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## Towards a Change Leadership Framework: Assessing Capabilities within an IT Service Organization

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### ABSTRACT

*There are many change initiatives reported today that are failing to deliver the expected results. The reasons for failure include the lack of leadership, lack of direction, no clear strategy, employee resistance and an inability to sustain changes in the long term. This paper investigates IT leaders' capabilities and the impact their role has within the change cycle. It explores what makes a successful change leader while uncovering some of the behavioral issues that people display during change.*

*This paper argues that by adopting the right change approach as a team collective and developing strategies for managing resistance, communication, speed and sustainability along with a framework model should create the right conditions for change to flourish thereby improving the chance of future success. The research assesses the change capability of an IT services business leadership team about to embark upon a major change program across its global organization. A qualitative approach was used to establish current leadership change capability levels and readiness state of the organization through the use of semi-structured interviews with the individual IT leaders. From this evaluation, the paper explores the creation of a model to aid the management of change leadership.*

**Keywords:** change management, IT service organization, leadership capabilities.

### INTRODUCTION

“Change management activity in organizations has increased as the external environment moves at a faster pace with greater complexity” (Balogun & Hailey, 2008, p. 90). This escalation in change management activities implies leaders have to act and plan accordingly to ensure their organization can adapt and convert successfully to its environment.

In order to address the systemic challenges of organizational change we have seen the development of new processes and frameworks, implying that leaders need the support of a structured approach to navigate the transitional phase of change. Having a structured process is beneficial as it “first helps model how we view change and therefore shape our expectations. . . . second they ensure in the midst of upheaval critical things do not get forgotten” (McKeen & Smith, 2003, p. 82). Change, though, is more complex than the planned and clearly defined

activity that the change management literature would have us believe. On average only 41% of change projects are successful whilst the others miss key objectives or fail entirely (IBM, 2008).

Failure is often attributed to leaders' ability to manage the transition and sustain change (Woodward & Hendry, 2004). It could, therefore, be argued that a balance of both leadership capability and an appropriate change process are required to support successful change projects. Our research, therefore, aims to understand the leadership capabilities issues and how change process frameworks can be improved to support the leadership of change.

To address this aim, this paper investigates IT leaders' capabilities and the impact their role has within the change cycle. It explores what makes a successful change leader while uncovering some of the behavioral issues that people display during change. We do this through investigating the leadership capabilities in an IT services organization. From the understanding gained, the paper explores the creation of a model to aid the management of change leadership. This paper is important as it begins to address the link between leader capabilities and change frameworks.

## RELATED WORK

### Change Frameworks

The need for change frameworks has been highlighted by a number of researchers. The purpose of change models is to increase the likelihood of success, but disregards the change environment or individuals. N-step models ignore the "variety of influences and orientations which impact upon people at work and their experiences of change" (Collins, 1998, p. 100), so a more sophisticated model that recognizes the social elements of the change is required.

The literature on planned change supposes that leaders are at the root of organizational change and that they deliberately instigate change in response to opportunities. The three-stage model of change first produced by Lewin (1951) sees change as a disruption of the status quo, requiring managers to unfreeze, change and refreeze their organization. The change proposed often takes the form of external proposals or solutions "driven through the organization by directives from the top management" (Weick, 2000, p. 232).

Lewin's approach has been modified and shaped by researchers over the years to create new models (SEE Mento, Jones, & Dimdorfer, 2002). Most of the models replicate similar statements, values and meanings. However, the order the elements appear in each model does differ, suggesting that some emphasize the importance of some attributes more than others do. However, the models share common attributes: pressure for change, vision for change, communicating the change, empowerment of people, planning the change and sustainment of change.

While there are a number of frameworks and models for reference, we are reminded that change is not predictable and there are many factors to be considered. Senge et al. (1999) have observed, "There is no one right way to implement change—no single theory or framework or eight steps

can ever capture the complexity of organizational reality” (as cited in Higgs and Rowland, 2000, p. 124). This is echoed by Woodward and Hendry (2004, p. 159) “research shows there is no one formula for managing change.”

So, the various frameworks tend to offer procedural approaches based on Lewin’s original concept; but in each case, the reader is left to interpret how the approach will be incorporated in organizations. What is evident is the frameworks do not take into account the softer skills or change capabilities required by leaders. The following section briefly explores some of the elements of leadership that will be important in any change project.

### **Change Leadership**

Despite previous understanding, Longworth (2011, p. 3) believes many leaders fail to deliver change because they “have paid only lip service to it. Or handed off responsibility to a change agent without the necessary backing, resources and perhaps skills to make it happen.” Bridges (2003) considers that there are two elements to a leader’s role when leading change. One is creating the strategy for the change initiative itself, viz: what is required, how will it be delivered, what are the expected outcomes and why it is important. The other is ensuring the transition from the old to the new situation.

Consequently, leaders need an understanding of the effect change will have on their employees during the transition. Change creates the need for people and organizations to learn new habits and new ways of thinking, Schein calls this period “learning anxiety” (Schein, 2010, pp. 303-304). Likewise, Kotter and Schlesinger (2008, p. 2) note that “reorganization is usually feared, because it means disturbance of the status quo, a threat to people’s vested interest in their jobs and an upset to established ways of doing things.”

To help leaders deal with resistance there are a number of suggested approaches that can be applied. These include the use of education, participation, facilitation, negotiation, manipulation and coercion of people and groups (Kotter & Schlesinger, 2008). Erwin and Garman (2010) discuss similar strategies and recommend leaders plan ahead for resistance and address concerns at both individual and group level. They also highlight that any form of communication must ensure that clear details for the change are known across the organization including “why” it is required.

The literature suggests that being able to assess the readiness state of the organization and employees will be an important attribute to consider when leading change. Involving people at the outset may reduce resistance within the organization and could improve chances of a more successful change program. However, in some cases and depending upon the type of change required leaders may require a strategy that excludes people from the process. This may depend on the speed of change required and the desired end result. So choosing the right strategy that balances both the desired speed and the level of resistance to be managed will be essential for leaders engaged in change.

Rowland and Higgs (2008) identified four strategies that leaders have adopted during change implementation (SEE Table 1). Dunphy and Stace (1993) assert that leaders require a strategy

that is dependent upon the scale of change required for a given situation. They argue that most organizations made successful transformative change using a directive leadership approach to radically start the process. However, once established “there is a choice to be made as to the mix of directive and consultative strategies needed to keep up the momentum of change” (Dunphy & Stace, 1993, p. 917). They contend that the organizations that performed well with change management were the ones whose leaders mixed their strategies, as each approach was complementary to one another. So being aware of the differences between approaches and the personal impact they as leaders can have on an organization are important factors for individuals to consider.

<p><b>Directive:</b> Using a top down approach, the leadership team sets the outcome, goals and processes to be followed. All elements are prescribed and determined by the leaders. Communications are controlled to ensure the same message is understood by all employees.</p>
<p><b>Self-Assembly:</b> Outcomes and goals are set and determined by a leadership team. The initiative is pushed out to the local organizational business unit and left with them to make the change happen.</p>
<p><b>Master:</b> A centralized change framework exists that allows leaders step back and create space for others in the organization to plan and deliver the desired outcome. Change is not prescribed and would involve leaders being part of the team involving employees in the organization to solve problems with the leadership team. This is a style of leadership where employees are consulted primarily over the means of bringing about change.</p>
<p><b>Emergent:</b> Within this style, leaders do not have any set framework or process to follow or dictate. Some general rules of what needs to be achieved may be used to give some direction, but the development of the plans and implementation is left to others. With emergent style, leaders create the conditions to make change happen.</p>

**Table 1: Change Leadership Styles.**

## Summary

We are particularly interested here in investigating the capability of leaders to lead others through the change transition. The research literature provides a variety of frameworks that support the management of change. Change is complex, and we contest that frameworks currently do not take this into account sufficiently well. We argue that successful change also requires leadership capabilities. Change leadership needs to take into account the individual, social elements of the change context.

## METHODOLOGY

This study required an appreciative understanding of the individual, the team and the organization experiences within an agile and changing environment. To comprehend the current leadership change capabilities, we selected a qualitative approach within a single case study, as “researchers adopting a qualitative perspective are more concerned to understand individual’s perceptions of the world” (Bell, 2005, p. 6). This gives the advantage of focusing in on real life problems within the organization by seeking to “answer questions about the “what,” “how,” or “why” of a phenomenon, rather than questions about the “how many” or “how much” (Green & Thorogood, 2004, p. 6).

### Case Selection

The case selected was an international group of companies with over 40,000 employees worldwide. The business has locations around the world with major operating centers in EMEA, Americas and Asia Pacific.

ITCS (fictitious name) is an internal business unit, which was set up to consolidate and standardize the information technology services for all of the business’s global locations. The consolidation of IT was a major cultural change for the companies within the organization, who since acquisition had maintained a style of autonomy. The user base since inception has increased by a third. With this rapid increase of users, the demands on the organization from the business have increased considerably.

ITCS was selected because it was at the stage where it recognized the need to make some major steps forward in improvements of the services it provides the business. This was highlighted by a recent review of strategic and operational activities within ITCS. The review was conducted by Audit UK (fictitious name). As part of a change program to lead the ITCS business into a more process led organization, a number of initiatives have been identified and are required to be run simultaneously through a number of project work streams. In order to meet the business demands the leadership team identified that the initiatives will require a major process, procedural and organizational change within ITCS.

### Data Collection and Analysis

A semi-structured interview process was adopted for this study (SEE Appendix 1). Semi-structured interviews allow for a more fluent discussion on the topic, which engages both the researcher and the interviewee. This style of interview can generate a lot of additional information that the researcher needs to either include or ignore.

The interview process was designed to understand the current capabilities of the leadership team. This included their individual experiences of change management. It explored elements of change in order to elicit the interviewees’ thought process on a proposed planned and impending change program within the organization. It also explored change failures experienced by the leaders and the lessons that were learned from those failures.

Semi-structured interviews were conducted with the six members of the leadership team, each responsible for a particular function within the organization. Five face-to-face interviews and one video conference interview occurred. Interviews took place in both the UK and USA each lasting approximately one to one and half hours. The interview questions were designed to be open ended to encourage the interviewee and interviewer to expand the dialogue during the session. This interview process was particularly useful as it allowed us to probe deeper into the areas of interest while being able to access additional information through the interpretations of facial expressions and the vocal tone of responses.

A simple form of coding was used to highlight the key topics from the interview process. First pass coding on the interview data used keywords to identify significant influences. These included external, personal and team influences. The second coding stage was broken down again into main topics of interest such as process, communications, approach and style. The second stage classification elements were organized based on the level of detailed discussions and importance of bringing value to the organization.

## FINDINGS

This section discusses the major themes from the interviews conducted with the leaders in ITCS. Each theme draws out the key influences that we identified during the coding stages of the data analysis.

### Lessons from Previous Changes

There was little experience of leading large-scale organizational change within the leadership team, “although we have made some changes they were more incremental and normally done under the radar to address an operational issue, these changes were very small, not documented, planned or even communicated to the stakeholders” (LT2).

The leaders were aware of the shortcomings of recent change initiatives across the organization. Most of the reported issues around previous change experiences involved poor planning, process and vision. For example, two new team structures were created and this required a rapid change to make it happen as “things moved really fast early on” (LT1). This created the situation of taking employees from positions they were previously in and placing them in new roles where they would not be comfortable. This change did not embed within the organization for over twelve months and created a number of associated people issues. Although the outcome was deemed a success this leader felt the speed of change could have been supported through the utilization of a standard transition approach. For example some key elements were missed at the early stages of the change including, no support from peers, inconsistent communication and lack of a clear HR mechanism. The lesson for this leader was that during rapid changes a defined approach should have been created, adopted and communicated.

As another leader added, “If we can follow the same repeatable process for all our changes then we would be in a far better position to implement successfully across our global locations” (LT4). However, a note of caution was added: “you can have a great process but people

including leaders will work around it particularly if they are not bought into the new way of doing things” (LT3).

Most leaders reported that they have never adopted a change methodology or framework to follow for change and all the interviewees recognized that this was something missing within the organization. One clarified by stating “we are not close to where we want to be, change is sporadic, done differently in each region and there is little confidence that the new changes will be successful; what we need is an agreed framework for change so we are all aligned in the way we approach it” (LT3). Although it was noted that just following a process does not guarantee success, there was an example cited of a process being used today within a separate business of the organization.

### **Leading the New Changes**

It appears that the leadership team did not have a common understanding of the planned Audit UK change program proposal. The leaders’ perception was they were being forced to take on board a change plan that has been sanctioned by the Executive Board without their input. This is not exceptional, indeed “it is quite common that organizations fail to articulate the pressure for change that they are under or fail to create a robust vision that engages the organization” (Eaton, 2010, p. 39).

Most leaders were not clear on what the new changes would immediately bring in terms of benefits to the overall business. As one leader commented, “with some of the planned milestones I understand why it is needed and how it can be addressed; however, other parts I don’t. We don’t have a clear understanding of what it is we are going to fix. Is our business model broken or do we just need something different? This is going to make it more difficult to sell the ideas to our employees and teams as we didn’t create the vision or come up with the ideas ourselves” (LT3). In particular, there was concern that some of the deliverables may not be that realistic, such as suggested cost savings resulting in the view that there were unrealistic objectives in order to justify the investment made in the review by the company.

### **Leadership Approach**

It was stated by a number of interviewees that their operational managers failed to take on board the initiatives to implement changes. One interviewee provided an insight, “We don’t empower our operational managers enough; when we believe our expectations are not met, this results in frustration on both sides” (LT6), or as another interviewee noted, “We tend to go off course, get stuck in the detail, and we are not supported by the structure below us to implement change. We have some in the operational management team that don’t seem to make change happen” (LT2). The pattern shown here is that the leadership team is currently operating within a “Shaping Leadership” style where they believe that without their involvement nothing would happen (Rowland & Higgs, 2008).



## Leaders Change Styles and Impact on New Changes

Depending upon the scale of change encountered the change styles of individuals in the leadership team alter from time to time. For example team focused changes were reported as generally successful when directed by the leader responsible for that team. The changes are incremental but the leaders are generally protective of the effect it will have on their own employees. However, when the leaders come together to change the organization their individual change styles conflict with one other. Some of the leaders want fast change; however, others want to slow the pace and deliver incremental change. As one interviewee stated, “we are a diverse group of people with our own opinions but we have respect for each other and no one wants to step on each other’s toes. We all agree a transition needs to happen and we may just have to agree to disagree sometimes. Let’s take a consensus or a majority and just get it done. We are fine within our own teams but cross team change is where it breaks down” (LT3).

## Sustaining Change

The general perspective about sustaining change from most leaders was that they needed to involve their employees and empower them more often. The view was that if people were involved then the change would be embedded in the organization. When asked about how leaders could ensure change is sustained, two comments recognized this would only be achieved when no one can go back to the old way of working. One expanded upon this by stating: “we can help the situation by removing our old processes and systems otherwise we leave the door open for people to return to their old ways”(LT6). This is a sign of a leader recognizing the need to manage the transitional period of change, as discussed by Bridges (2003).

However, it was noted that the ability to sustain change even small-scale initiatives is difficult to achieve in the present climate. An example of a lesson learned was offered on a recent simple change that was implemented earlier in the year. A continual re-evaluation philosophy was adopted by the global operational managers for incident ticket updating; however, it stopped after a period and the old ways of working re-appeared again. A key lesson from the literature is that successful leaders not only need to personally lead the implementation but be able to pursue that initiative to the end. They must also ensure commitment to the change is followed through (Miller, 2002).

There were further comments on acknowledging the need for continually re-evaluating the new changes and measuring their overall effectiveness. Most interviewees highlighted that if the change was not delivering the expected results then it should be reviewed and amended by carrying out a lessons learned approach. This thinking aligns with the change models such as Hayes (2010) and Oakland, and Tanner (2007), where a continual review process is applied across all elements of change.

## Resistance

Resistance was particularly evident when it came to discussing organizational change as the impact and effect on people is greater. It was reported that there is less resistance to incremental changes as they were generally occurring at team level to improve process. However, there were

suggestions that resistance existed within various layers of management. The level of resistance was considered to be dependent upon the type and impact of change under consideration at the time.

With the proposed changes, the leaders believe there will be resistance from employees who will display a diverse range of reactions towards it. However, it was noted that it would be difficult to anticipate or determine how people will react. An example that was used was the recent change of office configuration that provoked a reaction from the operational managers. This was not expected and caught the leaders by surprise. Looking back at previous changes, the group generally believes that to reduce resistance they need to ensure consistent communication and involve employees early on in the process.

### **Speed of Change**

According to many on the leadership team, the major influences that dictate the speed of change within the organization today are decision-making, prioritization and lack of change governance. To date it was reported that there is currently no prioritization of change initiatives. However, the new program will pull together all the major initiatives into a single visible plan, which the leaders believe will provide the necessary focus for everyone involved. The team sees change as an on-going and continuing journey throughout the business and not a one off initiative. With no governance model to reference one leader highlighted, “if the delivery of change continues as sporadic as it has done in the past we will be setting ourselves up for failure” (LT2).

One leader suggested an alternative view on the matter, “our ability to make a change decision and stick to it is poor, we all agree change is required then nothing happens, although we [leaders] are too close to the weeds and our operational managers don’t help us by getting involved. The business and company are more agile and moving faster than ITCS can. Things moved quickly in the early stages of consolidation, and we couldn’t keep up as people were in new roles and didn’t have the empowerment to make decisions or changes. The main issue with our speed of change is with the current operational management team they have held us back and we are now paying the price of having to play catch up” (LT3). This suggests that early changes were driven through with a “directive” approach and the operational managers lost their motivation and became anti-change.

There was overall agreement that the need for change is urgent in order to improve the efficiency and agility of ITCS. This included a consensus that the decision making time must also improve in order to deliver the planned program. An additional viewpoint suggested that the speed of change to date has been dictated by “the rising level of fear of failure by our people which has slowed the pace down and has held innovation back” (LT1). This fear was created by an early blame culture on previous change failures resulting in people not wanting to be included in future improvement changes. This literature has highlighted the various “fears” that people go through during change. Here we can compare this to Schein’s research on the fear of temporary incompetence and fear of punishment for incompetence. (Schein, 2010)

This can also be confirmed by the “self-assembly” approach currently adopted by the leaders. To date it involves the leadership team creating the change initiative and passing to the operational

managers for implementation. However, most of the initiatives were reported as failures. Some of the reasons given included a lack of clear vision, prioritization and diverse messages communicated by leadership members. However, through the interview process the author could gauge from the leaders that they have a desire to move away from this style. They have all articulated that the way forward is by having a centralized framework, working with the global teams and involving employees. This does imply the leaders are preparing to move towards a “master” change approach which research indicates is more successful. (Rowland & Higgs, 2008)

However, a warning from one leader who remarked that due to the constant attempts at change within ITCS over the past four years this led to “our people viewing change as a sensitive issue and I think we have burned out of most of them trying to make it work” (LT1). This resonates with Conner (2005) who highlights that excessive changes in an organization can deplete its ability to absorb anymore unless it has a period of recovery before embarking upon the next change.

### **Communication**

In terms of communication, lack of governance was again a key theme arising from the interviewees. The interview feedback highlighted that communication is ad-hoc and sometimes left to last minute or even forgotten about. One commented “messages don’t always get through or are misinterpreted by our people; we need to be better at our communication approach” (LT6).

It was acknowledged that a major change project failed within ITCS due to the emotional side of people being ignored. This was not just affecting the employees but business leaders across the organization. It was recognized that the major lesson here was to engage with the business—the leaders and the people—before, during and after the change initiative, if only to ensure the message and reasons for change are fully understood.

However, one leader stated, “I feel we are good at communications before and during the event but then nothing is communicated after the event is completed” (LT1). One leader focused on “ITCS doesn’t communicate good news about successful changes done to date; they tend to be forgotten about as the momentum declines, closing out change initiatives will help to promote the successes we achieve to date” (LT4).

So, the consensus across the team was while there is an element of communication it is not consistent and needs to be part of the pre-planning milestone stage both in current and future planned changes. This is backed up by literature where Hayes (2010) discusses the importance of communication and describes how change managers do not give enough consideration towards the need for communication.

## DISCUSSION

The purpose of this section is to summarize the lessons and make recommendations based on the research from this paper. We draw out key elements of the findings and propose an initial revision to the Oakland and Tanner (2007) framework to support change leadership at ITCS.

### Change Leadership

It is evident from the interviews that the new change initiative was encouraging the leadership to think about behaviors and different ways of working (SEE the sections above on *Lessons from Previous Changes, Leaders Change Styles, and Sustaining Change*). In line with Schein's "learning anxiety," we noted a fear of temporary incompetence while different approaches to managing change are considered (SEE the sections above on *Leading New Changes* and *Speed of Change*). Added to this there is also fear of failing particularly if the leadership team do not get the changes right.

There was need for a common understanding of the forthcoming change. So, a major challenge here is for the leadership team to create that shared vision for the business unit, employees and most importantly themselves. This is one element that Eaton (2010) highlights from his framework as being a significant part of a successful change initiative. Clearly stating what the objective and aims are will be essential in order to obtain "buy in" from the employees who have witnessed previous change failures.

The leaders will need to choose the right strategy for each of their change initiatives as in some cases there is a need for fast and directive change while on the other hand some will require a more slow-paced change that involves many people. This can be decided by analyzing each change work stream and questioning what speed of change is required, who needs to be involved and who the resisters might be. The key dependent upon the change is to find the right balance between the two ranges.

The interview data indicated that resistance is at all levels within the organization (SEE the section above on *Resistance*). This raised the question about how the leaders can combat resistance within the change program. Communication is one element, but resistance will not be overcome by simply communicating to employees. It was reported that when group sessions are held employees do not always speak up so it becomes difficult for the leader to gauge the reaction. This is a type of barrier termed "organizational silence" (Hayes, 2010, p. 179) where employees feel compelled to remain silent for fear of management dismissing their input and comments.

The involvement of employees is noted for being a key enabler towards success. For example, a case study on Lyons confectionery was deemed one of the most successful change projects encountered. Not because of the leadership but the change involved all levels of employees in the project from the outset through to completion. The employees were made to feel part of the change and by being involved felt responsible for making it work. (Hayes, 2010, p. 78)

## Change Framework

The leaders all stated in the interviews that a repeatable process/ framework or checklist would be beneficial (SEE the sections above on *Lessons from Previous Change* and *Speed of Change*). Standardization and common approaches was a key topic discussed by many interviewees. All the leaders will be sponsoring a work stream involving many change projects. They recognized the need for a standard approach in order to deliver the work streams in an organized way throughout ITCS.

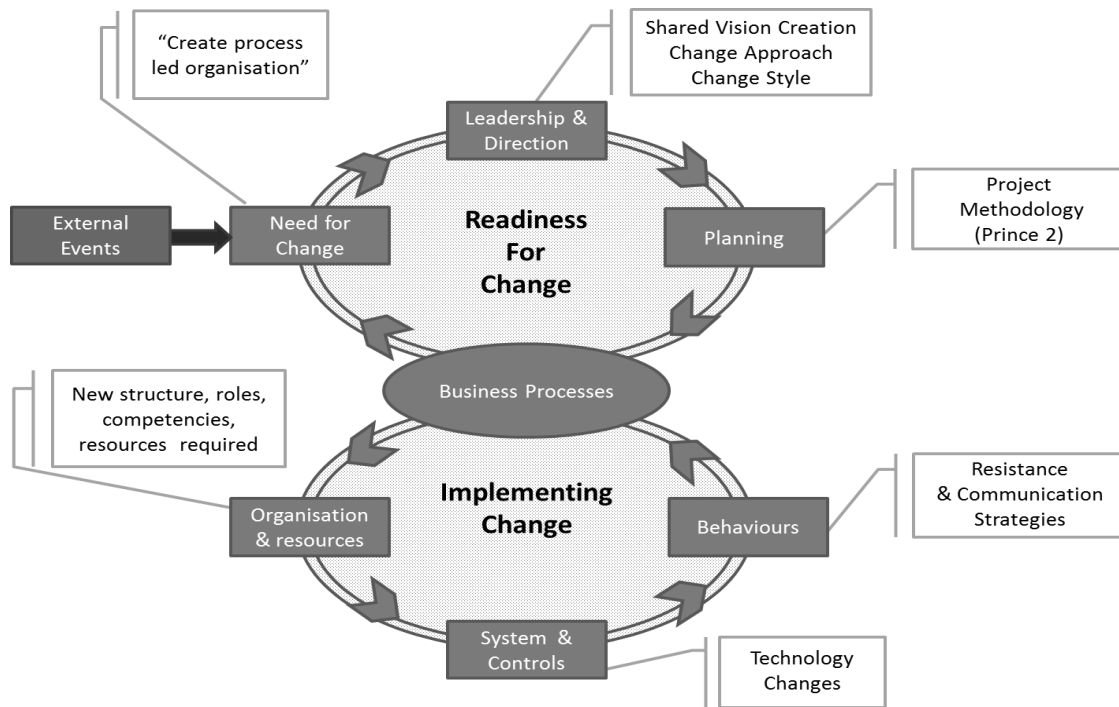
The lack of change methodology was emphasized by many of the leaders. One clarified by stating “We are not close to where we want to be, change is sporadic, done differently in each region and there is little confidence that the new changes will be successful; what we need is an agreed framework for change so we are all aligned in the way we approach it” (LT3). However, while many prescriptions, guidelines and models exist, managers can be selective how they use these ideas (Woodward & Hendry, 2004, p. 159). So even with a single framework the interpretation of how this will be applied will be down to the leaders’ approach and style.

Kotter (1995), Eaton (2010), and Oakland and Tanner (2007) have all highlighted the importance of a change framework. Although it is noted that just following a process does not guarantee success. Another part of the business has recently gone through a strategic change initiative and use the Kotter process to guide them through their stages of change. Their change manager was asked to comment on the use of the process. He stated “we adopted the Kotter 8 step process to great effect; it is used to regularly check the status of our change initiatives that are being run by various stakeholders around the Division. As a measuring and reporting aid we have found it invaluable and our managers like to follow the process, for us it just works” (CM1).

A recent 2012 survey highlighted that a high percentage of change managers who responded to the survey either have a set organizational framework which must be complied with or use them as a guide. “Around half the respondents said their organization has a CM framework” (Change Management Institute, 2012, p. 8). Where they do not exist, change managers either bring in their own framework to an organization or develop one for the overall program.

An IBM report highlighted “a consistent and structured change management approach yielded tangible benefits for the companies in the study. Practitioners who always follow a specified formal change management procedure had a 53 per cent project success rate, compared to a 36 per cent success rate for practitioners who improvise according to the situation” (IBM, 2008, p. 22).

This literature has suggested that organizations who adopt a framework approach will have a higher chance of success with their change programs. So, the lesson for ITCS is that a standardized framework will be an essential component of their change program toolkit. However, for the impending change what framework should ITCS leaders adopt for their program?



**Figure 1: Framework (Adapted from Oakland & Tanner, 2007).**

In response to the findings, we have developed an adapted version of the Oakland and Tanner framework, which can be used to determine the elements of consideration for the “readiness for change” and “implementing change.” It models how an organization would view change and ensures elements are not overlooked. It provides a clear view of the cycle of change in a pictorial format and can be amended to incorporate additional elements. Each element in the cycle can be expanded out to provide a more detailed description. For example, the “planning” element will reference the current project planning methodology that ITCS have adopted within their organization today. The “behaviors” element can be expanded to include the resistance and communication strategies for dealing with their employees, while the “leadership” element will capture the change approach and styles that the leaders embrace. This is all encapsulated within the figure of eight that provides the continuous review stages ensuring delivered change is sustained throughout its lifecycle. For ITCS this model provides a standard “big picture” view while offering the flexibility of editing or expanding the elements for the leaders and organizational needs. We have added additional callout boxes to expand upon the original framework (SEE Figure 1).

While incorporating some of the features from the frameworks mentioned previously it could be expanded to include other elements for consideration. The idea here is that a high-level view and checklist are created for leadership, managers and people to reference during change programs.

Whether this would prove to be successful will require further research as a number of iterations may be required to create a useful working model. It would be anticipated that the model would need to be tested within a production environment for feedback and refinement.

## CONCLUSION

The purpose of this paper was to explore the leadership capabilities for navigating change and to understand if a change process can aid leaders with their transition. The findings from literature were compared with a study investigating the issues and problems encountered with leading change within an IT service organization. Using a qualitative approach the data was used to determine how the leadership of the organization managed change today.

This paper has increased our knowledge of how some organizational leaders approach change. It has shown how the capabilities and the behavioral effects of leadership teams can have a significant impact on the outcome of change initiatives. From the assessment of ITCS, we have developed recommendations about the adaption of current change frameworks. The Oakland and Tanner model has been revised to take account of the specific needs of ITCS; however, further work will be required to ensure it is developed, evaluated and generalized.

For other organizations that are about to commence a change program this paper provides some important material for consideration. It has highlighted how significant leadership capabilities are for managing change. Ignoring leader attitude towards change management and the impact this has on employees and their organization will create a position of resistance. Therefore, leadership and management teams need to have change abilities within their core skill set in order to deliver successful initiatives.

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## Appendix: Interview Questions

### To understand previous Experience

1. Can you provide a success / unsuccessful story of change within the organisation?
2. How was change managed by the leadership/management teams?
3. When changes have gone wrong what in your mind was the main reason for failure?
4. Are there any lessons you have learned from previous change initiatives?

### To understand the new Change Programme:

1. Why are you doing the proposed change programme, do you understand and are you clear on its purpose, objectives and deliverables?
2. Based on previous change management initiatives do you think you and your peers have the capability to lead change?
3. What should the implementation strategy, approach and methodology look like?
4. What metrics are needed to measure the change programme?
5. How do you reinforce the new changes as the programme commences?

### To understand Commitment

1. In delivering the change programme can you describe the level of commitment required by the sponsors, managers and targets and how can it be maintained?
2. Are the leadership team suitably prepared for committing to this change?
3. What training requirements are needed for leaders/managers/targets?

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