long-term change. Launching one new product using a new process is great. But the launch ten products means the new process is working. In order to reach that, constant look out for improvements is needed. Each success provides an opportunity of feedback building on what works and identify inefficiencies to be improved. The recommended actions are the following:

- Analysis after every win, of what went right, and what needs improving.
- Setting goals to continue building on the momentum achieved.
- Learning about, the idea of continuous improvement.
- Bringing in new change ambassadors and leaders for the “change coalition” in order to keep the ideas fresh.

Step 8: Anchoring the Changes in Corporate Culture

Finally, to make any change stick, it should become part of the core of the organization. The corporate culture often determines what gets done, so the values behind the vision must be shown at day-to-day work. Making continuous efforts to ensure that the change is seen in every aspect of the organization will help give the change a solid place in the organization's culture. It is also very important that the management continues to support the change. This includes the existing personnel and the new leaders who are brought in. Otherwise if the support of these people is lost, the result might be end up back at the start. The recommended actions are the following:

- Talking about progress at every chance. Telling of success stories about the change process, and repeating of other stories that goes around.
- Including the change ideals and values when hiring and training new personnel.
- Public recognition of key members of the original change coalition, and making sure the rest of the personnel remembers their contributions.
- Being ready to replace the key leaders of change as they obtain new roles inside the organization.

This ensures that their legacy will not be lost or forgotten. [\[13\]](#)[\[14\]](#)

Scientific evidence suggests that the more the individual is enabled to exercise control over his task, and to relate his efforts to those of his fellows, the more likely he is to accept a positive commitment. [\[9\]](#) John P. Kotter's eight step process change process focuses much on this human aspect of Change Management. Human dynamics are very important for successful CM and management is called to take take the personnel from the resistance to change to the empowerment and commitment to the vision.

2.2.7 Resistance to change

People's past experience of change can affect their level of commitment to the organization. Organizations expect from employees to be loyal, keep trade secrets, work hard and in general to their best for the organization. Respectively the employees expect a suitable salary, to be treated fairly and with dignity, to have some level of security and possibly an opportunity to learn and develop. In a business environment, when this psychological contract is broken resistance begins. There are four main reasons why people resist change.

Short-term self-interest: People resist when they think that they will lose something of value. It is common for stakeholders to focus on their own best interests rather than those of the organization.

Misunderstanding and lack of trust: Stakeholders often resist change because they have not understood the implications it has for them. This kind of misunderstandings often lead personnel to believe that they will lose more than they will gain from a change. All this is more likely to happen when there is no trust between the initiator of the change and the stakeholders affected.

Different assessments: Stakeholders sometimes they may assess a situation differently from those initiating the change and see more costs than benefits, not only for themselves but also for the organization.

Low tolerance for change: Stakeholders finally resist the change because they are concerned that they will not be able to develop the new skills and behaviors required from them and this may lead to their expelling of the organization. [\[12\]](#)[\[15\]](#)[\[16\]](#) [\[17\]](#)

2.2.8 Core Human Needs

To avoid triggering resistance the following core or ego needs must be met at all times:

- **Security:** The need to feel safe secure and physically and emotionally safe.
- **Inclusion and Connection:** The need to be invited to join a group, and be part of something in relationship with others.
- **Power:** The need to have direct influence over the outcome and the process of change.
- **Order and Control:** The need to be aware of what is going on at all times, being able to predict and minimizing the unexpected.
- **Competence:** The need to feel capable, effective, skilled and right.
- **Fairness and Justice:** The need for things to be fair and equitable.

If our ego perceives that these needs are endangered then we start to believe there is a problem and resist any change. [\[11\]](#) [\[17\]](#)

2.2.9 Transforming a culture

Transforming the culture of an organization is one of the cutting-edge challenges in most organizations today. There are six conditions that must be in place for a culture change to work:

Culture change must be relevant to the business. It should be an answer to the organizational changes that the marketplace is requiring to be successful. It must be a business necessity.

Culture change must be explicit and legitimate. Governed and led as a legitimate change initiative, included in the strategic agenda, and sustained until the desired culture is fully embedded in the organization.

Culture change must include personal change. Both the management and the personnel should have the opportunity to identify their behaviors that will support and hinder the desired culture. With the according support and training everybody should engage in the personal changes required.

Culture change must have a champion and be modeled by leadership. A high standing manager should sponsor the cultural change of the organization, making clear that this is a critical matter. On top of that the new culture should be embedded in all communications and processes.

Culture change must engage a critical mass of the employees. The culture can not be changed with an executive order. It must be nurtured, developed and brought forward through interactions of people within all levels, vertically and horizontally.

All aspects of the organization must be realigned to the desired culture. Everything inside the organization must be assessed and those that are not in support and reflect the desired culture must go, with the appropriate efforts of realignment to the desired culture.

Culture is to an organization as a mindset to an individual. The way of being of the organization. Within the culture lie the core values, its norms and operating principles. The culture has a vast impact on the organizational performance and must be aligned with the marketplace requirements at all times in order to succeed. [\[11\]](#) [\[18\]](#)

3. Investigating CM inside OTE Group

3.1 Under Constant Change

OTE Group has undergone major changes for the past twenty years. It became a fully privately managed organization. The demographics have changed significantly, with older personnel leaving and much younger employees being hired. The technology has changed rapidly bringing new challenges and the marketplace requires new competencies in order to continue to be successful. The vision and the culture are at a transient state constantly being changed not letting the personnel the time to adapt.

3.2 Defining the Problems of CM inside OTE Group

In order to reveal the specific problems of the change management process and the perception of the different groups of employees inside OTE group it was deemed necessary to conduct a research among the personnel using a questionnaire distributed at various levels and sectors of the Group.

3.2.1 Building up an Appropriate Questionnaire

The initial part of any questionnaire is about demographics and determines the possible groups under investigation of the survey. For the purposes of this survey it was decided to investigate CM under the following factors. The **gender**, in order to determine if the sex of the subjects has any possible role in relation to their attitude towards CM, despite the fact that there was not any previous survey to suggest something similar. [\[19\]](#) **Age, years of working at OTE Group and the level of education** in order to determine if those three factors have also any possible role, in relation to their attitude towards CM. And finally if the subjects occupy a **managing position or not**. This last factor was considered very important because it splits the subjects into two very different segments. A group that applies and accepts CM, the managers, and a group that is only receiving CM, the simple staff or personnel.

As a result the first part of the questionnaire is common for all the subjects and it collects the above demographics. With the last question of this section, the subjects are separated to two different groups the managers and the simple staff. The two following sections are separate for the two groups and investigate the CM from the simple personnel point of view and the CM as it is perceived and applied from the managers point of view.

Having reviewed the available literature it was decided to investigate the two different segments – groups under two scopes. The application of the **Principals** on CM and the **Obstacles** in place in applying these principals. As a result the second section of the questionnaire is about the general principals on CM and how well they are applied and the third part is about the obstacles in place hindering CM. Both the second and the third part of the questionnaire are different for the two groups exploring also the interactions, the differences in beliefs and the perception of each group for the other.

The principals of CM are investigated with a variety of different questions on the following specific matters:

- **The extent that the vision and the strategy of the organization are clearly understood.** This is very important matter and basic for any CM plan. Kotter's steps dictate that a clear vision must be created and communicated appropriately. If the vision and the strategy are not clear for all stakeholders misunderstandings are deemed to be created, this leads to lack of trust and finally to resistance seriously hindering any CM plan.
- **The extent the stakeholders are appropriately consulted and informed.** As mentioned the information must be diffused appropriately and the inclusion of all stakeholders in the change process is also mentioned at the eight steps. This applies to the core human needs of inclusion and connection, of order and control and power. Consulting with the employees makes them feel included and give them a sense of power and control, on top team-building is promoted this way making them feel part of the team. Informing them applies to the need of order and control minimizing the surprises.
- **The extent that the collective and collaborative leadership is empowered.** This matter concerns the general idea included in the step change process, where change is lead by change leaders throughout the process in a collaborative way with all stakeholders. Moreover training and empowerment also applies to the core human need of competence.
- **Extent of the dedicated focus on the people.** As mentioned very early at the definitions CM is about people. Focus on people and their needs can defeat any resistance to change.
- **The extent that the change is systematically reviewed and adapted.** Feedback is a fundamental part of the step change process in order to build up on change and continue to improve.

The obstacles currently in place are investigated for both groups at the third part of the questionnaire, again with a different set of questions and it investigates the following matters:

- **The lack of governance structure.** A change process must have a clear structure, as described in the comprehensive change framework and in the eight step process. Any lack of it can potentially bring the whole change process to its' knees. Also a clear structure ensures the assessment of any potential internal or external treats by requiring feedback and redesign of the process to mitigate them.
- **The lack of role modeling by the leadership.** Change leaders are a very important assets in the CM process if they do not embrace the vision and the strategy of the desired culture why would anyone else do it?
- **The under-communication.** CM is all about the focus on the people and focus on people is provided usually through communication any problem on either quantity or quality can seriously impair any effort of CM.
- **The possibility of declaring success too early.** This matter has a direct link to the building on the change step. If the win is declared early before the desired goals are reached, the chances of applying a successful CM plan minimize in an equivalent rate as the logical drop of efforts by the personnel.

This concludes with the creation of the questionnaire, which can be reviewed at the Appendix section along with a link to a summary of all the collected data. [\[20\]](#) [\[21\]](#) [\[22\]](#) [\[23\]](#)

3.2.2 General Statistics about the Survey

The questionnaires were distributed electronically via an on-line platform at OTE Group mostly in Northern Greece inside various departments, commercial Cosmote shops, call centers and all kind of technical departments in order to obtain the most spherical and accurate results. Unfortunately Northern Greece lacks any marketing, human resources and accounting departments, but in the sample represents more than 80% of the total personnel inside the Group in Greece. In total there were 117 respondents, of which 92 finished the whole survey, and it took them in average seven minutes to fill in the responses. On the minus side was that the distribution way did not enable to count the participation.

4. Goals

The current strategic plan of OTE Group as mentioned earlier consists of:

- Technology Superiority
- Best Customer Experience
- Revenue Transformation
- Lead in Core Business
- Digitalization, Simplification and Cost Optimization
- Growth of Mindset and Culture

All of these goals require from minor to extensive changes to be made. The management knows this and the last goal is essentially the need to create a new corporate culture incorporating change, in order to succeed in all the above. Despite the fact that various internal seminars towards that direction are performed this does not seem to do the trick.

The goal of this research is to clearly identify the problems and inefficiencies of the current CM system inside OTE Group. Propose possible solutions in order to defeat the resistance on the upcoming change and create a pathway to a corporate culture meeting the requirements of the environment.

The Group although it has faced many hardships, changes and competition the last twenty years it has managed to come out strong and still remain the leading telecommunication company in Southeast Europe and despite the vast economic crisis in Greece, for the last ten years, has managed to increase its profits during almost each year. Of course nobody can claim this was done accidentally, but it makes us wonder what would happen if this was combined with appropriate CM and a cultural change.

Aiming to excellence, the aim is to forward the conclusions and proposals of this dissertation to the management of OTE Group in hope that they will be taken under consideration and decide to implement at least some of the proposals and helping the organization to further success and promoting a new corporate culture, which will empower all its functions.

Finally the inside view of such a large organization regarding CM can help also other companies facing similar problems and create a pathway of implementing change and creating a new culture.

5. Analysis of CM Status inside OTE Group

5.1 Demographics

From the 117 respondents 86 were men 73.5% and 31 were women 26.5% (diagram 2,table 1).

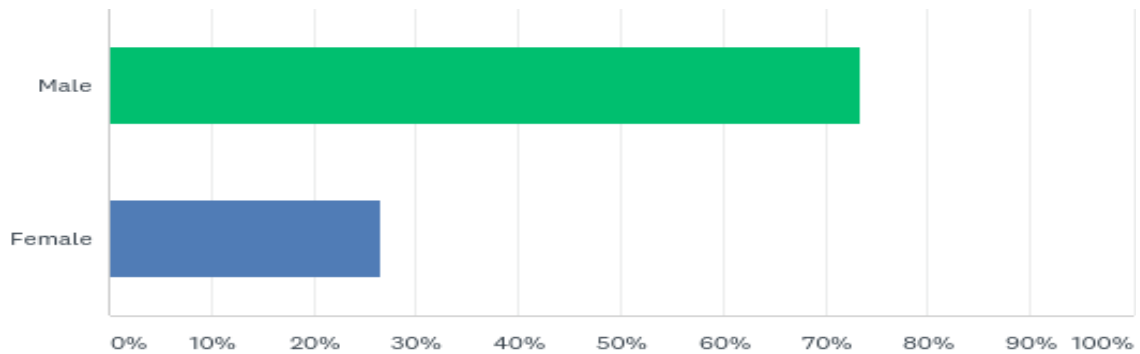


diagram 2: Gender

ANSWER CHOICES	RESPONSES
Male	73.50% 86
Female	26.50% 31
TOTAL	117

table 1: Gender

Most of the Personnel is relatively young with 40.17% being under 34 years old, almost 78% being under 44 years old and only 1.71% more than 55% (table 2, diagram 3). This is normal because of the voluntary retirement plans proposed by the Group the last fifteen years and the hiring trend of the last decade.

ANSWER CHOICES	RESPONSES
18-34	40.17% 47
35-44	37.61% 44
45-54	20.51% 24
55+	1.71% 2
TOTAL	117

table 2: Age

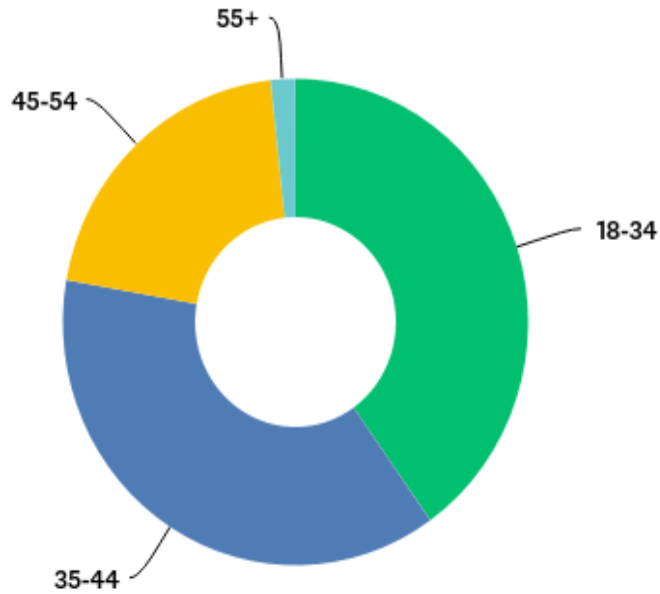


diagram 3: Age

More than 60% of personnel has been working for OTE Group for less than seven years and less than 25% has been working for more than fifteen years. This means that $\frac{3}{4}$ of the personnel are new employees and in relation with the data of regarding their age, they are also young (diagram 4, table 3). This creates a favorable environment for change and the creation of new corporate culture, not because as mentioned earlier young people are more receptive to change than older people, but because of being relatively new employees increases the chance that the previous culture, of the state-owned organization, is not yet incorporated in their mindset.

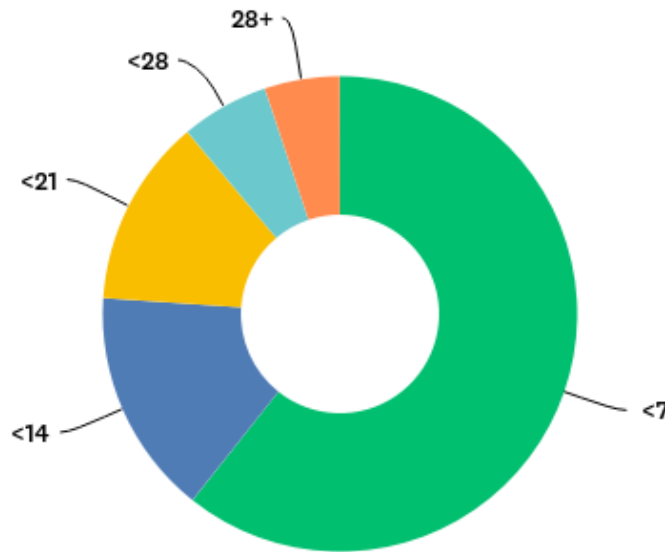


diagram 4: Years at OTE Group

ANSWER CHOICES	RESPONSES	
<7	60.68%	71
<14	15.38%	18
<21	12.82%	15
<28	5.98%	7
28+	5.13%	6
TOTAL		117

table 3: Years at OTE Group

Regarding the education it is clear that most of the personnel has a higher education, almost 77% (diagram 5, table 4). This helpful because educated people tend to develop and evolve easier, due to a minor competence resistance, meeting the requirements of the continuous changing environment and marketplace. Also this may be helpful in the understanding of complex new process and strategies proposed by the management.

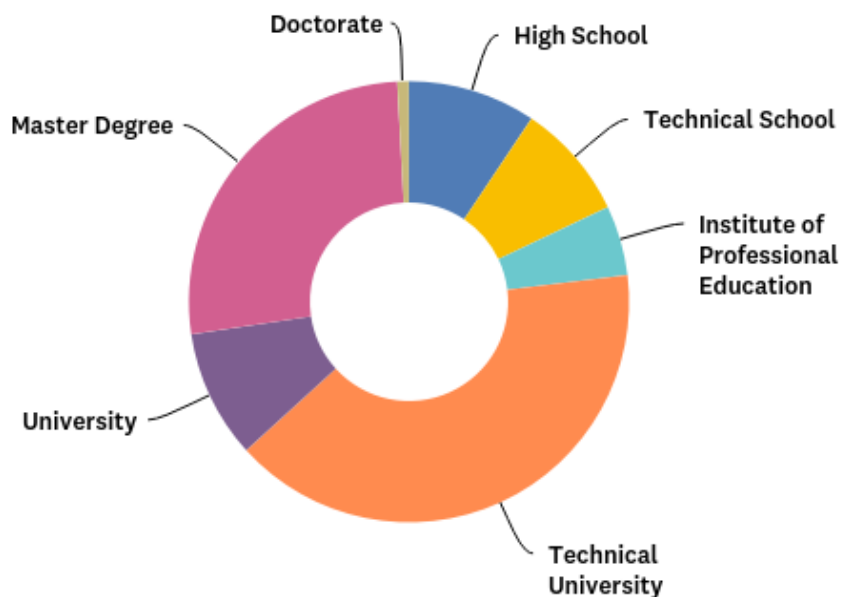


diagram 5: Education

ANSWER CHOICES	RESPONSES	
Compulsory Education	0.00%	0
High School	9.40%	11
Technical School	8.55%	10
Institute of Professional Education	5.13%	6
Technical University	40.17%	47
University	9.40%	11
Master Degree	26.50%	31
Doctorate	0.85%	1
TOTAL		117

table 4: Education

The sample of the 117 respondents is being split into two groups for the purposes of the survey with the simple personnel reaching 88% and the managers at 12% (diagram 6, table 5). This is normal and in total alignment with structure of OTE Group where a manager corresponds for approximately every eight simple employees.

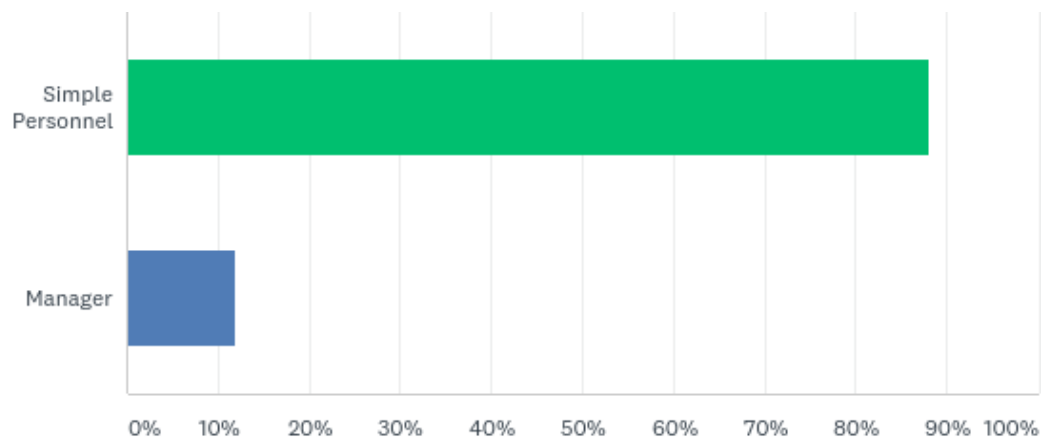


diagram 6: Employee groups

ANSWER CHOICES	RESPONSES	
Simple Personnel	88.03%	103
Manager	11.97%	14
TOTAL		117

table 5: Employee groups

5.2 Special Demographics

For the purposes of the survey some intriguing statics are worth mentioning.

From the respondents with the higher education technical university and above almost 75% work for the group for less than seven years and 90% work for less than fourteen years (diagram 7).

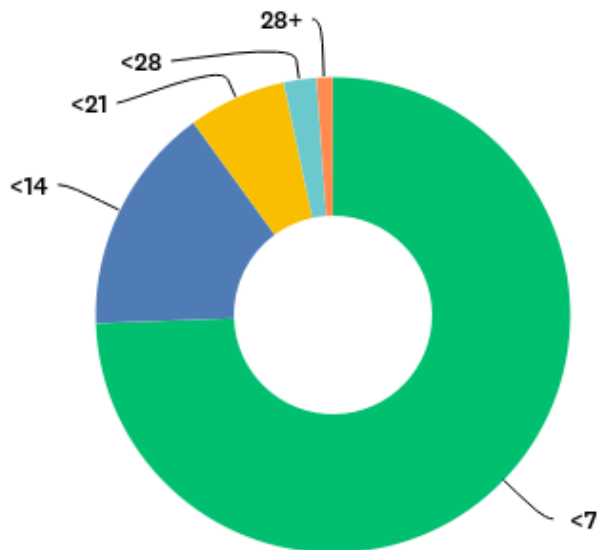


diagram 7: Years at OTE Group for higher education respondents

On the contrary from the respondents with lower education only 14.81% were hired the last seven years (diagram 8).

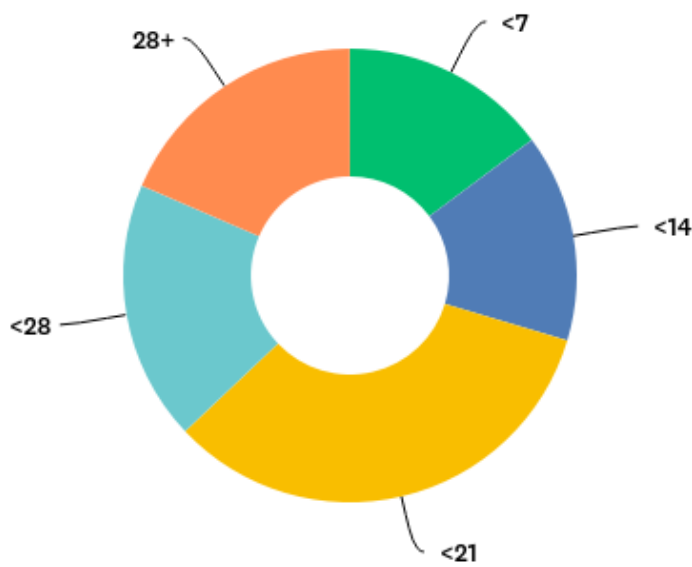


diagram 8: Years at OTE Group for lower education respondents

This shows a clear trend in hiring more educated people probably due to the requirements of the new technologies and the demand for continuous developing staff to meet the demands of the marketplace.

Moreover from the managers group most of them are relatively young with more than 78% being less than 44 years old (diagram 9) and some of them 28% having less than seven years of working experience inside the OTE Group (diagram 10). This means that the management prefers young managers and give opportunities to the new generation. But the education diagram of the same group indicates only 43% of the managers have a master's degree and it would be expected to be otherwise (diagram 11). This can only mean one thing, that despite the opportunities given to the new generation, seniority and experience are valued in the promotion process and in some cases more than knowledge.

[24]

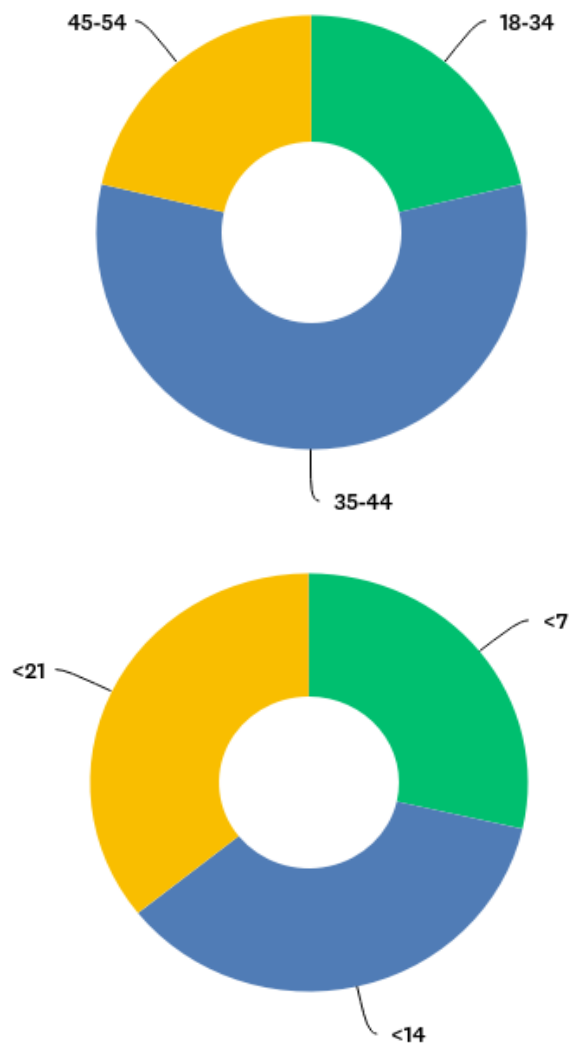


diagram 10: Years at OTE Group for the managers group

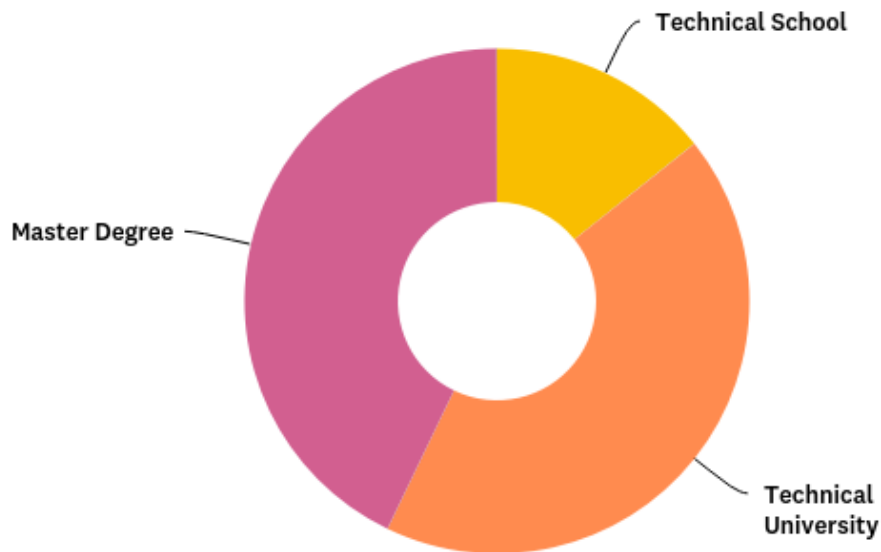


diagram 11: Education at the managers group

Finally regarding the demographics the gender does not seem to have any statistical interest regarding this survey. Regardless, the gender of the responders in relation with their answers on CM does not provide any statistically important conclusion. Additionally there is not yet any scientific research supporting any gender differences on the topic of the perception of CM, and as a result it will be ignored all together. [19]

Likewise and contrary to the common belief, that young cope better with change and accept easier change, the respondents age is negatively related to CM, and the survey results do not depict anything different. This is also supported by the literature review on the matter. [24]

5.3 Principals

This section of the questionnaire investigates with various questions, and in some cases different ones for the two groups, the general principals of CM and their application inside the OTE Group and how the two groups perceive each other.

5.3.1 Clear vision and strategy

The first matter under investigation is the extent that the vision and the strategy of the organization are clearly understood. The managers as expected scored a higher 83% stating that they are likely or very

likely to be able to explain why the organization is changing and how the future will be like (diagram 12). The simple personnel scored a 66% for likely or very likely to explain the same, with a significant 33% not being able to explain with clarity the reasons for change and not having a clear view of the future (diagram 13).

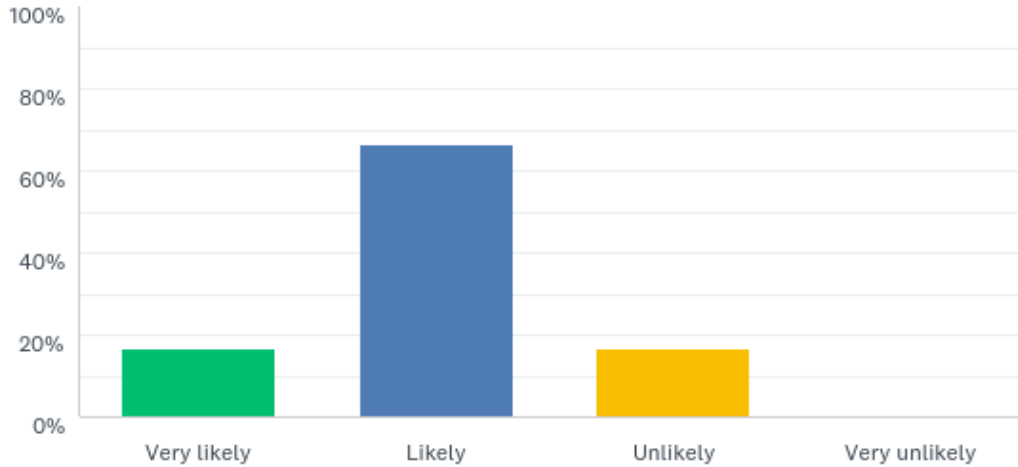


diagram 12: Answers of the managers regarding the likability to explain the reasons of change and the vision.

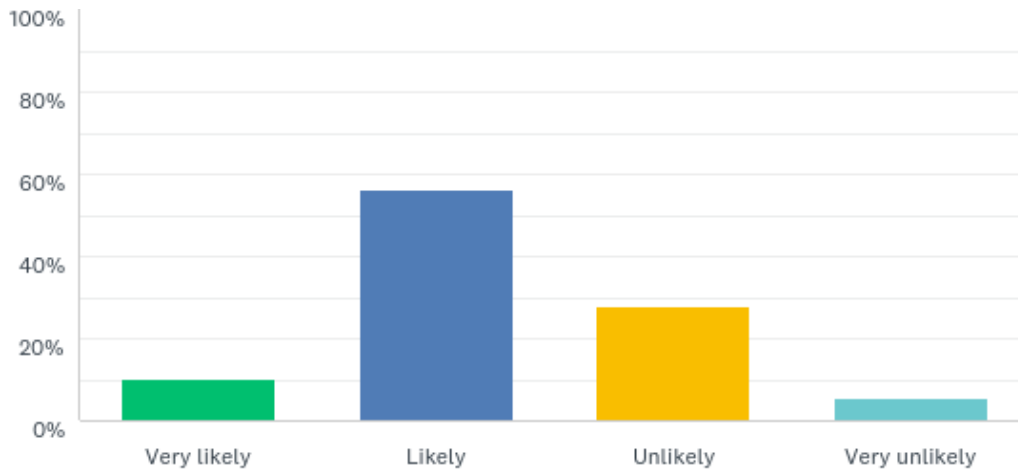


diagram 13: Answers of the simple personnel regarding the likability to explain the reasons of change and the vision.

The managers are also very positive regarding the changes happening with 75% declaring positive or more and the rest being neutral (diagram 14). On the contrary 46% of the simple personnel are declaring negative or very negative, only 19% declaring positive or more and a significant 35% being neutral (diagram 15). On top of that almost 67% of the managers believe that their staff is has a positive view of the changes and only 33% grasps the reality stating that their staff probably does not appreciate the changes (diagram 16).

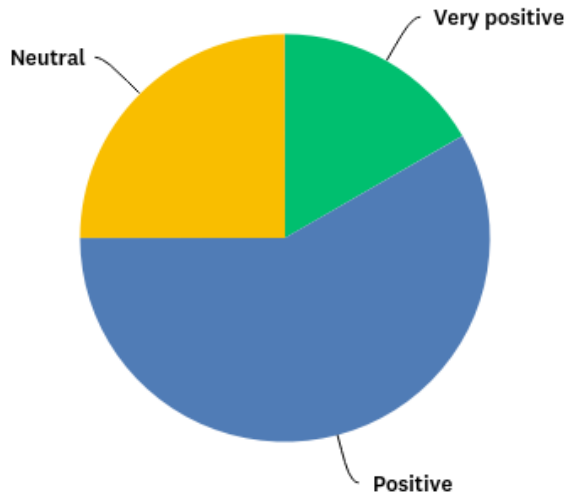


diagram 14: Answers of the managers regarding the changes happening.

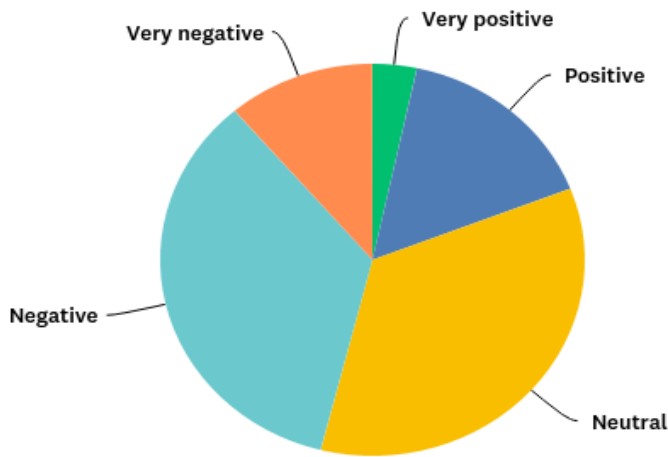


diagram 15: Answers of the simple personnel regarding the changes happening.

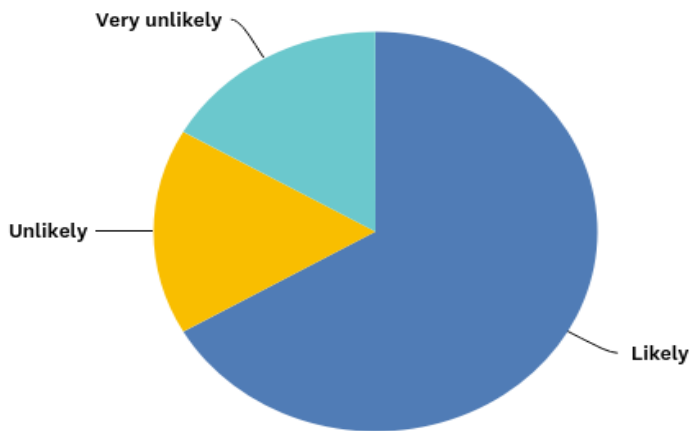


diagram 16: Answers of the managers regarding the probability that their staff has a positive view on the changes.

In the matter of the vision and strategy understanding it is clear that almost 1/3 of the personnel has not a clear view of the vision and the reasons for change. Most of the personnel are not positive or neutral to any changes and only 1/5 are positive to the changes happening. The worse though is that most of the managers have the illusion that their staff is positive to the changes and they are probably not trying to improve the situation declaring success too soon.

5.3.2 Stakeholder Consulted and Informed

The second matter under investigation is the extent that the stakeholders are appropriately consulted and informed. In this case the two stakeholders are the managers and the simple personnel. Regarding the awareness of ways to communicate changes that would support the targets of the organization more than 60% of the simple personnel stated “No” (table 6), but more than 68% has tried somehow to do so at some point (table 7), with only 42% seeing any of their suggestions taken in mind and applied in the operations even with differences (table 8). The above demonstrates the will of the personnel to contribute, but unfortunately they are not adequately informed how and when they manage to do so, it is not so often that their suggestions are taken in mind and applied.

ANSWER CHOICES	RESPONSES	
Yes	39.33%	35
No	60.67%	54
TOTAL		89

table 6: Answers of the simple personnel on the question “Do know ways to communicate changes that would support the targets of the organization?”.

ANSWER CHOICES	RESPONSES	
Yes	68.54%	61
No	31.46%	28
TOTAL		89

table 7: Answers of the simple personnel on the question “Have you used any way to inform about something that would benefit the organization?”.

ANSWER CHOICES	RESPONSES	
Yes	42.42%	28
No	57.58%	38
TOTAL		66

table 8: Answers of the simple personnel on the question “Have you see any of your suggestions being applied even with differences?”.

On the other hand most of the managers acknowledged the fact that most of their staff does not know how to communicate upwards changes that would benefit the organization (diagram 17). They also disappoint with 33% stating that they do not communicate upwards any changes that would benefit the organization, despite the fact that is part of the role (table 9).

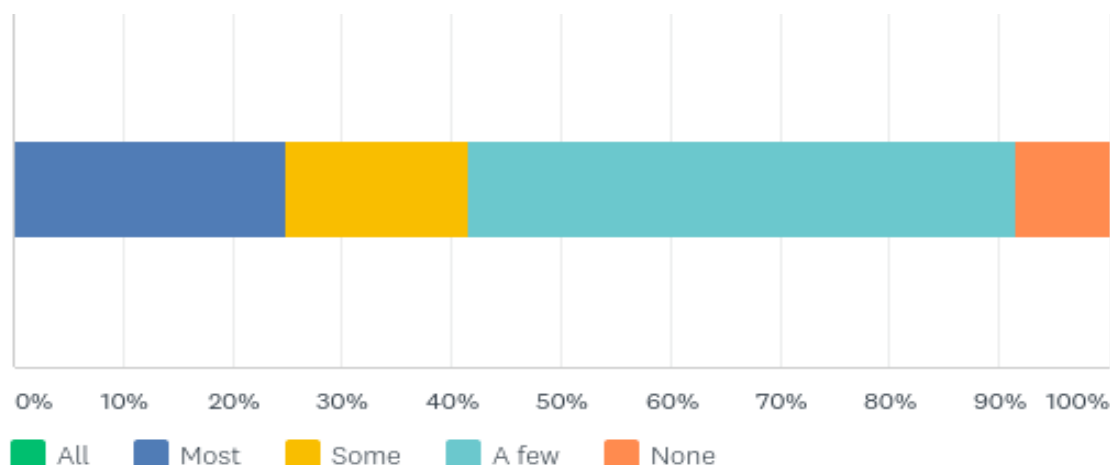


diagram 17: Answers of the managers on the question “Does your staff know how to communicate upwards changes that would benefit the organization?”.

ANSWER CHOICES	RESPONSES	
Yes	66.67%	8
No	33.33%	4
TOTAL		12

table 9: Answers of the managers on the question “Do your communicate personally any changes that would benefit the organization?”.

Regarding the adequate diffusion of information, about the changes happening, more than half of the simple personnel state that are inadequately informed and only 20% agreed on receiving adequate information (diagram 18), 83% of the managers though believe that they receive adequate information (diagram 19) and at the same time 90% of them believe that their staff does also, surprisingly to the last fact, 8% of the managers believe that their staff is very unlikely to be well informed (diagram 20). This could be explained by a manager recently promoted or taking up a new post believing his predecessor was not informing the staff as he should .

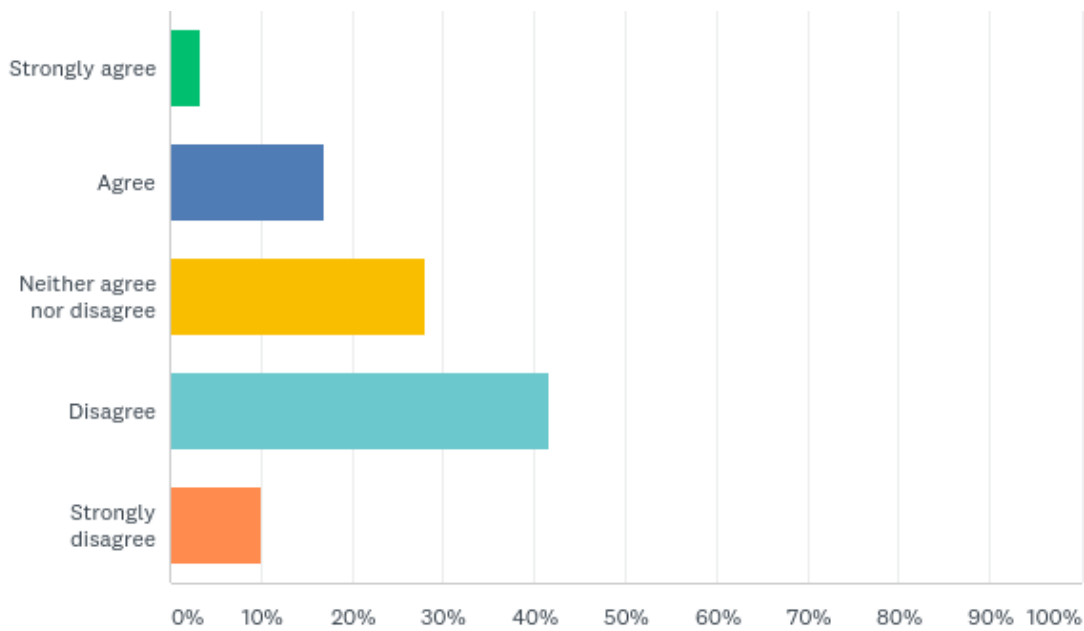


diagram 18: Answers of the simple personnel on the question “Do you believe that you are adequately informed about any changes happening and affecting your work?”.

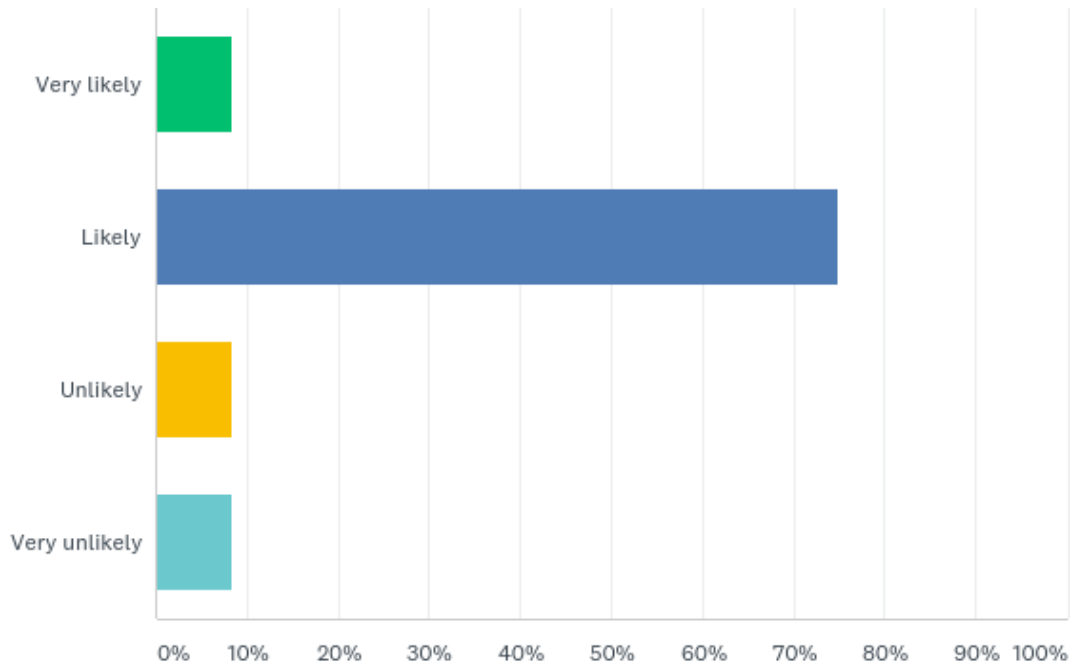


diagram 19: Answers of the managers on the question “Do you believe that you are adequately informed about any changes happening and affecting your work?”.

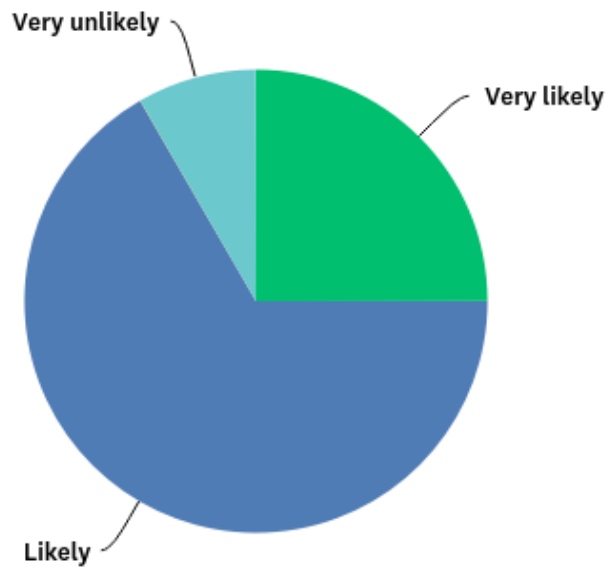


diagram 20: Answers of the managers on the question “Do you believe that your staff is adequately informed about any changes happening and affecting their work?”.

From this part of the survey great problems are revealed. First of all the simple personnel is deprived and unable to contribute on the targets set by the management and facilitate the changes happening, no clear mechanism to do so is set, and most of the managers are aware, and do not seem to taken any corrective measures. Moreover 1/3 of the managers does not communicate upwards any changes that would benefit the organization, despite the fact that is part of their role. Ignoring this part of their role can be disastrous breaking the link between the simple personnel and the higher management. In addition there is no adequate diffusion of information. The staff is obviously under informed regarding the changes happening and apparently the managers have an illusion again that everything is fine and that their staff is well briefed.

5.3.3 Collective and Collaborative Leadership empowerment

Next is about the collective and collaborative leadership empowerment. When asked, how ready they feel to take up the responsibility on the upcoming changes on their work, the simple personnel scored an average of 66%. The managers scored an average of 83% and when asked how ready they believe their staff is, their perception was at 72%. When the staff was asked if they feel that their manager facilitate the deployment of change and empower the team only, 37% were positive and 38% neutral leaving almost 25% being negative and believing that their managers do not perform such task (diagram 21). On the contrary the managers at a staggering 75% believe they are the catalyst empowering the team and only 25% are not positive to that idea (diagram 22). To add on that all of them 100%, more or less agree, that they encourage from their position the simple personnel to take up initiatives and lead inside their teams (diagram 23).

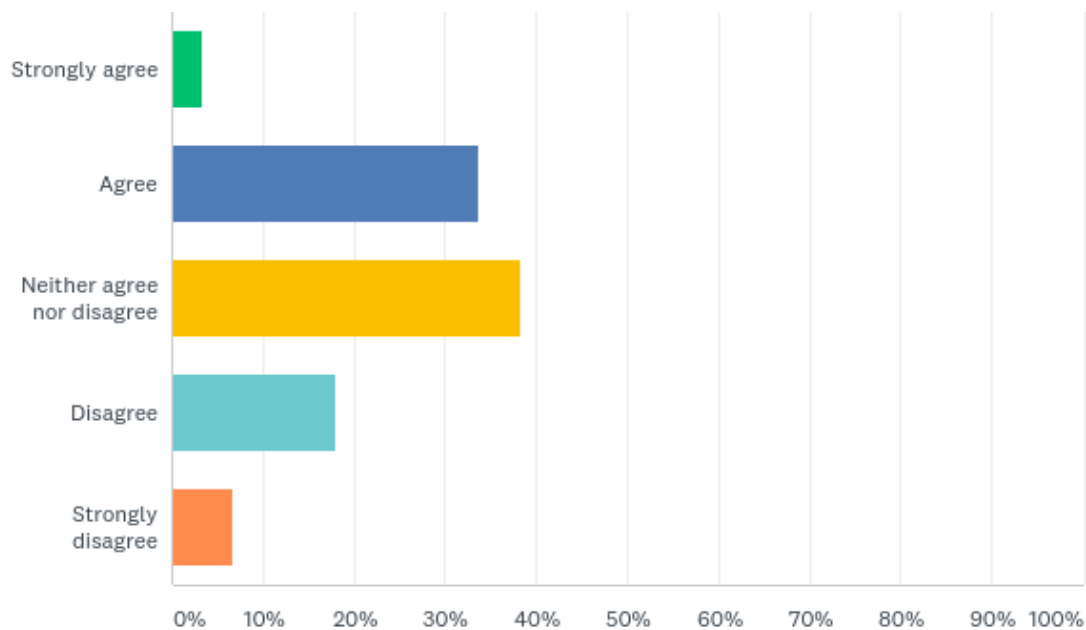


diagram 21: Answers of the simple personnel on the question “Do you feel that their manager facilitate the deployment of change and empower the team?”.

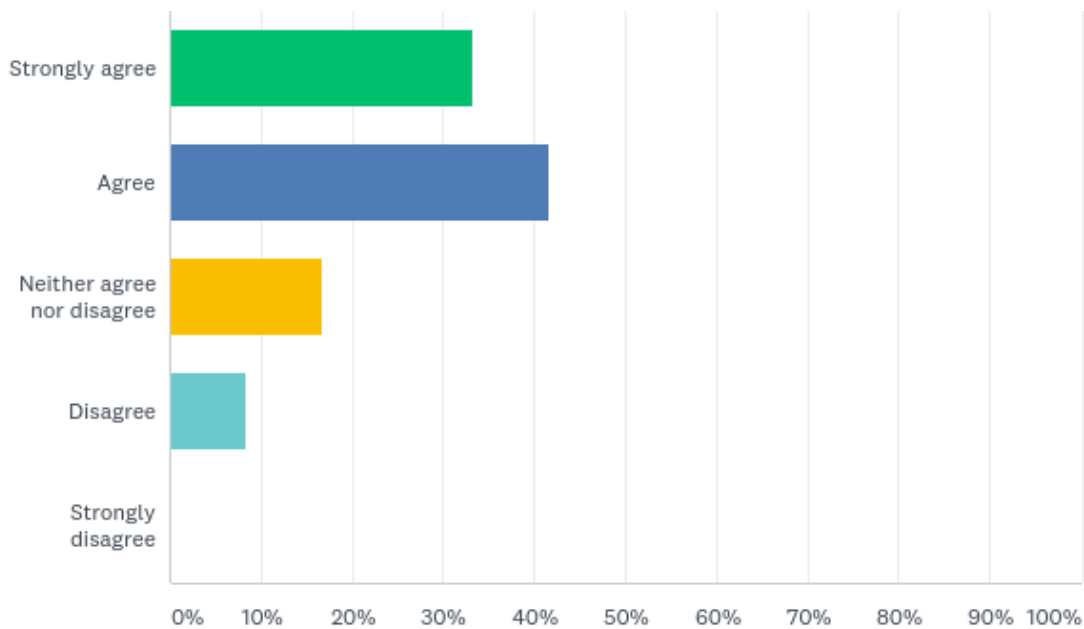


diagram 22: Answers of the managers on the question “Do you feel that you are facilitating the deployment of change and empowering your teams?”.

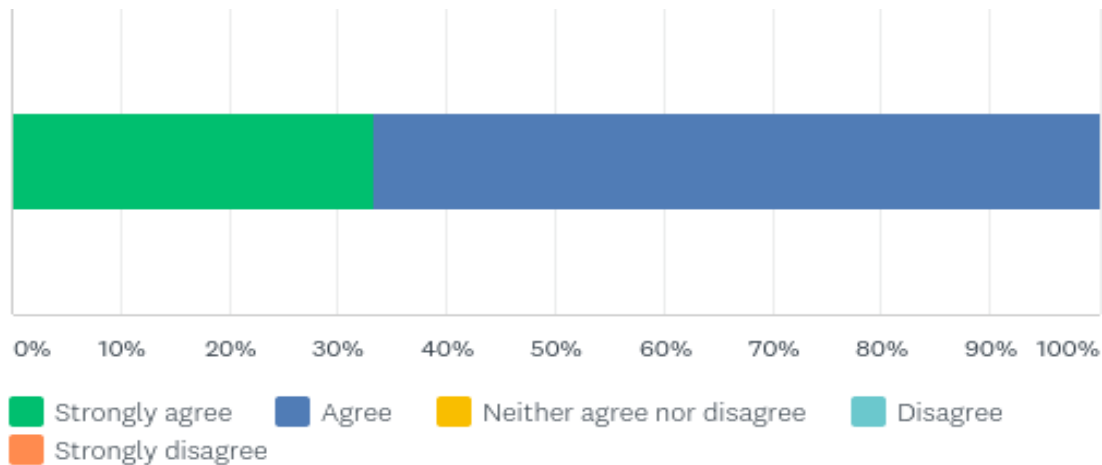


diagram 23: Answers of the managers on the question “Do you encourage from your position the simple personnel to take up initiatives and lead inside their teams?”.

Both groups score low on the readiness to take up responsibility of the upcoming changes likewise is also the perception of the managers on the same mater about their staff. On top of that the faulty perception that the managers are facilitating the deployment of change and empowering their teams by encouraging the simple personnel to take up initiatives and lead inside their teams can produce very bad results.

5.3.4 Focus on People

Next principle under investigation is the focus on people and the extent on this matter. Almost 50% of the simple personnel feels that they are not supported adequately with training opportunities in order to face the challenges appearing at their work, only 20% agrees on that and 30% are neutral (diagram 24). The managers feel the opposite though, with more than 91% feeling that they are supported, in a manner which enables them to manage efficiently (diagram 25). The personnel also stated by more than 77% that, just some or less of their managers are supported adequately to manage efficiently by empowering their teams (diagram 26).

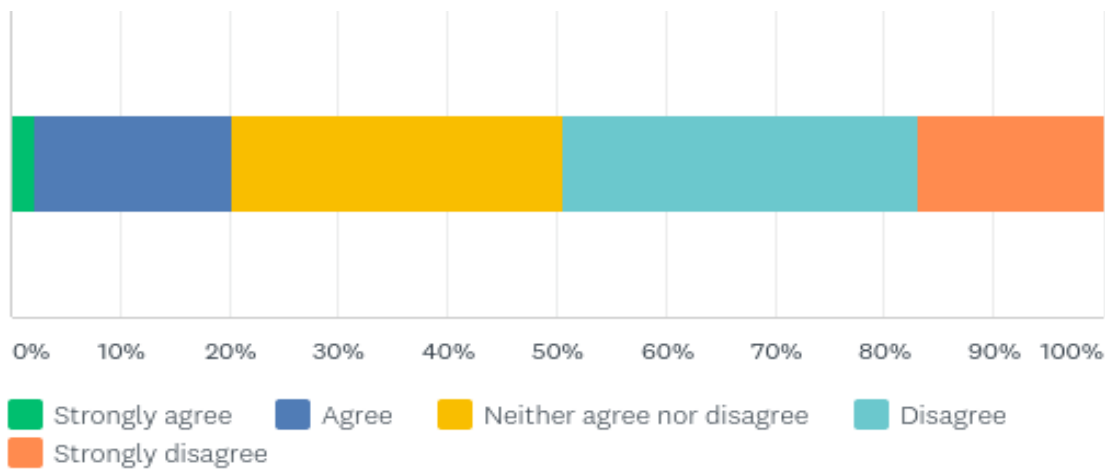


diagram 24: Answers of the simple personnel on the question “Do you feel that you are supported adequately with training opportunities in order to face the challenges appearing at work?”.

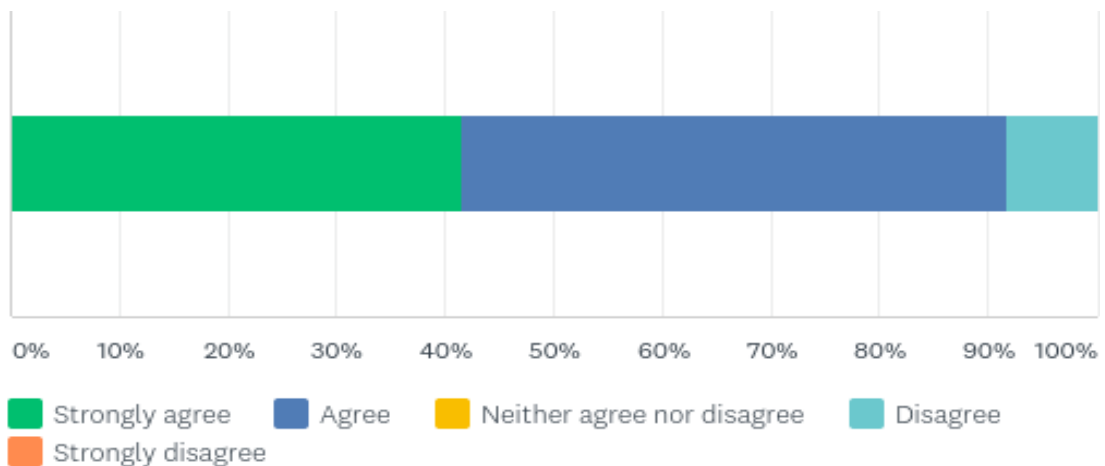


diagram 25: Answers of the managers on the question “Do you feel that you are supported adequately with training opportunities in order to manage efficiently?”.

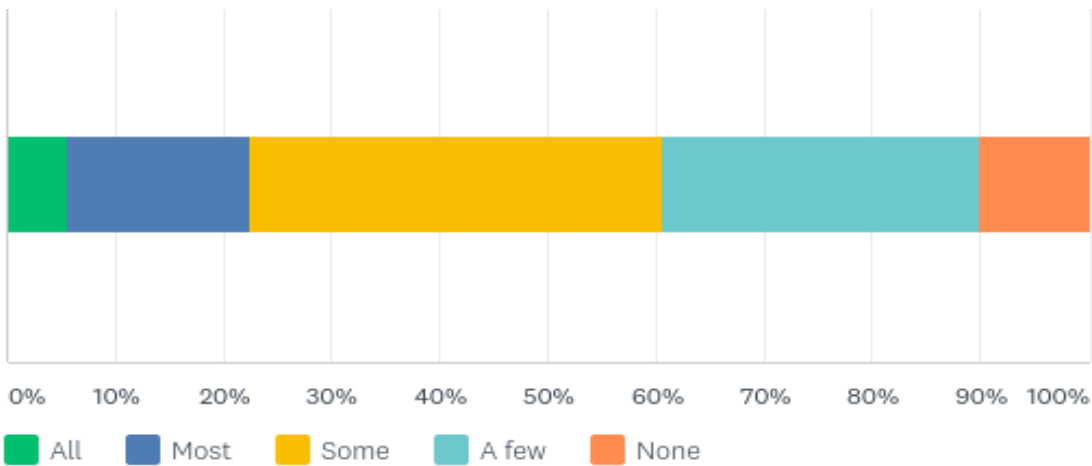


diagram 26: Answers of the simple personnel on the question “Do you feel that your managers are supported adequately in order to manage efficiently by empowering their teams?”.

Despite having the grant majority of managers feeling supported on their work, their staff feels that they are not. This means that the managers are at their own bubble. Obviously they are performing their tasks, but they seem to be in need of some peoples’ skills in order to empower their staff. The simple personnel seems also to be in lack of adequate training in order to meet the requirements set by the environment and the marketplace

5.3.5 Systematic Review and Adaptation

Finally the last principal under investigation, and of great gravity, is at what extent the change is systematically reviewed and adapted. This principal is so important because otherwise no corrective measures can be taken timely. In most cases it is a matter of organizational culture. The simple personnel in this case unfortunately stated by almost 42% that the culture is neutral towards the encouragement of the evaluation process for change and 38% believes that it does not help (diagram 27). The managers not surprisingly though believe by 58% that the culture does help the evaluation process, with only 8% disagreeing (diagram 28).

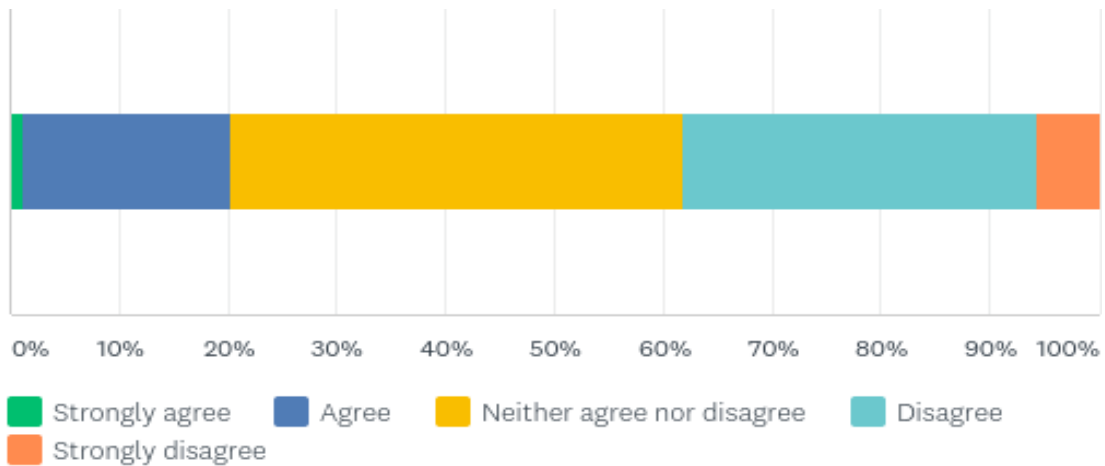


diagram 27: Answers of the simple personnel on the question “Do you feel the corporate culture encourages the evaluation process for changes happening?”.

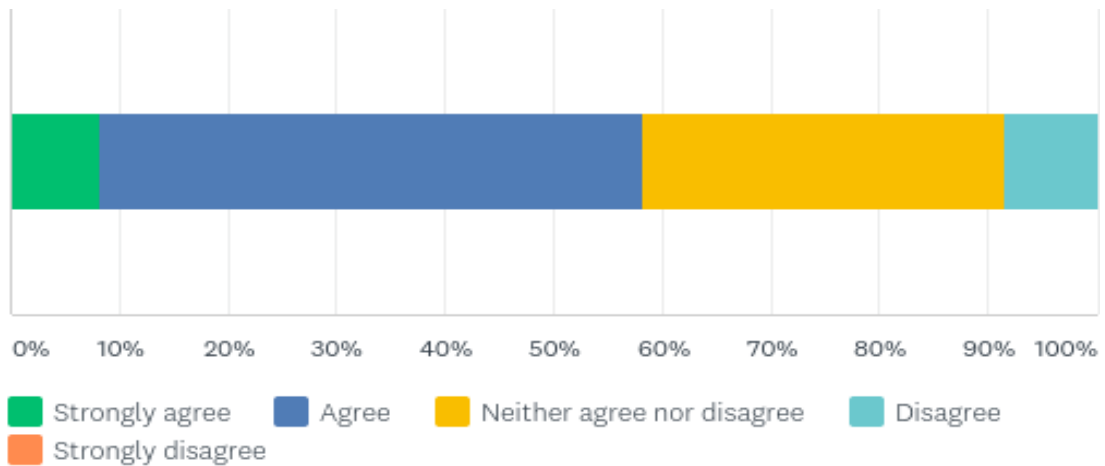


diagram 28: Answers of the managers on the question “Do you feel the corporate culture encourages the evaluation process for changes happening?”.

Regarding the existence of effective official or unofficial processes to evaluate the corporate changes happening in the organization things are more balanced with 38% of the simple personnel believing that is unlikely and almost 62% believing that it is likely (diagram 29). The managers percentage on the likability is a bit elevated by 75% and equivalently dropped at 25% on the opposite (diagram 30).

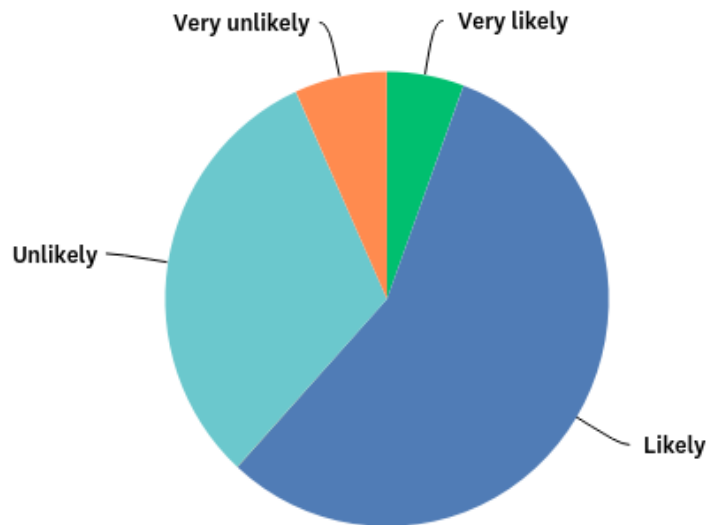


diagram 29: Answers of the simple personnel regarding the existence of effective official or unofficial processes to evaluate the corporate changes happening in the organization.

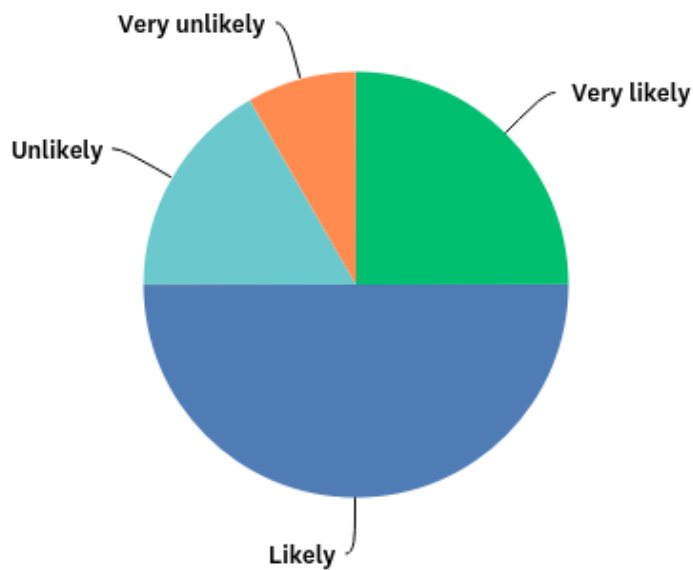


diagram 30: Answers of the managers regarding the existence of effective official or unofficial processes to evaluate the corporate changes happening in the organization.

The current culture in general is not helping in the encouragement of the evaluation process even among the managers the levels should be much higher in order to be able to speak about an encouraging mindset and culture. In addition, it is obvious, that there is no official process for the evaluation of change, otherwise it would be common knowledge. This is very crucial as mentioned and has to be addressed.

5.4 Obstacles

The last section of the questionnaire investigates the existence of various obstacles or lack of procedures for CM inside the organization and is also separated for the two groups with intent to reveal any differences between them.

5.4.1 Lack of a Governance Structure

The first obstacle is the lack of governance structure. Almost 41% of the simple personnel does not believe in the existence of a clear change management plan issued by the organization (diagram 31). In the opposition 100% of the managers believe that is likely or very likely a clear plan is set (diagram 32).

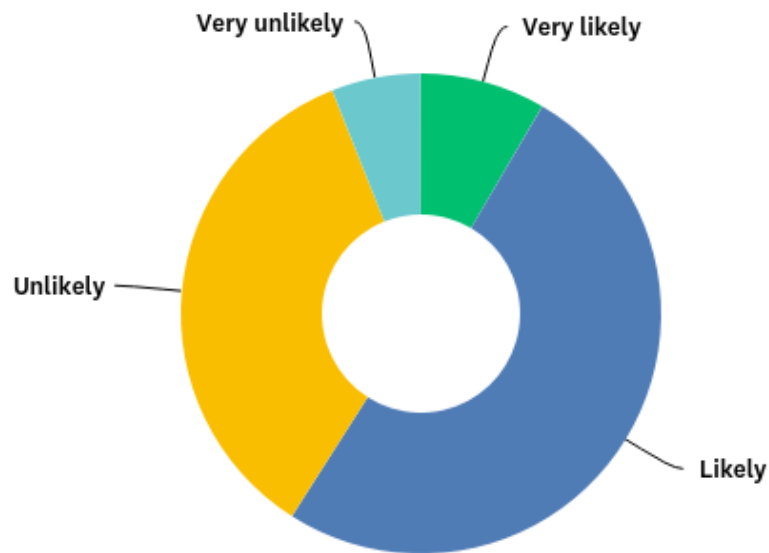


diagram 31: Answers of the simple personnel regarding the existence of a clear change management plan issued by the organization.

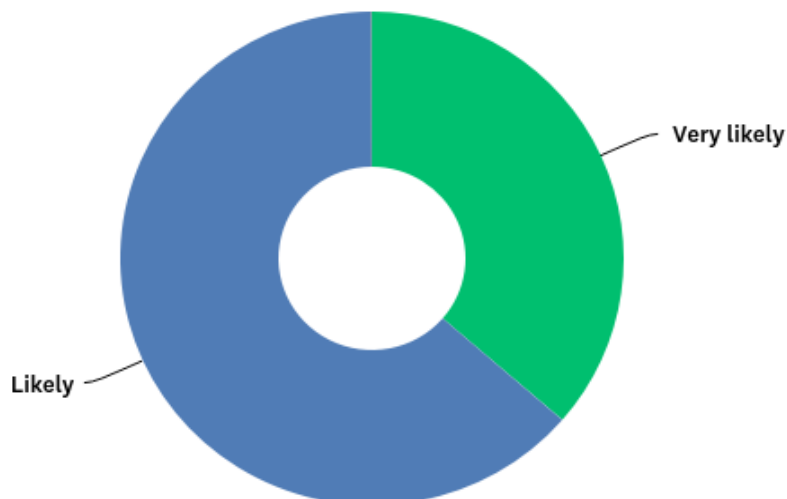


diagram 32: Answers of the simple personnel regarding the existence of a clear change management plan issued by the organization.

But the vast majority of both the simple staff 81.71% and the managers 72.73% respectively does not know about any clear change management plan issued by the organization.

The staff is also negative regarding of the possible dangers being accounted and the equivalent counter measures being designed with more than 44% stating that their existence is unlikely (diagram 33). 91% of the managers though are positive and believe that they exist (diagram 34).

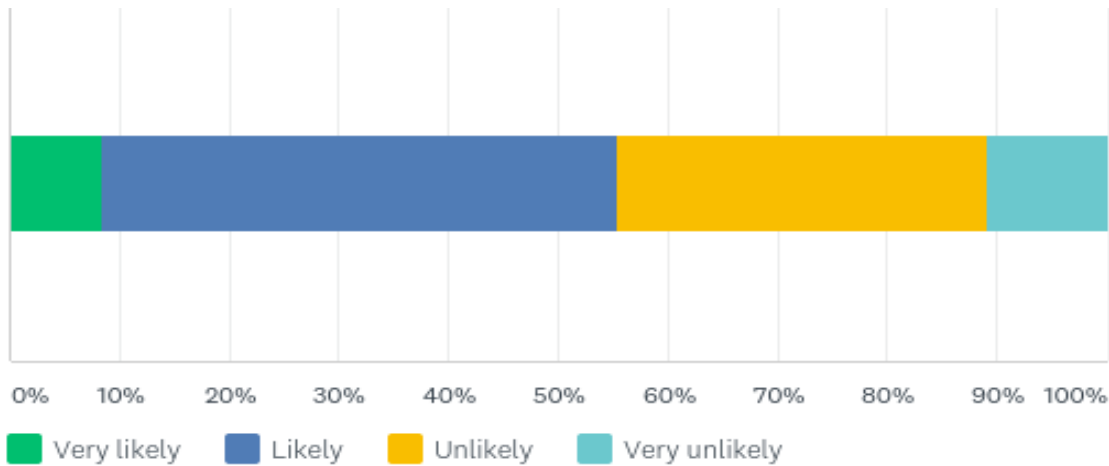


diagram 33: Answers of the simple personnel regarding the possibility that dangers being accounted and the equivalent counter measures being designed .

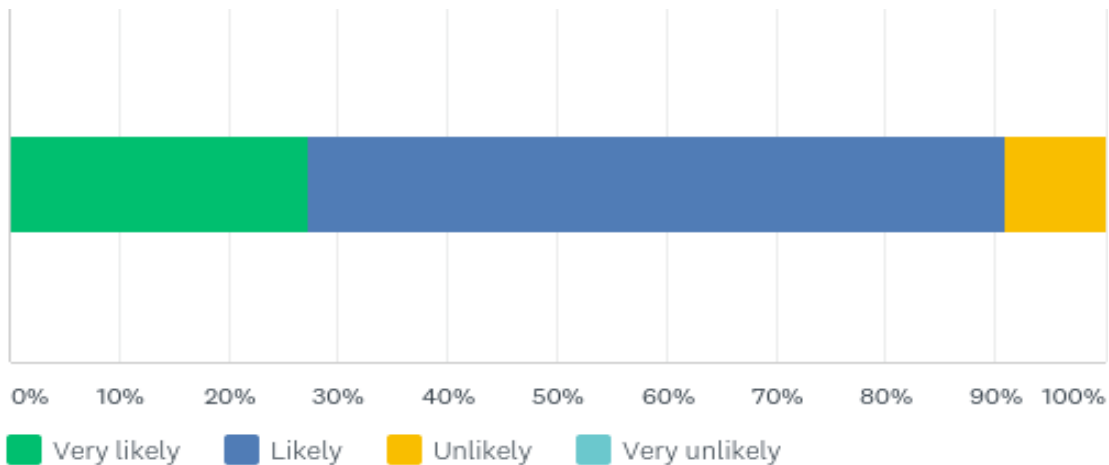


diagram 34: Answers of the managers regarding the possibility that dangers being accounted and the equivalent counter measures being designed .

From the above is very clear that there is no clear CM plan issued, and if there is, it is so bad that so few of both groups know about it. In addition having so many people not being sure if the possible dangers are mitigated is disturbing. There is definitely a great lack of governance structure.

5.4.2 Lack of Role Modeling by Leadership

The second obstacle under investigation is the lack of role modeling by the leadership. The managers clearly feel leading the changes by example with 91% agreeing or strongly agreeing (diagram 36), but their staff suggests otherwise with by 41% and less than 21% agreeing (diagram 35).

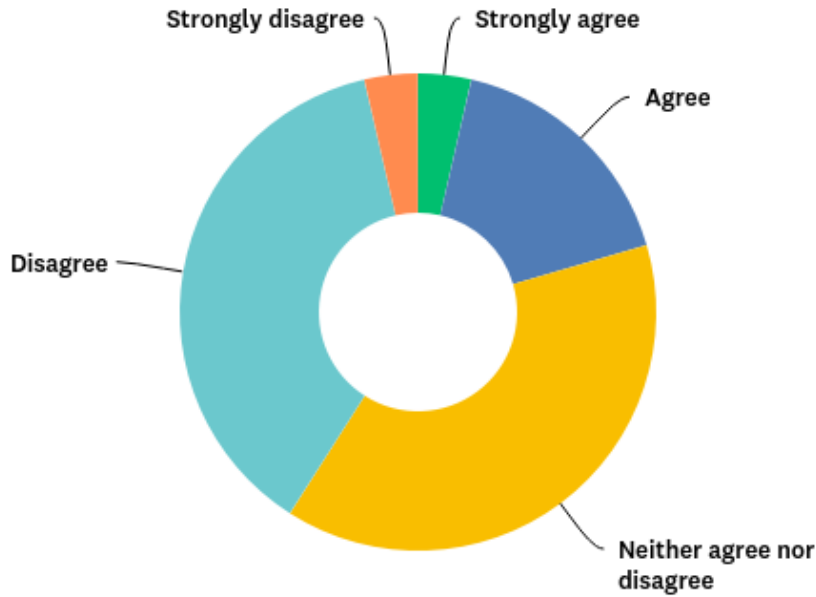


diagram 35: Answers of the simple personnel regarding the management leading by example.

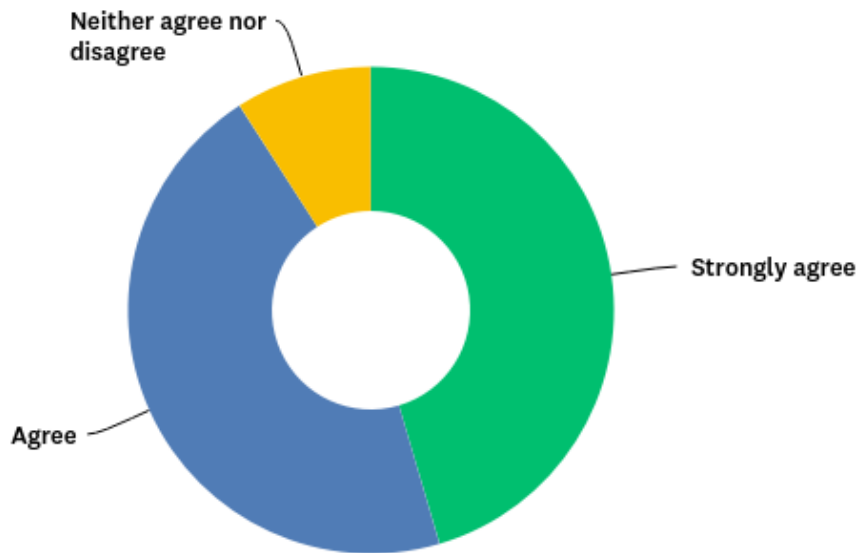


diagram 36: Answers of the managers regarding themselves and in general the management leading by example.

According to 91% of the managers, the corporate culture supports the constant control and redesign in order to reach the targets desired and set by the change plan (diagram 38), but only 27.71% of the simple personnel agree and 36% disagree with that opinion (diagram 37).

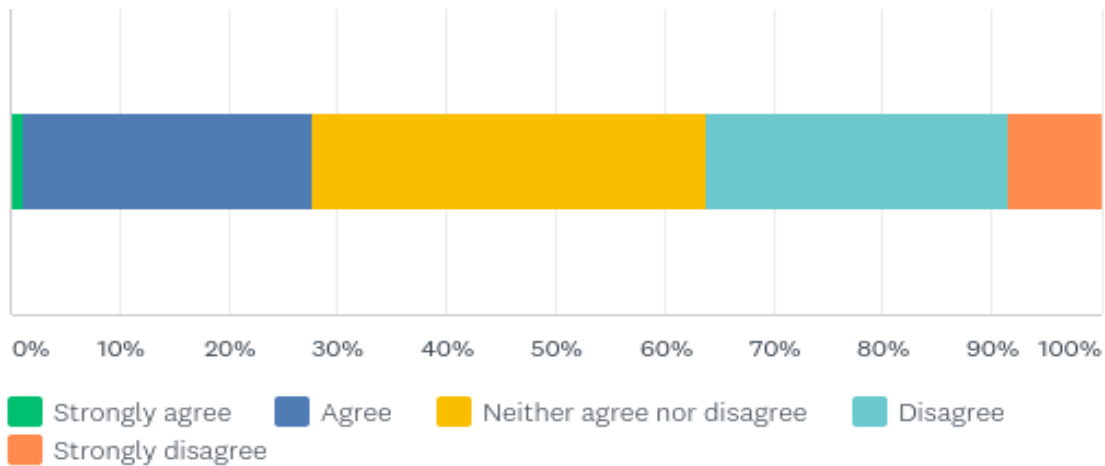


diagram 37: Answers of the simple personnel regarding the corporate culture supporting the constant control and redesign in order to reach the targets desired and set by the change plan.

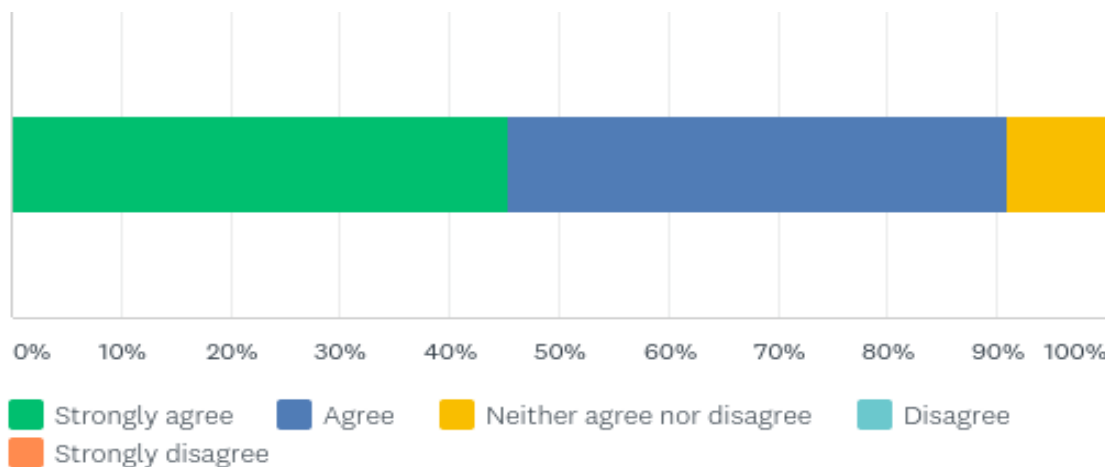


diagram 38: Answers of the managers regarding the corporate culture supporting the constant control and redesign in order to reach the targets desired and set by the change plan.

In this case there is also a lack of modeling by the management and the current corporate culture does not help either.

5.4.3 Under-Communication

Next is the problem of under-communication, crucial for any development. All the managers 100% claim to repeat the key messages often, but how much is often? Only 9% repeats them every day, 64% repeats them at least once per week and the rest 27% repeats them in a monthly basis (diagram 39) and most of their staff though 76.54% believes this is enough.

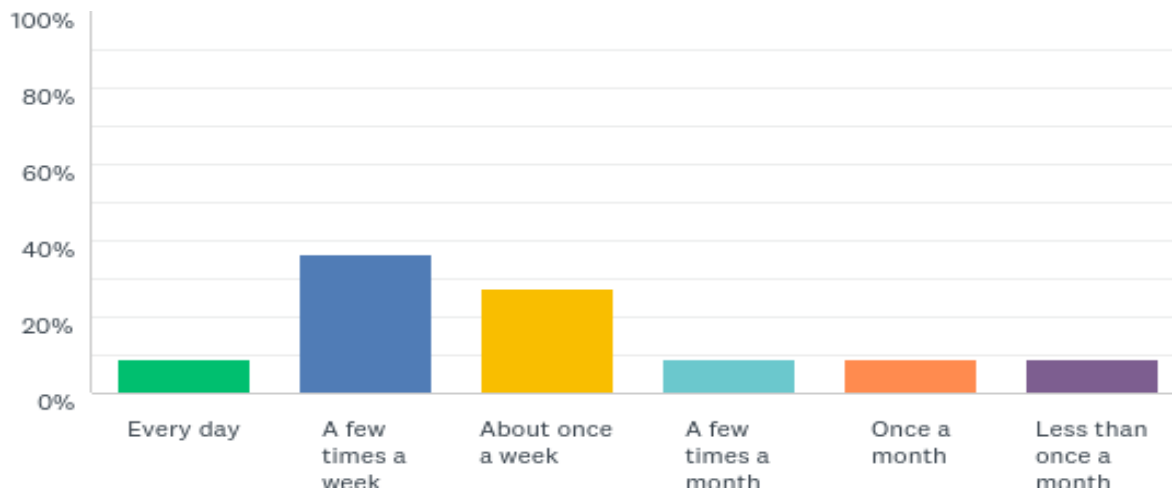


diagram 39: Answers of the managers regarding the frequency repeating the key messages to their staff.

Regardless though the key messages are understood only at 65% on average by the simple personnel which is quite low and the perception of the absorption by managers is at 73%, which is also low taking in mind the importance of those messages.

During changes it is important to explain in detail the meaning of the changes, their importance and the consequences to the everyday work. Managers claim to do so with almost 73% claiming to do it always and the rest 27% doing it usually. But in this case again their staff does not confirm entirely their statements with 24% claiming that they rarely or never do so (diagram 40).

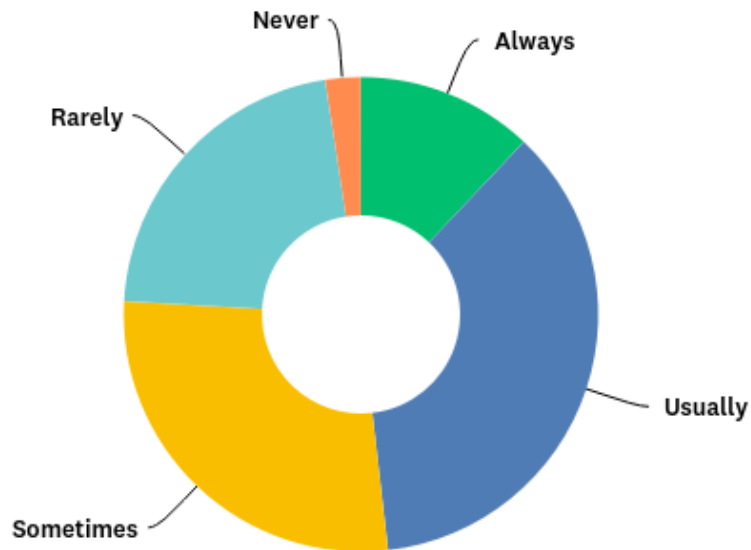


diagram 40: Answers of the simple personnel regarding the frequency which their manager explain in detail the meaning of the changes, their importance and the consequences to the everyday work.

In addition the simple personnel and the managers evaluate, that the corporate changes are applied with an average of 69% and 73% respectively. Which is again rather low percentage considering any optimistic tendencies they might had when answering.

The problem of under-communication in this case does not seem to be the lack of it but rather the low quality. Even the simple personnel claims that their managers communicate with them rather often. But the desired messages do not seem to get across, with low diffusion among the personnel on the key messages. Adding to that the rather low application percentage of the corporate changes is disappointing. Implying that the high management must have a totally different aspect of how things are done.

5.4.4 Declaring Success Too Early

The last obstacle under investigation is the possibility of declaring success too early. In this case the efforts are minimized and the targets are usually not met. Both groups 62% and 82% respectively, believe that it is likely or very likely for corporate mechanisms to exist assuring the correct deployment of changes, in order to become part of the everyday work. The opposing part are at 38% and 18%, this means that there is a relative assurance that everything will go according to plan (diagrams 41 and 42).

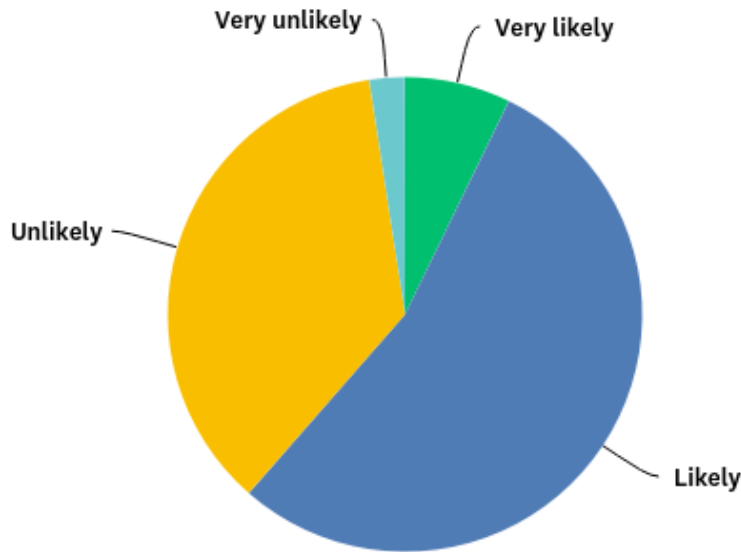


diagram 41: Answers of the simple personnel regarding the likelihood that corporate mechanisms exist assuring the correct deployment of changes, in order to become part of the everyday work.

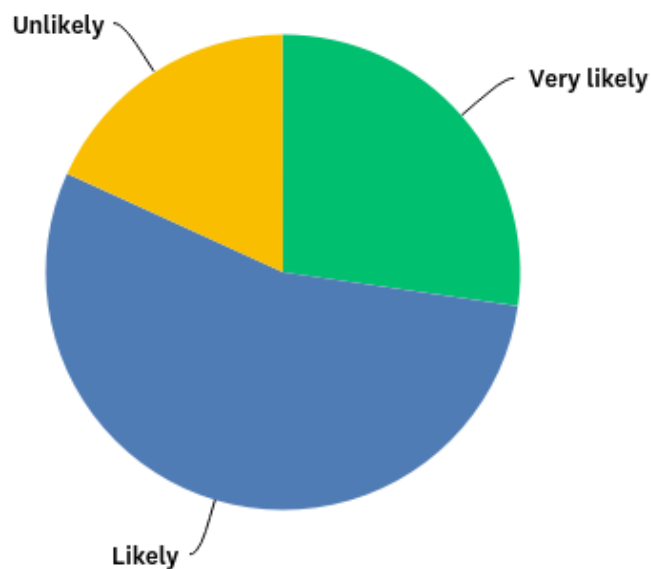


diagram 42: Answers of managers regarding the likelihood that corporate mechanisms exist assuring the correct deployment of changes, in order to become part of the everyday work.

The last question of the survey is about the clarity of the targets set in order to be recognized when they are met. In this one the two groups respond almost opposite with 81.82% of the managers claiming that the targets are set clearly and 67.5% of their staff claiming that they are not. The above suggests that a great majority of the simple personnel has not a clear view of the targets and might decrease their efforts concerning these targets.

This last obstacle is quite tricky, the assurance that everything is controlled, deriving from no valid reasons and the blurred targets create a perfect environment for deescalation of the efforts made by both the groups and might lead to failure.

5.5 Statistically Important Facts

Gender and Age were found not to be related with CM. Education is a factor that in general is considered to be helpful, because it increases the human need of competence but this was not confirmed by the data. Probably this factor by its' self can not increase the assertion to change significantly enough in order to affect the results.

The comparison of the two groups depicts in general a greater assertion to change by the managers which is quite normal due to the much greater volume of information they have and their role. On the other hand the unsatisfactory quality of communication is one of the main reasons for the personnel scoring so low in the assertion of change.

Finally a general assurance that everything is taken care of and that there is no problem, is depicted with the managers not acting upon critical facts despite their admittance of knowledge.

6. Survey Conclusions

Due to the fierce competition and the fast technological advancements in the telecommunication sector, change management has become a vital tool for success. This survey of OTE Group provides some insightful results but it can not be generalized easily due to the very specific and complex factors the organization was and still is. In addition, lack of prior research studies on the topic of CM in the sector averts from providing a specific framework and any proposal rely on the general principals of CM. Further research on the matter is required in order to also investigate the impact of the potential framework to other aspects of the business like the economic or the rewards provided from CM. [25]

The main challenge faced is the minimization of the resistance towards change, allowing change to advance. The success of any change depends on the leaders of the organization. An effective leader in change, is the one knowing that successful change begins with attending the human core needs. Therefore a leader in order to navigate the change process must be emotionally intelligent and display empathy. [26]

The results of the survey confirmed the fears for ineffective change management at OTE Group identifying the following main problems:

- Extensive lack of focus on people leading to extensive resistance.
- Lack of communication and especially poor quality. This averts the understanding of the key messages propagated like vision, strategy, goals etc.
- Exclusion of stakeholders from the change process despite their will to contribute.
- Extensive lack of planning and feedback in the change process, which inevitably impairs any proper change from being successful.
- Great lack of role modeling by the leadership crucial for any change in the mindset and the corporate culture.
- Blurred goal perception from the simple staff, creating a feeling of early win.

All the above create a very unfavorable environment for change and must be addressed appropriately in order to fulfill the strategic plan of the organization, create a new corporate culture and empower the current status of the organization in the market. [27]

7. Proposals

From everything discussed so far it is quite clear that OTE Group undergoes a Re-orientational Transformational Change chasing the fast changing technology, facing great structural changes, marketplace changes and absorption of a lot of new personnel, while retiring a large part of the old . The uncertainties are many and the process very complex.

7.1 Disadvantages and Opportunities of the Timing

The timing for a change in the corporate culture might not be great. Performing a Re-orientational Transformational Change is one the most difficult tasks a management team can perform. Maybe if some factors were more stable like the personnel, the marketplace or the technology, such a radical change would not be necessary, or it would be a much simpler transitional change. The greatest disadvantage at this point is the fact that all the fundamental elements of OTE Group are changing at the same time. The general uncertainty about all external factors is greater than ever, economic crisis, change of the shareholders base, competition and fast moving technology. Simultaneously internally the extensive change in personnel does not help, but nonetheless provide a very good opportunity.

Having such a large part of the employees newly hired, provides a great opportunity for the creation of a new way of thinking and doing things. The plasticity of all those young minds, if guided correctly, can create a stream of new dynamics inside the organization, which can end up in a new and modern - people centered culture very far from the old one (public sector).

7.2 Sticking on the Steps

John P. Kotter has created a very good guidebook for the path of CM, but it is up to the managers to implement it correctly. OTE Group has given attention to the matter of CM, but superficially when the situation demands the knife to the bone. Various internal seminars are performed both on managers and simple personnel. New visions and strategies are announced, posters are stick to the walkways for everybody to see, but all this have has little effect towards a new corporate culture. First of all a clear change management plan must be created. Sticking to the eight step process this is a proposed plan taking in mind the weakness that appeared on the survey.

- The urgency for change must be created. This will ignite the thinking in all employees' minds and chatter throughout the walkways on the matter of change will start. Requesting the support from customers is a rather good way to start and reinforce the argument.
- Next a "change coalition" must be created with committed members from all levels of the organization. The idea is to have change ambassadors inside every team of the organization working on the promotion of change urgency and relaying the atmosphere and the ideas to the coalition. All stakeholders must be consulted and informed about the changing process.
- The vision and the strategy where almost 1/3 of the simple staff does not have a clear understanding must become crystal clear for everybody.
- Spreading the vision must become part of everything and be incorporated in every aspect of the organization. All the managers must lead the change by example and address actively any concerns regarding change.
- Anything and anyone obstructing change must be removed in a timely manner and recognition of the change leaders must be attributed.
- Creation of short-term targets and wins for every team in order to elevate the moral and motivate the personnel is important, not forgetting though to reward the people and their efforts.
- Analysis of the results after every win, systematic review and adaptation is necessary. Setting of new goals in order to continue improving not declaring any win too early.
- Telling the success stories and publicly recognize the key members so that everybody remembers.

These are some of the things that should be done according to the eight step change process, but during this process it is very critical to defeat any resistance to change. Actually all the above are fairly easily with no resistance from the personnel.

7.3 Defeating the Resistance

Resistance to change is based upon the core human needs. So if the management implements a program focusing on people needs, resistance will practically cease to exist and any change process will roll out smoothly.

- The first need that the management must meet is the inclusion and connection. Employees must be consulted and informed at all times. Team building is also very crucial and also promotes the feeling of security.
- Giving the chance to influence the process of change will provide the need of power.
- Correct and timely diffusion of information will fulfill the need for order and control.
- Extensive training either on hard or soft skills will increase the collective and collaborative leadership empowerment. Making the employees take up responsibility and initiative, fulfilling their need for competence.
- Transparency in all processes will create a feeling of fairness and justice.
- Finally all the above create a general feeling of both physical and emotional security.

Communication is the tool for all the above. It must be continuous and targeted in order for the desired messages to be propagated. Training of all managers from junior to senior on interpersonal communication skills, negotiation skills and coaching – motivation skills can have great results in empowering and engaging the personnel to the new corporate culture of change.

7.4 Proposed Hiring and Promotions Practice

Having in mind that constant change might be the case for the the telecommunication business, due to the increasingly fast moving technologies used. It is considered prudent to judge the candidates not only upon their hards skills, but also on their attitude towards change and their adaptability. This must be done not only the during the brief interviews but also during the trial period before their permanent contract. In addition the alignment with values and the culture of the organization is very important. This in time will produce a pool of people assertive to change, potential “change ambassadors”, who will become the leaders of tomorrow.

Concerning the promotions the criteria regarding CM are quite the same, assertion to change, adaptability, acceptance of corporate values and alignment with the culture. But the communications, negotiation and the coaching skills are to be considered as a great plus for any potential manager. This set of skills is a recipe of defeating resistance and empowering the staff producing multiple benefits and successful results.

7.5 Towards a New Culture

Transforming the culture in such a large organization is one of most difficult tasks and the cutting-edge challenges for the management teams. In order to succeed in such a task, appropriate CM must be applied and resistance must be eliminated by fulfilling the core human need of the employees.

Culture represents the mindset of the organization. Within the culture lie its' the core values, its' norms and operating principles. The culture has a vast impact on the organizational performance and must be aligned with the marketplace requirements at all times in order to perform accordingly. Fortunately the cultural change decided from the management of OTE Group is relevant and answers to the organizational changes that the marketplace is requiring to be successful and is necessary. It is explicitly mentioned in the strategic plan and hopefully it will be sustained there until it becomes a reality. Personal change is needed for the cultural change to happen. This can be done with training enabling the employees to identify what needs to be included in their personal agenda for change. Given time and appropriate support this can become a reality. An executive manager must become the "face" of cultural change indicating the criticality of the matter and by embedding the new culture in every aspect of the organization. He should have the full support of the management while doing so. A critical mass of employees must support the new culture. This can be nurtured, developed and brought forward through interactions of people within all levels, vertically and horizontally. And finally all aspects of the organization must be assessed and those that are not in support and reflect the desired culture must be eliminated, even human assets, with the appropriate efforts of realignment to the desired culture. [\[28\]](#)

8. Epilogue

The top management of OTE Groups group has announced a clear vision and a strategy plan for the future. A cultural change is definitely needed in order to succeed and also mentioned in the plan. The current CM is lacking in many ways. A clear framework on change must be deployed, ensuring feedback and focusing on the people. It is crucial that managers are trained on soft skills and communication and that the simple personnel is included and informed clearly about everything and especially the key messages regarding change. I believe that it is in my own interest, being an employ of OTE Group, and I hope that some key top managers will read this paper and take it in mind, acting upon it and implementing at least some of the proposals or at best all of them. This paper is a wake up call for a cultural change much needed, if the organization wants to be the leader in the market for years to come.

Thank You

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10. Appendix

Ερωτηματολόγιο για την εταιρική διαχείριση των αλλαγών

Εισαγωγή

Αγαπητέ συνάδελφε, το ερωτηματολόγιο αυτό δημιουργήθηκε για τις ανάγκες διπλωματικής εργασίας που εκπονείται στο πλαίσιο του Μεταπτυχιακού Προγράμματος Σπουδών Executive MBA του Διεθνούς Πανεπιστημίου Ελλάδος. Το ερωτηματολόγιο είναι ανώνυμο και δεν υπάρχει δυνατότητα ταυτοποίησης και αναγνώρισης των ατόμων που συμμετείχαν στην έρευνα. Παρακαλώ πολύ αφιερώσετε λίγα λεπτά για τη συμπλήρωσή του. Σας παρακαλώ απαντήστε όσο το δυνατόν πιο αντικειμενικά στις ερωτήσεις.

Ευχαριστώ πολύ εκ των προτέρων για το χρόνο σας!

Επιβλέπον Καθηγήτρια: Διδάκτορ Λασπίτα Σταυρούλα

Φοιτητής: Κανάρης Νικόλας

Question Title

* Δημογραφικά - Φύλο w

Male

Female

Question Title

* Δημογραφικά - Ηλικία w

18-34

35-44

45-54

55+

Question Title

* Δημογραφικά - Χρόνια εργασίας στον όμιλο. w

<7

<14

<21

<28

28+

Question Title

* Δημογραφικά - Εκπαίδευση w

- Compulsory Education
- High School
- Technical School
- Institute of Professional Education
- Technical University
- University
- Master Degree
- Doctorate

Question Title

* Δημογραφικά - Θέση στην εταιρία w

- Simple Personnel
- Manager

Ερωτήσεις για Απλό Υπάλληλο επί των αρχών

Με τον όρο Διαχείριση Εταιρικών Αλλαγών (Change management) αναφερόμαστε σε όλες εκείνες τις ενέργειες που έχουν ως σκοπό την προετοιμασία και υποστήριξη εταιρικών αλλαγών, που συμβαίνουν για λόγους τεχνολογικής εξέλιξης, αλλαγής νομοθεσίας, οικονομικής κρίσης, αλλαγής συνηθειών καταναλωτή, πίεσης από τον ανταγωνισμό, συγχωνεύσεις και γενικά, λόγω οργανωτικών αλλαγών. Περιλαμβάνει αναδιανομή πόρων, χρήση νέων τεχνολογιών, αλλαγές διαδικασιών, αλλαγή του προϋπολογισμού και αλλαγές της εταιρικής κουλτούρας. Η εταιρική διαχείριση αλλαγών συνήθως πραγματοποιείται την επίδραση που έχουν οι εταιρικές αλλαγές στους ανθρώπους και στις ομάδες, αλλά χρησιμοποιεί γνώσεις και πληροφορίες από πολλούς διαφορετικούς τομείς όπως συμπεριφοριστικές και κοινωνικές επιστήμες καθώς και τεχνολογίες πληροφοριών και επιχειρησιακών λύσεων.

Question Title

* Μπορείτε να εξηγήσετε με σαφήνεια γιατί αλλάζει η εταιρία και πώς θα είναι το μέλλον; w

- Very likely
- Likely
- Unlikely
- Very unlikely

Question Title

* Πώς εκτιμάτε τις αλλαγές που συμβαίνουν στην εταιρία; w

- Very positive
- Positive
- Neutral
- Negative
- Very negative

Question Title

* Γνωρίζετε τρόπους για να ενημερώνετε τα κέντρα αποφάσεων σχετικά με τυχόν αλλαγές που ενισχύουν τους στόχους της εταιρίας; w

- Yes
- No

Question Title

* Έχει τύχει να χρησιμοποιήσετε κάποιο τρόπο επικοινωνίας (προϊστάμενος, πλατφόρμα, email, κ.τλ.) για να ενημερώσετε σχετικά με κάτι που θα ωφελούσε την εταιρία; w

Yes

No

Question Title

Αν απαντήσατε θετικά στην τελευταία ερώτηση απαντήστε, Διαφορετικά συνεχίστε με την επόμενη ερώτηση.

Είδατε ποτέ κάποια πρότασή σας να εφαρμόζεται, έστω κατά μέρος ή με διαφοροποιήσεις; w

Yes

No

Question Title

* Πιστεύετε ότι ενημερώνεστε επαρκώς (βήματα, επίβλεψη, λήψη αποφάσεων) σχετικά με όλες τις αλλαγές που συμβαίνουν στην εταιρία, που σας αφορούν και επηρεάζουν την εργασία σας; w

Strongly agree

Agree

Neither agree nor disagree

Disagree

Strongly disagree

Question Title

* Πόσο έτοιμοι νιώθετε να αναλάβετε την εκτέλεση και την ευθύνη των αλλαγών (νέες διαδικασίες, δομές εργασίας, κ.τ.λ) που καλείστε να εφαρμόσετε στην εργασία σας; w

0 Ποσοστό % 100

Question Title

* Νιώθετε ότι οι προϊστάμενοί σας δρουν ως καταλύτες στην εφαρμογή των εταιρικών αλλαγών και στην ενδυνάμωση της ομάδας μέσω αυτών; w

Strongly agree

Agree

Neither agree nor disagree

Disagree

Strongly disagree

Question Title

* Νιώθετε ότι η εταιρία παρέχει διαρκώς υποστήριξη και ευκαιρίες επιμόρφωσης για να αντιμετωπίσετε τις προκλήσεις που παρουσιάζονται κατά την εργασία σας; w

Strongly agree

Agree

Neither agree nor disagree

Disagree

Strongly disagree

Question Title

* Πιστεύετε ότι οι προϊστάμενοί σας εφοδιάζονται επαρκώς από την εταιρία για να διοικήσουν αποτελεσματικά, ενδυναμώνοντας τις ομάδες τους; w

All

Most

Some

A few

None

Question Title

* Νιώθετε ότι η εταιρική κουλτούρα ενθαρρύνει την αξιολόγηση και τον προβληματισμό σε σχέση με τις αλλαγές που συμβαίνουν; w

Strongly agree

Agree

Neither agree nor disagree

Disagree

Strongly disagree

Question Title

* Πιστεύετε ότι υπάρχουν αποτελεσματικοί επίσημοι ή ανεπίσημοι τρόποι αξιολόγησης των εταιρικών αλλαγών που συμβαίνουν στη εταιρία; w

- Very likely
- Likely
- Unlikely
- Very unlikely

Ερωτήσεις για Θέσεις Ευθύνης επί των αρχών

Με τον όρο Διαχείριση Εταιρικών Αλλαγών (Change management) αναφερόμαστε σε όλες εκείνες τις ενέργειες που έχουν ως σκοπό την προετοιμασία και υποστήριξη εταιρικών αλλαγών, που συμβαίνουν για λόγους τεχνολογικής εξέλιξης, αλλαγής νομοθεσίας, οικονομικής κρίσης, αλλαγής συνηθειών καταναλωτή, πίεσης από τον ανταγωνισμό, συγχωνεύσεις και γενικά, λόγω οργανωτικών αλλαγών. Περιλαμβάνει αναδιανομή πόρων, χρήση νέων τεχνολογιών, αλλαγές διαδικασιών, αλλαγή του προϋπολογισμού και αλλαγές της εταιρικής κουλτούρας. Η εταιρική διαχείριση αλλαγών συνήθως πραγματεύεται την επίδραση που έχουν οι εταιρικές αλλαγές στους ανθρώπους και στις ομάδες, αλλά χρησιμοποιεί γνώσεις και πληροφορίες από πολλούς διαφορετικούς τομείς όπως συμπεριφοριστικές και κοινωνικές επιστήμες καθώς και τεχνολογίες πληροφοριών και επιχειρησιακών λύσεων.

Question Title

* Μπορείτε να εξηγήσετε με σαφήνεια γιατί αλλάζει η εταιρία και πώς θα είναι το μέλλον; w

- Very likely
- Likely
- Unlikely
- Very unlikely

Question Title

* Πώς εκτιμάτε τις αλλαγές που συμβαίνουν στην εταιρία; w

- Very positive
- Positive
- Neutral
- Negative
- Very negative

Question Title

* Πιστεύετε ότι οι υφιστάμενοί σας εκτιμούν θετικά τις αλλαγές που λαμβάνουν χώρα στην εταιρία; w

- Very likely
- Likely
- Unlikely
- Very unlikely

Question Title

* Γνωρίζουν οι υφιστάμενοί σας τους τρόπους για να επικοινωνήσουν προς τα κέντρα αποφάσεων τυχόν αλλαγές που θα μπορούσαν να ωφελήσουν την εταιρία; w

- All
- Most
- Some
- A few
- None

Question Title

* Επικοινωνείτε προσωπικά, προς τα κέντρα αποφάσεων, τυχόν αλλαγές που θα μπορούσαν να ωφελήσουν την εταιρία; w

- Yes
- No

Question Title

* Πιστεύετε ότι ενημερώνεστε επαρκώς (βήματα, επίβλεψη, λήψη αποφάσεων) σχετικά με όλες τις αλλαγές που συμβαίνουν στην εταιρία, που σας αφορούν και επηρεάζουν την εργασία σας; w

- Very likely
- Likely
- Unlikely
- Very unlikely

Question Title

* Πιστεύετε ότι οι υφιστάμενοί σας ενημερώνονται επαρκώς (βήματα, επίβλεψη, λήψη αποφάσεων) σχετικά με όλες τις αλλαγές που συμβαίνουν στην εταιρία, που τους αφορούν και τους επηρεάζουν στην εργασία τους; w

- Very likely
- Likely
- Unlikely
- Very unlikely

Question Title

* Πόσο έτοιμοι νιώθετε να αναλάβετε την εκτέλεση και την ευθύνη των αλλαγών (νέες διαδικασίες, δομές εργασίας, κ.τ.λ) που καλείστε να εφαρμόσετε στην εργασία σας; w

0 ποσοστό % 100

Question Title

* Πόσο έτοιμοι πιστεύετε ότι είναι οι υφιστάμενοί σας για να αναλάβουν την εκτέλεση και την ευθύνη των αλλαγών (νέες διαδικασίες, δομές εργασίας, κ.τ.λ) που καλούνται να εφαρμόσουν; w

0 ποσοστό % 100

Question Title

* Νιώθετε ότι λειτουργείτε ως καταλύτες στην εφαρμογή των εταιρικών αλλαγών και στην ενδυνάμωση της ομάδας σας, μέσω αυτών; w

- Strongly agree
- Agree
- Neither agree nor disagree

Disagree

Strongly disagree

Question Title

* Ενθαρρύνετε, από τη θέση σας, τους υφισταμένους σας να αναλαμβάνουν πρωτοβουλίες και ηγετικό ρόλο μέσα στις ομάδες τους; w

Strongly agree

Agree

Neither agree nor disagree

Disagree

Strongly disagree

Question Title

* Νιώθετε ότι η εταιρία σας παρέχει διαρκώς υποστήριξη και ευκαιρίες επιμόρφωσης για να διοικήσετε αποτελεσματικά τους υφισταμένους σας; w

Strongly agree

Agree

Neither agree nor disagree

Disagree

Strongly disagree

Question Title

* Νιώθετε ότι η εταιρική κουλτούρα ενθαρρύνει την αξιολόγηση και τον προβληματισμό σε σχέση με τις αλλαγές που συμβαίνουν; w

Strongly agree

Agree

Neither agree nor disagree

Disagree

Strongly disagree

Question Title

* Πιστεύετε ότι υπάρχουν αποτελεσματικοί επίσημοι ή ανεπίσημοι τρόποι αξιολόγησης των εταιρικών αλλαγών που συμβαίνουν στην εταιρία; w

- Very likely
- Likely
- Unlikely
- Very unlikely

Ερωτήσεις για Απλό Υπάλληλο επί αντίστασης στην εταιρική αλλαγή

Αντίσταση στην αλλαγή είναι μια ενέργεια από ένα άτομο ή από μία ομάδα όταν αντιλαμβάνονται μία αλλαγή που συμβαίνει ως απειλή. Η απειλή μπορεί να μην είναι μεγάλη, ή σε πολλές περιπτώσεις μπορεί να μην είναι καν αληθινή, για να υπάρξει αντίσταση.

Question Title

* Πιστεύετε ότι έχει οριστεί ένα ξεκάθαρο σχέδιο διαχείρισης των αλλαγών από την εταιρία; w

Very likely

Likely

Unlikely

Very unlikely

Question Title

* Γνωρίζετε αν υπάρχει κάποια επίσημη αποτελεσματική διαδικασία επίβλεψης των αλλαγών; w

Yes

No

Question Title

* Πιστεύετε ότι οι πιθανοί κίνδυνοι λαμβάνονται υπόψη και ανάλογα αντίμετρα σχεδιάζονται για την εκάστοτε αλλαγή; w

Very likely

Likely

Unlikely

Very unlikely

Question Title

* Νιώθετε ότι οι προϊστάμενοι και τα διευθυντικά στελέχη ηγούνται των αλλαγών και δίνουν το παράδειγμα; w

Strongly agree

Agree

Neither agree nor disagree

Disagree

Strongly disagree

Question Title

* Νιώθετε ότι η εταιρική κουλτούρα υποστηρίζει τη συνεχή αξιολόγηση, έλεγχο και επανασχεδιασμό έτσι ώστε το αποτέλεσμα των αλλαγών να είναι το επιθυμητό. w

Strongly agree

Agree

Neither agree nor disagree

Disagree

Strongly disagree

Question Title

* Οι προϊστάμενοί σας επαναλαμβάνουν συχνά τα βασικά μηνύματα και τους στόχους; w

Yes

No

Question Title

* Σε τι ποσοστό κατανοείτε τα βασικά μηνύματα και τους στόχους που θέτονται από τη διοίκηση; w

0 ποσοστό % 100

Question Title

* Οι προϊστάμενοί σας κατά τη διάρκεια αλλαγών εξηγούν τη σημασία τους και τι αλλάζει κάθε φορά στην καθημερινή εργασία σας; w

Always

Usually

Sometimes

Rarely

Never

Question Title

* Σε τι ποσοστό πιστεύετε ότι εφαρμόζονται οι εταιρικές αλλαγές στη καθημερινή σας εργασία; w

0 ποσοστό % 100

Question Title

* Πιστεύετε ότι υπάρχουν εταιρικοί μηχανισμοί για τη διασφάλιση της ορθής εφαρμογής των αλλαγών, έτσι ώστε να γίνουν κομμάτι της καθημερινής εργασίας; w

Very likely

Likely

Unlikely

Very unlikely

Question Title

* Νιώθετε ότι οι στόχοι των εκάστοτε αλλαγών ορίζονται ξεκάθαρα, έτσι ώστε να είναι σαφές πότε έχουν επιτευχθεί; w

Yes

No

Ερωτήσεις για Θέσεις ευθύνης επί αντίστασης στην εταιρική αλλαγή

Αντίσταση στην αλλαγή είναι μια ενέργεια από ένα άτομο ή από μία ομάδα όταν αντιλαμβάνονται μία αλλαγή που συμβαίνει ως απειλή. Η απειλή μπορεί να μην είναι μεγάλη, ή σε πολλές περιπτώσεις μπορεί να μην είναι καν αληθινή, για να υπάρξει αντίσταση.

Question Title

* Πιστεύετε ότι έχει οριστεί ένα ξεκάθαρο σχέδιο διαχείρισης των αλλαγών από την εταιρία; w

Very likely

Likely

Unlikely

Very unlikely

Question Title

* Γνωρίζετε αν υπάρχει κάποια επίσημη αποτελεσματική διαδικασία επίβλεψης των αλλαγών; w

Yes

No

Question Title

* Πιστεύετε ότι οι πιθανοί κίνδυνοι λαμβάνονται υπόψη και ανάλογα αντίμετρα σχεδιάζονται, για την εκάστοτε αλλαγή; w

Very likely

Likely

Unlikely

Very unlikely

Question Title

* Νιώθετε ότι εσείς και τα διευθυντικά στελέχη ηγείστε των αλλαγών και δίνετε το παράδειγμα; w

Strongly agree

Agree

Neither agree nor disagree

Disagree

Strongly disagree

Question Title

* Νιώθετε ότι η εταιρική κουλτούρα υποστηρίζει τη συνεχή αξιολόγηση, έλεγχο και επανασχεδιασμό έτσι ώστε το αποτέλεσμα των αλλαγών να είναι το επιθυμητό. w

Strongly agree

Agree

Neither agree nor disagree

Disagree

Strongly disagree

Question Title

* Επαναλαμβάνετε συχνά τα βασικά μηνύματα και τους στόχους στους υφιστάμενους σας; w

Yes

No

Question Title

* Πόσο συχνά αξιολογείτε αν οι υφιστάμενοί σας έχουν κατανοήσει τα βασικά μηνύματα και τους στόχους που έχουν τεθεί; w

Every day

A few times a week

About once a week

A few times a month

Once a month

Less than once a month

Question Title

* Σε τι ποσοστό πιστεύετε ότι οι υφιστάμενοί σας κατανοούν τα βασικά μηνύματα και τους στόχους που θέτονται από τη διοίκηση; w

0 ποσοστό % 100

Question Title

* Κατά τη διάρκεια αλλαγών εξηγείτε λεπτομερώς τη σημασία τους και τις αλλαγές στην καθημερινή εργασία των υφισταμένων σας; w

- Always
- Usually
- Sometimes
- Rarely
- Never

Question Title

* Σε τι ποσοστό πιστεύετε ότι εφαρμόζονται οι εταιρικές αλλαγές στη καθημερινή εργασία των υφισταμένων σας; w

0 ποσοστό % 100

Question Title

* Πιστεύετε ότι υπάρχουν εταιρικοί μηχανισμοί για την διασφάλιση της ορθής εφαρμογής των αλλαγών, έτσι ώστε να γίνουν κομμάτι της καθημερινής εργασίας; w

- Very likely
- Likely
- Unlikely
- Very unlikely

Question Title

* Νιώθετε ότι οι στόχοι των εκάστοτε αλλαγών ορίζονται ξεκάθαρα, έτσι ώστε να είναι σαφές πότε έχουν επιτευχθεί; w

- Yes
- No

At the following link you can access a summary of all the collected data:

https://drive.google.com/open?id=1El_BMHFLbFOBSyqkCVw_XcFUk20wJv-O