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Building framework of change management

Case study

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Preface

Industrial Management Master's Program is a lifelong learning which has helped to improve management skills and refocus on best practices rather than individual knowledge. I started working on my thesis after a gap of three years. It was very difficult to re-start my thesis after a long gap. Finding a subject for doing a thesis was a major hurdle to start over again.

I would like to thank Dr. Marjatta Huhta and Zinaida Grabovskaia for always being there to help and assist. All the lecturers in the program were helpful and knowledgeable. The lectures were interesting and practical; I still remember long discussions especially those initiated by Dr. Thomas Rohweder, which provided real insight of each subject.

My deepest regards, thanks and appreciation to Dr. Satu Teerikangas as she was a source of encouragement and motivation throughout the phase of writing this thesis. I still think that without her help I could never have finished this study.

Finally, I would like to say that my father was an inspiration for me to complete this study. He will always remain as true guide to do well in life and to be good to others. Also I would like to thank my wife for being supportive and my mother for her love and compassion.

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This thesis develops a framework of change management for the case company. The framework will help the case company on how to prepare for upcoming important changes and how to implement those changes successfully.

The change can only be considered successful if it is well planned and implemented through effective tools. The objective of this thesis is to build a framework of change management which is customized for the needs of case company. The framework should itself recommend how to swim through the change management process. The need of this study is evident because the case company soon will be going through a phase when second generation will take over the management. The new generation will try to bring new changes in the company. Moreover, presently case company is facing different challenges in managing and implementing change.

Descriptive single case study method is applied in this thesis. Data is collected through survey, interviews and observations to analyze the current state of how the company is managing change. A proposed framework and recommendations are presented on the bases of the finding from current state analysis and best practices found in the existing knowledge. The proposed framework and recommendations are then validated by taking feedback from middle management. Opinion from external expert also helped to shape validated results. A final validated version of framework of change management and its recommendations is presented with a checklist of change management process.

This study will help the case company to devise and develop ways for better planning and implementing changes. The tools proposed in this thesis will surely improve efficiency and effectiveness of change management in the case company.

Keywords	Framework of change management

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1. Introduction

Nothing in the world is permanent other than change. In past, the world has always been changing slowly and steadily but last century saw a huge leap in technology and engineering so the change was immense. This change will even be faster in the coming years. The future organizations will be more horizontal and have fewer layers of management, their working patterns will also change.

Organizations have been changing constantly; the industrial revolution, the information technology, the globalization; these are all the changes that happened over the past 2 centuries. In ever changing world continuous improvement is becoming more important for business stability and growth (Kotter & Schlesinger 1979: 106, Matko & Dajanko 2015: 13). For the last few decades the rapid shifts in the market, fast growth, furious competition, technical development and customer-driven focus has forced the organizations to change (Härenstam et al., 2004) at an unprecedented speed so complex changes are needed to be undertaken in order to remain competitive (Lilie 2002, cited in Pfeifer 2005: 297).

Organizations are reinvented, tasks are reengineered, market rules are rewritten even the fundamental nature of organizations is changing (French and Bell 1995 cited in Burnes 2009: 344) so, therefore, they have to adapt new conditions and broaden their focus to adjust to market beyond individual and group behavior.

Change is the hardest and most difficult thing to succeed in (Kotter & Schlesinger1979:106) so managing change is the one of the biggest challenges for business managers. Organizations give more attention to planning and strategy but when it comes to implementation they fail to implement the strategy successfully (Salminen 2008 cited Sami V. 2012: 8). Change management is directly related to strategy implementation so it very important that managers take implementation phase seriously.

This section will show us the overall importance of this study to case company. Change management is becoming more and more difficult for the company and for many years the management has been thinking of implementing changes but the absence of tool (framework for change management) it has been facing many difficulties. With the help of this study, we can increase the relevance and importance of changes, undone or

implemented, in the past to the changes planned for the future. This study will help us introduce change management implementation framework which will allow an easier, smoother and systematic approach toward upcoming and future changes.

1.1 Case company

Gelatin Pakistan Ltd. is the pioneer in producing gelatin in Pakistan and it is one of the largest producers of gelatin in the country. It produces Halal gelatin (which is in high demand all over the world due to religious beliefs of Muslims) for its customers not only in Pakistan but also across the globe. So it not only faces competition from within the country but across the borders too.

It was established in 1983 in collaboration with a British company. It is a public limited company listed in the Lahore and Karachi stock markets. Since last two decades, the major share holder of the company is a family of brothers and sisters which hold approximately 70 % of the shares.

Gelatin Pakistan Ltd has two main production facilities one 30 kilometers away from the city of Lahore and one in Karachi (started 8 years ago). Head office is located in Lahore and two sub-offices are working on the production facilities. The company will be described in detail in current state analysis part.

1.2 Business challenge

For the last two decades Gelatin Pakistan Ltd. is being run by three brothers. They did try to bring about changes in the company as the external factors demanded it. The installation of new plant at Lahore facility, new accounting software, introduction of IT in different departments are some of the examples. It’s a general perception in the company is that none of the change initiatives were successful due to lack of professionalism, no interest by the management or rejection by the employees. Most of the initiatives were 'take it and do it' kind of situation where employees had a very negative impression about these projects.

Now it is thought in the company that even you try to change a chair or desk in the company, the employees will resist and it will not be successful. It needs a framework

of change management which will help the company to implement new processes and technologies effectively and efficiently.

1.3 Research objective

Managing change in an organization is one of the greatest challenges for business managers. Reaching from current state to the desired state is becoming difficult for the companies. Management of Gelatin Pakistan Ltd is worried that with the passage of time, the company is becoming less competitive because it has not been able to keep up with the pace of changing world. It needs a framework for the implementation of change which takes into consideration all the stakeholders involved in the change process, which can successfully put in place any change required and also does not disrupt the routine business work. Accordingly, the objective of this thesis is: *to develop a framework of change management suiting the case organization.*

1.4 Structure of the thesis

This thesis is structured in 7 sections. Section 1 is about the introduction of the company and the challenge it faces. Section 2 will be about the research design that is the methods used to conduct the research. Section 3 will explain the current state analysis and will present the company in more detailed fashion. Section 4 will cover the conceptual framework that is the overview of the literature, benchmarks and best practices for introducing change in any organization. Section 5 will focus on the recommendation for the company based on the literature review done in section 4. Validation and improvements in the proposed framework are explained in section 6. Conclusion of this research is given in section 7 including summary & evaluation of this study and recommendations for management.

2. Research Method

In this chapter, research strategy, research design, data collection & analysis are described in detail. How to achieve reliability and validate data will also be discussed thoroughly.

2.1 Research Strategy

It is tried to apply best research approach to draw a better conclusion and come up with practical recommendations for the company.

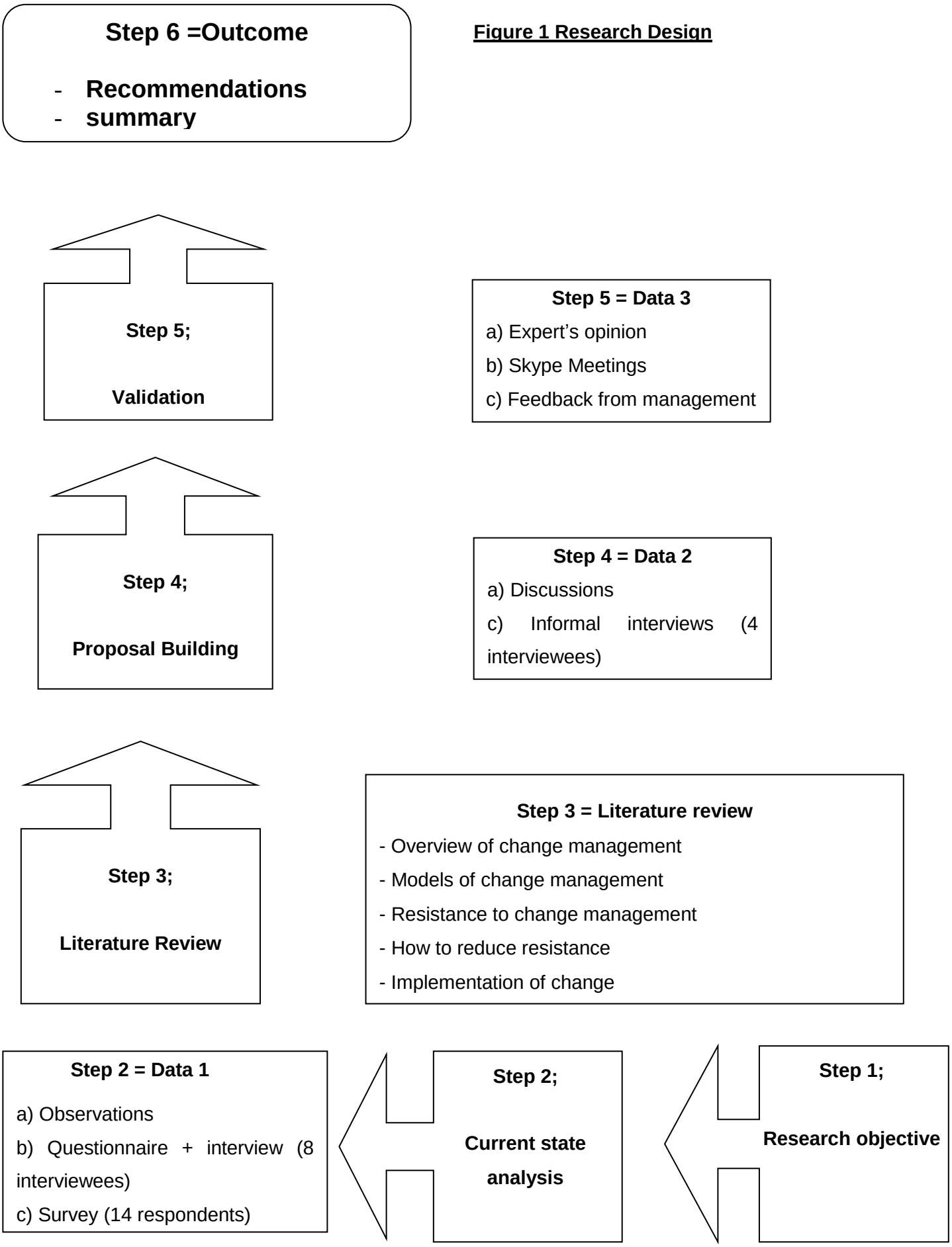
2.1.1 Qualitative Case Study Research

Qualitative research means “any type of research that produces findings not arrived by statistical procedures but refers to research about experiences, emotions and feelings, behaviors, organizational functioning or some cultural phenomenon” (Strauss & Corbin 1998). It means instead of numbers it uses in depth studies of small group of people to have a look at a phenomenon. The research is qualitative when the data is mainly free text because it is collected in response to open ended questions.

This is a case study; Yin (2009) defines case study research as holistically studied phenomenon. This is a descriptive study as it has a limited investigative area and a good knowledge base is already exists with easy availability. This is a single case study so the descriptive study is a good choice as it focuses especially on an individual or group in a defined case.

Baxter and Jack 2008 define qualitative case study research as “it is an approach to research that facilitates exploration of a phenomenon within its context using a variety of data sources. This ensures that the issue is not explored through one lens but rather through variety on lenses which allows for multiple facets of phenomenon to revealed and understood”. Thus, Qualitative case research methodology is going to be applied in this study as it gives the opportunity to amplify the understanding of the new phenomenon or describe in a differentiated way. A qualitative case study is also relevant due to the nature of the case company. The case study in this thesis is different because of the monopolistic history of the company and deep rooted family

Figure 1 Research Design



business makes it more interesting to investigate. This unique combination has not let the company change its processes, systems, and overall structure.

2.2 Research Design

Research design in this study is also based on descriptive case study approach. Figure No. 2 describes the research design in detail.

As Figure 2 shows that this thesis starts with the definition of research objective. In next step, the current state analysis (CSA) is done through Data 1. Data 1 is collected by doing different interviews of the management team, on the site observations and survey from lower cadre staff. It highlighted different strengths and weaknesses of the case company.

At third step, the literature is reviewed keeping in view main weaknesses of the case company. It is tried to give an overview of organizational change and change management, models of change management and change implementation process.

The outcome of step 3, i-e literature review, is a conceptual framework (CFW) of change management.

For proposal building (step 4), the CFW is presented to all stakeholders and Data 2 is collected through discussions with employees and feedback from them. Based on CSA, CFW and Data 2 a proposal is built which is validated at step 5. Data 3 includes feedback from company's management through Skype meetings and expert's opinion. The proposed recommendations and CFW are improved based on suggestions given at step 5.

At step 6, final recommendations and framework of change management are presented along with summary of the thesis.

2.3 Data Collection & Analysis

Data in this thesis has been collected in several different ways. Different methods were used to get the best possible overview of the organization's overall situation. Data is collected in three phases which refers to as Data 1, Data 2 and Data 3.

The schedule of data collection is described in Table 1 as below.

Table 1. Schedule for collecting data

Data/Time	February-March 2016	April 2016	May 2016
Data 1	Current State analysis - Observation - Questionnaire & Interview Total 8 - Survey 14 Respondents		
Data 2		Building the Proposal - Discussions - Interviews - Feedback from employees	
Data 3			Validation - expert's opinion - Skype Meetings - Feedback from top management

Data 1

In total, 8 interviews are done to gather data 1 for current state analysis. It was tried to interview people from almost all departments (see table 2). Most of these interviews are done by meeting the interviewees and few interviews are partly done by phone and part of response was sent by email. The average time slot for one interview was 50 minutes.

First, every interviewee filled in a small questionnaire of multiple choice questions which took about 15-20 minutes and the after that the formal interview was done. It was tried to interview managers from all departments so that to have the full picture of the case organization.

In February, 6 persons were interviewed and in March 2 interviews were done. Most of the interviews were done in a non formal environment which gave the opportunity to interviewees to be more open and relaxed. These interviews were conducted either in

the office of the interviewee or in the meeting room of the company. Only two interviews were partially done in nearby coffee shop due to non availability of the interviewee in the working hours. All the interviews were done in Urdu language but notes were taken in English. With mutual consent of the interviewee and the interviewer, it was decided not to audio tape or video record the interview.

Questionnaire and interview questions are found on the last pages as appendix 1.

Following is the list of interviewees for Data 1;

Table 2. Data collection for Data 1

Data	**Interview**	**Duration**	**Topics covered**
Data 1	Manager HR	65 min	Change management, Organizational culture, Staff Motivation, HR development
Data 1	Manager Procurement	65 min	Communication, CEO's role in everyday life and Change management
Data 1	IT Supervisor	45 min	Change management and available IT Resources
Data 1	Finance supervisor	55 min	Resources utilization and availability in context to change management. change management
Data 1	Production Manager	50 min	production cycle, change management
Data 1	Accountant	40 min	Organizational culture, your future
Data 1	Accountant	45 min	Focus of management, how to improve, your future in this organization
Data 1	Production Assistant	35 min	change management, upcoming changes, career enhancement

A small survey from the lower cadre staff was also conducted to have a glimpse of what are their feelings towards management. 24 persons were given survey questionnaire. A letter of volunteer participation request was also given with the

questionnaire. The questionnaire was translated into Urdu as most of lower cadre staff does not know English well. The number of respondents was 14, out those who replied 3 replied partially. Survey questionnaire in English can found as appendix 2 and in Urdu as appendix 3. Letter to respondents in English can be found as appendix 4 and in Urdu can be found as Appendix 5. Once an informal meeting was also held with the CEO just to have an insight of how he is running the whole organization.

The researcher does not work in the organization so researcher's bias is not an issue. Moreover, interviewees did not know the view of researcher.

Main aim of questionnaire to middle management and also to lower staff was to investigate whether there is relationship between the feelings and emotions toward overall management of company. The averages of answers were used to deduce results and reach a better conclusion.

The interviews were done to investigate about overall management and the process of change management. How change management was done in past and what are the prospects of change management. Interview answers were analyzed by going through the content and finding similarities between mentioned weaknesses and strengths.

Data 2

For data 2, a total of four interviews were done. These were informal and semi structured interviews and it was tried to get responses rather than asking predefined questions. Also discussions were held with five different members of the staff to get the feedback for proposal building. Individual open telephonic discussions were a good source to get feedback on the conceptual framework. Mainly it was discussed that how Conceptual framework and current state analysis relate to each other. Table 3 below shows the list of interviewees. These interviewees were selected based on their input in the Data 1 and passion for this study.

Several different members of staff were shown the CFW and five of them accepted to take part in telephonic discussions. These discussions confirmed the interview results. The discussions helped to improve the CFW especially in formulating the recommendations for change management for the case company.

Table 3. Collection of DATA 2 for Proposal building

Data	Interview	Duration	Topics discussed
Data 2	HR Manager	35	How to motivate and engage employees. Comments & Improvements in CFW. Top management's support during change implementation. system of recognizing employee achievements
Data 2	IT Supervisor	30	IT project and their management, CFW & role of top management, IT based feedback systems. Importance of Change team. Comments on CFW
Data 2	Production Manager	30	Provision of training, Role of tope management, Empowerment of change team. Improvements and comments on CFW.
Data 2	Finance supervisor	25	Suggestions for proposal. Implications of CFW and its monetary benefits. Reward system. Role of top management in overall process

It can be seen from above table that all the interviewees were from different departments. This helped to point of views and input from different department in the data 2. All the suggestions and criticism was taken positively and analyzed accordingly. Content analysis was used to analyze answers, similarities were found between those answers which helped to improve the CFW and draw our recommendations.

Data 3

Data 3 includes Two Skype meetings and opinion from external expert. The proposals were sent in advance to all interviewees of mentioned in Table 2 so that to enhance the output of these meetings. In first Skype meeting, the number of participants was 7 and second Skype meeting had 3 participants. Meeting participants were not selected but only available personnel participated. The table below shows what topics were discussed in these meetings.

Data 3 also includes feedback from the top management. Main finding from Data 1, Data 2 and Data 3 were sent through email. All the proceedings were explained in a

telephonic discussion. Main points of the data were discussed. An overall satisfaction was shown to overall process and input was given to improve.

Table 4. Collection of Data 3

Meeting	Participants	Duration	Suggestions & Improvements
Skype meeting 1	HR, Procurement, Production and Finance managers. IT and accounts supervisors. The researcher	1 hour & 55 minutes	Methodical Checklist and its importance Importance of sub-steps to explain recommendations Monitoring and evaluation should be 7th recommendation E3 recommendation should be engaging through rewards
Skype meeting 2	HR Manager Member of board of directors The researcher	50 Minutes	Importance and inclusion of Feedback in the framework E3 should be engaging through rewards identifying winners and celebrating the wins Importance of methodical checklist

The purpose of these meeting was to validate the proposed framework and the recommendations presented at proposal stage. The outcome of these meeting was shown to an external expert to get an unbiased input. The external expert gave positive feedback on overall results and eventually validated these results with minor changes. Finally the validated results were sent to the management. The final approval will be done in a meeting of board of directors.

2.4 Reliability and validity

“Reliability is the degree to which an assessment tool produces stable and consistent results”. That means if study is conducted by different researcher at different time, the findings will remain same. It also gives the idea of replicability or repeatability of results so that the results can be reproduces under a similar methodology (Golafshani 2003). “Validity refers to how well a test measure what it is purported to measure”. It tries to determine whether a research measures what it is intended for. This means that

validity includes credibility and accuracy of data “Reliability and validity are tools of an essentially positivist epistemology.” (Walting cited in Golafshani 2003:598). To maximize the credibility and trustworthiness of results so that to generalize them, validity and reliability plays vital role and they are directly correlated to credibility.

In this thesis, it is tried to secure the reliability by ensuring trustworthiness and authenticity of the results. As mentioned earlier that this is a single case study which includes the current state analysis (what is state of affairs now), then building the recommendations (what should be done to overcome problems) and validating them, before the final proposal (how to do it) is suggested.

Three original and discrete data collections were carried out through the course of this study which testifies the validity and originality. Furthermore, several different data collection methods were used to draw better picture of the situation and get maximum responses from the internal stakeholder and external experts. These methods include survey, interviews, Questionnaire, personal and Skype group meetings. Additionally observations and informal discussions also helped the researcher to reach a similar point of view raised in formal data collection methods. Many different available theories, model and best practices were thoroughly explored to reach best possible and customized proposal.

In each phase, it is tried to collect data with utmost reliability by ensuring the richness of the data and collecting data at different points of time. Multiple choice questions were asked to get an exact answer and empirical descriptive questions were asked to ensure wider and more meaningful results for the current situation. Secondly, as the researcher himself is not part of the organization so his own biases are reduced to minimal. Dependability could be an issue which is not achievable due to short time and subject of the study.

For the validity of this thesis experts of change management will also be contacted to give an opinion on the subject matter and proposal. Also, it is possible to increase validity by applying the findings from the existing knowledge and using a well-established model to produce the outcome for this study. If needed then re-interviewing the interviewees will be done and feedback will be taken to ensure proper validation.

3. Findings of the Current State Analysis

This section will tell a brief history of the company and other short details about the company. It is followed by the current state analysis; the current state analysis will describe the situation of the company as per the area of research that is change management. After that history of change projects will be produced followed by change management process (being practiced now), key concerns and weaknesses. The current state analysis is mainly derived from interviews, survey, and observations of the researcher.

In this chapter there are two analyses: first concerning the process of change management and second concerning organizational management. Based on these analyses the conclusion is made to take the study forward. Findings of current state analysis are very important as these will help us to build recommendations. Finally, a summary of the whole situation will be presented.

3.1 Case company

Gelatin Pakistan Ltd. is one of the largest and renowned companies that supplies gelatin in bulk throughout the world. This company produces gelatin from the 100% Halal ingredients according to religious beliefs of Muslims. The customers don't only take advantage of it and the Muslims from across the world also buy Halal gelatin from the company. Gelatin Pak is selling its Halal gelatin in 5 continents. Main buyers are from Americas and the European Union especially the USA, England, and Germany.

In collaboration with a British organization, the company was established in the year 1983. At that time, the people had not bought gelatin like it is being used currently. Due to increase in the use of Gelatin in different industries and awareness in Muslims, the demand has grown exceptionally.

It is a public limited company listed in stock markets of Lahore and Karachi. In the start company performed well in the stock market but slowly and gradually the prices of shares have gone down as it has not proved itself as an investable and liquid investment.

70 % shares of the company are owned by one family 3 brothers and two sisters. So we can say it is a family based business although being a public limited company it is legally bind for some financial and HR processes but still family plays a vital role in their management style. The family still takes pride of the company as one of the brother said;

"This is our (family's) tree, we have worked hard to grow it and it will give fruit for generations"

The company has two production facilities, one is in Lahore and the other is in Karachi. There are two branch offices located in both production facilities. The head office is located in the heart of Lahore city which the capital of Punjab, main province of Pakistan.

It has many small competitors which cater the low-end customers but mainly it has only a few competitors which are producing Halal and same quality gelatin. The two big competitors are Millat Bone Crushing Company and Lahore Gelatin Ltd. The company has always been producing quality products for its buyers. The buyers can also visit company facilities for state of the art best quality Halal products.

Company's sales are growing slowly and gradually. The sales are not growing the same way as the market of Halal products. It is seen that management's late decisions, poor communication with customers and production issues are the major problems because of which company is unable to meet sales targets.

Due to difficulties faced by the company with higher demand and slow production, it has been decided to develop a company's branch in Karachi. This expansion really worked well for generating higher revenues for the company. The company has also installed state of art production plants which are not only computerized but they have zero human interventions once the production cycle starts. Unlike other local firms, Gelatin Limited Pakistan never compromise with the quality of product. When asked about quality, a production worker during survey told;

"Mr. CEO (calling by name) can bear anything but he cannot compromise on quality issues, and that is our strength"

The manufacturing of gelatin requires attention towards the proper quantity of ingredients, timeframe, and the right temperature.

The company has a trust and certifications of producing Halal gelatin as it is impossible to differentiate from Halal and non-Halal gelatin. The company has 33 years of experience in the production of gelatin. This experience is surely a competitive advantage and it has improved company's image with improved sales but management issues and internal problems are stopping the company from achieving its goals, sales targets and stepping ahead of the competition.

3.2 Current State analysis

This section will describe the current state of the organization in relation to the area of research and focus of this study. It is derived from the survey report, observation during many visits, informal meeting and scheduled interviews of the management team. Interview questions and survey form both were developed in co-operation with the thesis supervisor, in close liaison with the management team (during visits of the company and meeting with management) and through existing knowledge in literature. Questions in interview and survey are designed to get maximum output on the subject so that to devise a better framework of change management.

A total of 8 interviews were done, all of these interviews were either done by personally meeting the interviewee or a dedicated phone call. All interviewees were given a small questionnaire to fill in before the interview but some interviewees preferred to send an email response to this questionnaire after the interview. All the interviewees preferred Urdu as the language of conversation so these were translated into English.

A small survey from the lower cadre staff was also organized to have glimpse of what the lower staff thinks about organization and change management. 24 persons were given survey questionnaire. Number of respondents was 14. Out those who replied 3 replied partially. A letter of volunteer participation request was also given with the questionnaire. The questionnaire was translated into Urdu as most of lower cadre staff does not know English well.

A map of the current change process is also described and problem areas are highlighted so that to improve those areas and to bring changes in an effective way so that all the change agents are used effectively.

3.2.1 Brief History of changes brought

In the near past two changes were brought into implementation, the installation of production plant and accounting software. Employees account tells that both projects were completed in haste, without proper planning and employees were forced to follow the instruction of the management.

The installation of the production plant will be described in short as follows.

In March 2010, management decided to replace the old production plant with a new state of the art production plant from Germany. On papers, the decision was to ask different companies to send the sale quotations but in reality, CEO decided to install a specific production plant from Germany. Interviewee 3 tell that no one was willing and the attitude was

"We will have to do it".

The decision was put on the all the notice boards and the middle management were told that in few months' time the new plant will arrive with its installation team. Everyone was directed to help and assist the installation team from Germany. The plant arrived at the production facility in September 2010. The installation team arrives 15 days after the arrival of the new production plant, production from the old plant was shut down and its un-installation started and announced that few important installation parts are missing. It was told to everyone that will take 10 days to order those and be delivered. It took 15 days for those parts to arrive. The installation team rested for about 16 days and heavy salaries were paid to them. Twenty days were taken to install and run the new production plant. The production closed for about 40 days and costs of millions of rupees of losses were reported.

The old production plant was manual and new production plant was computerized so with minimum training it was impossible for the production staff to run new production plant. The production staff was so de-motivated that once they threatened to go on strike if they are forced to work extra hours for non-production time. The company had

to hire consultants and it took approximately 8 months for the new production plant to work properly with proper training and consultation.

There are no true and unbiased records of how much losses company had to suffer just because the management did not follow a process of change management which could have helped an easy and smooth installation. A framework of change management could have saved millions of Rupees of losses but also have coped with employees' resistance in a professional way. Interviewee 2 recalls about this project and told that at that time he remembers people saying;

"Once management wants to achieve something they will do it even if it has to waste so many resources"

Main issues mentioned by the staff.

a) Top down approach
b) No consultation with the middle management or lower staff
c) No communication
d) No training
e) No feedback was taken
f) Forced implementation of decisions from top management
g) No planning

3.2.2 Current change management process

Almost all the middle management and lower staff were agreed that no change management process exists. The above change management process figure was drawn from many discussions, interviews, survey and meetings.

Figure 3 clearly shows how the change initiated and how top management (mostly CEO) reacts to that by ordering specific changes to be implemented. Employees remember that most of the change initiatives outcomes fall in the category 1 when consistently resisted by employees they finally fall in category 2 and eventually disregarded as a non-issue. Only a few change initiatives were 'eventually succeeded' as they were deemed very important by the top management and were forced on employees. The problem areas of this change management process are discussed as follows

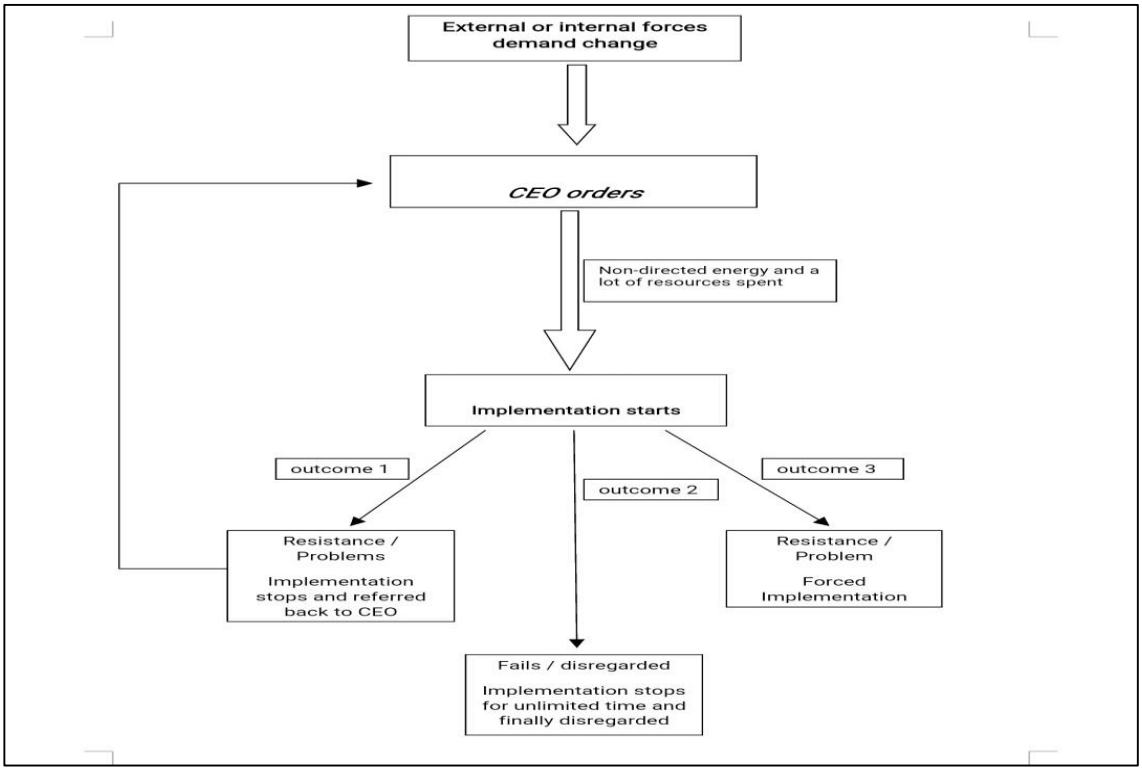


Figure 2 Current change processes.

3.2.2.1 Problem area 1

The problem starts right away when a need is demanded from the external or internal environment.

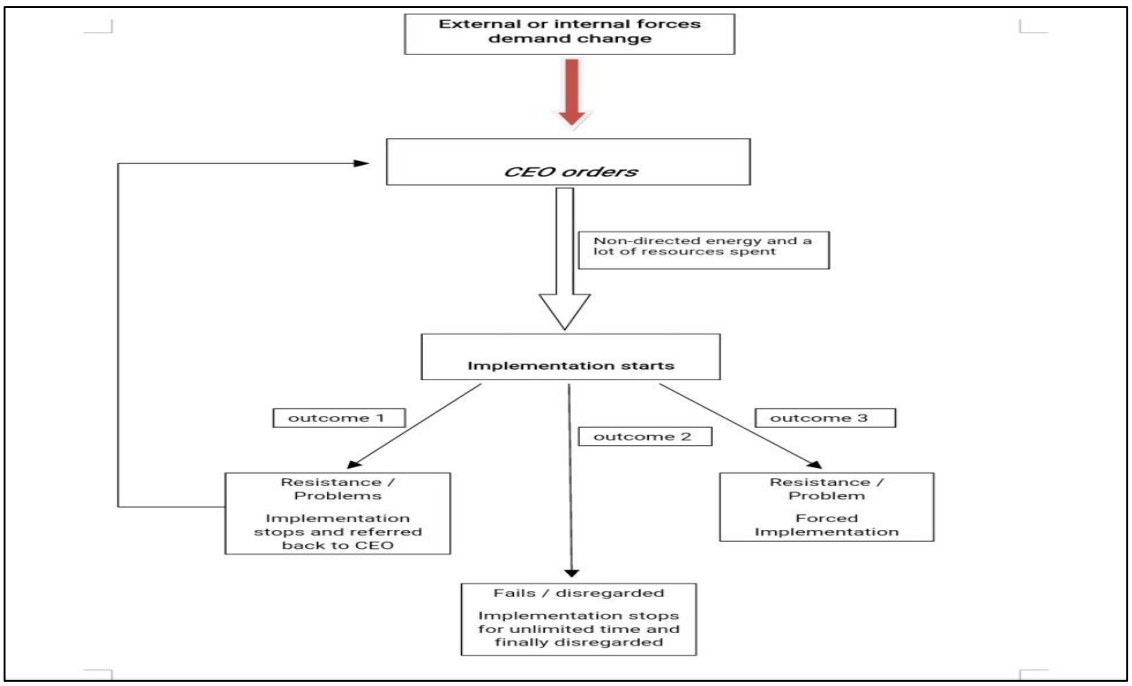


Figure 3 Problem area 1 in current change model

The red area in the figure 4 shows that the need for the change is never evaluated and the management does not consult with employees or other stakeholders. Management has to communicate to all the concerned departments and other stakeholders from the step 1 so that to make them part of the decision process.

3.2.2.2 Problem area 2

Following figure shows that once management decides to implement changes it neither involve employees to the change management process nor prepare them to implement changes in a proper way. That is why most of the initiatives are not successful as employees deliberately let these fail because they were never involved or given any responsibility.

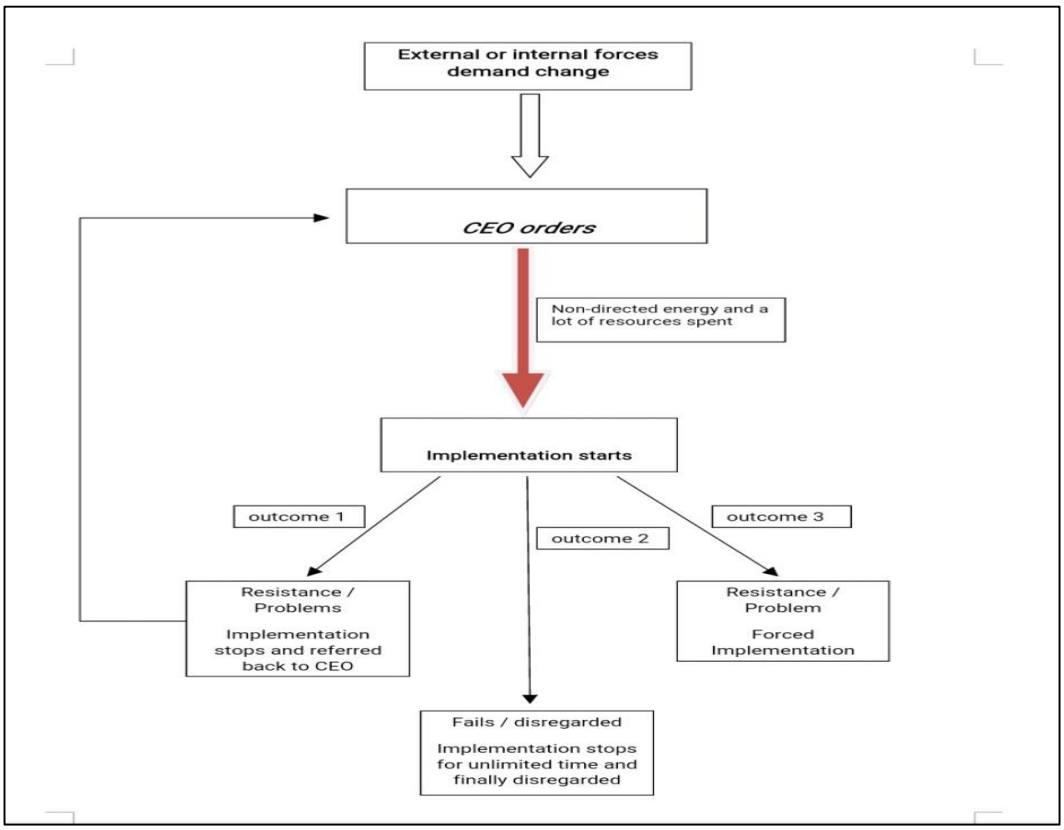


Figure 4. Problem area 2 in the current change model

3.2.2.3 Problem area 3

Implementation is one of the biggest challenges of the change process. The red area in the following figure shows that the company's over simplified change process never let

it attain the changes which are required. Firstly figure shows that company has made implementation a one-way process but implementing a change is a two-way process and it needs a lot of feedback from employees, giving control, Training & supporting employees and giving responsibility. This all can only be attained if proper training is given. It is very important to make it a two-way process otherwise change implementation will become very difficult. It can also be seen that throughout this process no evaluation is done to correct the ongoing implementation problems.

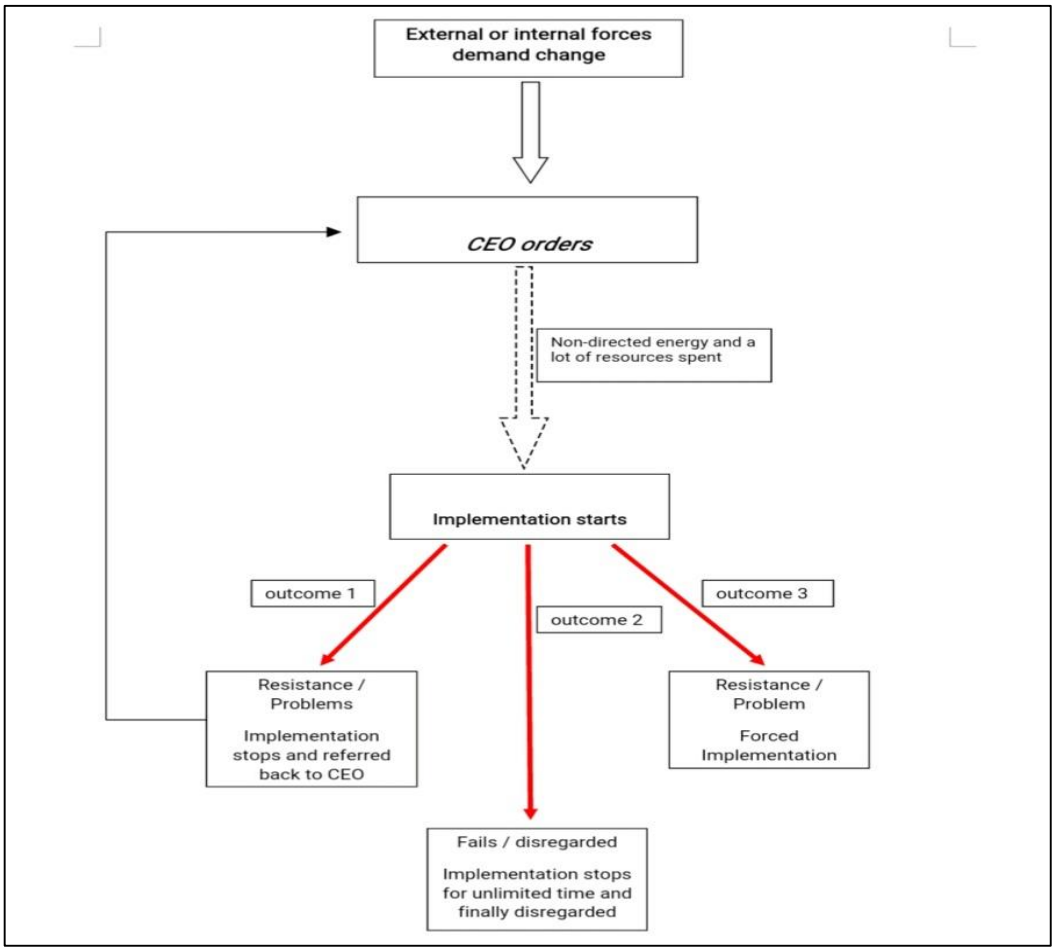


Figure 5. Problem area 3 in the current change model

3.2.3 Strengths and weaknesses of the organization

Managers need to understand strengths and weaknesses of their organizations in order to create change and make a competitive environment. The successful change action is based on analyzing current state correctly, identifying all possible alternatives and choosing the most suitable solution (Bernett 1988 cited in Burnes 2009: 336). It is

very important to analyze internally and externally the marketplace reference to competitors and to identify the major factors affecting competitiveness. Improving strengths and reducing weaknesses is the core of effective management.

3.2.3.1 External factors (Strengths)

It was noticed, observed and even told by different managers that what factors favor the organization externally.

1) **Growing Market**

   It was found that market of Halal products is increasing at a tremendous speed so does the demand. Technically saying it even does not have a proper sales department as sales are not a problem for the company as it sells everything it produces. But seeing the future and with the involvement of new players, the company will certainly need to develop new ways to be an important player in the market.

2) **Production Technology**

   The company is producing finest possible gelatin and have zero tolerance on quality issues. It has been awarded ISO-9001:2011 and ISO 14001:2004. It has also received certifications from the council of Europe-EDQM and internationally recognized HACCP. Middle management also acknowledges that customers are satisfied with the quality of product and these certifications shows top management's keen desire to get the best quality. The production plant is the latest available plant and it is equipped with state of the art computer systems with zero human intervention.

3) **Regulations**

   The company is a major exporter of Halal gelatin. The government is also introducing business regulations to help exporters with export rebates and special discounts on taxes so as to achieve maximum exports and to increase foreign reserves. This has helped the company to get better financial results and after-tax profits. It was also told and enquired that the Punjab province of Pakistan is undergoing rapid changes which has not been seen in the recent history. Many new laws are passed in the assembly to help improve workforce attitude and reduce the powers of unions.

3.2.3.2 Internal factors (strength)

Change of generation

The management of company which is mainly based on family members (brothers and sisters) is getting old. The old generation had a very unique style of managing business which does not fit to new era of technologies, internationalization and competitive environment. New generation is also becoming part of organization which can easily amplify the speed of changes. In the upcoming years the new generation will surely takeover the management duties and improvise their energy to bring better changes in the organization.

3.2.3.3 Internal factors (Weaknesses)

Following are the key findings being observed and noted.

i) Status Quo

It was observed during the visits and interviews and informal meetings that status quo is very powerful and mostly enjoyed even by the middle managers. The personnel at head office are open and have a bit broad view of things. But the production facility in Lahore gives a totally different view. It gives a view of an organization still operating in the past. Typical hierarchy system was noted and people are working without taking responsibility for it because they are never given any responsibility. Whatever happens, the blame is put on top management.

ii) Family politics

Most of the shares of the company belong to one family so family politics play a vital role in how to manage the daily affairs of the company. In an observation during a visit, interviewee 3 said that it is famous about one members of the board of directors that

> "Whatever he is saying, let him say, no one bother him even in the family."

Due to this kind of family-business inter-related problems employees start taking advantages of it rather than working objectively.

iii) Lack of training

Training plays an important role either you are installing a new production plant or re-engineering a process. In the case company, it is asked that how is the training done when there is some change initiatives are taking place. Also during survey and interview one of the key questions was about training. The middle managers almost unanimously told that either there was no training or very poor training given. One of the managers (interviewee 1) said:

"We were never asked or even told if some change is going to happen."

At the lower level, the concerns go even deeper, when asked about training during survey most of supervisors said;

"Training for what?"

Interviewee 3 said during the interview;

"I have never taken part in any training arranged by the company, the last training session was done almost few years ago and it was initiated by the government's labor office."

It is part of management's responsibility that they should realize arranging training for employees as one of the important management tasks. When there is no training for change management then surely people can easily disown the whole project and try it to either fail it or resist it as much as they can.

iv) Lack of engagement

Mostly engagement comes from within, when employees are communicated clearly about some project and involved in the decision-making process. But it is noted that engagement of employees was at the minimum. The employees are so disengaged that interviewee 5 said:

"It's not our problem it's their (management's) problem if they do not train us well they will face the consequences."

Interviewee 4 said;

"You offer me a better salary and I will work for you because this company never respects its employees and never ask them what are their future prospects and plans."

In the case company, it was observed that most of the employees even do not think there is a chance of involving them in decision making process. If they are not engaged they will start feeling that they are an alien and are not part of problem or solution. Once they start owning their job, taking the responsibility and are hold themselves for the responsibility given; their engagement level will increase so as productivity and interest in change initiatives.

v) Communication

Rather than communicating clearly management tries to hide from employees which give negative impression about the management but also slows down the change process. One employee was so upset about zero communication that when asked about why management does not communicate, Interviewee 4 said;

"Because they think that we are not humans and should obey whatever comes from them in a robotic manner"

Many had the opinion

'We do not want to stop changes to occur but we only want that they tell us what they are going to do'

The eventual outcome is that change is resisted or disowned by employees.

vi) Go with the flow

Even if some change project eventually becomes successful. The overall resources spent on the success are so much that the project could have

been done in half costs. When asked about the change initiative one pun reply by the interviewee 1 was;

"You do not need to bring changes they will come itself so let the water flow, it make its own path"

Interviewee 6 spontaneously said:

"Only two types of persons are happy in this organization; one who goes with the flow and the other who flatters his superior"

Eventually, the employees have learned that they have to go with the flow and this is becoming part of organizational culture. No one in the management is bothered to take feedback or communicate with them.

vii) Staff roles are not clearly defined

It is observed during visits that staff roles are not defined and that causes a behavior of 'everyone's responsibility is nobody's responsibility'. When asked about their current status in the company most of the employees have view.

"My work is to make my superior happy."

Interviewee 8 explained.

One of the employees said clearly;

"Our roles are defined in our job contracts but in a daily routine they can ask me to do anything they want and I have no right to say no to them."

viii) Management is reactive not proactive

It is seen that management is not completely planning anything or doing some incomplete planning which forces it to decide reactively. This sometimes creates chaos and makes vendors and customer dissatisfied.

ix) Slow decision making

This is been a major complaint of the lower staff and middle management that decision-making process is very slow. Either the management will not take any decision or they will delay it to an extent that the decision will not

be effective. That is why sometimes company is trying to do things which are no longer valid.

3.3 Summary

The red areas in the following figure (figure 7) are the main areas of concern and need special attention. These areas will be given extra focus while looking for solutions in the literature and presenting the recommendations.

The red areas show that so many important steps are skipped from the change management process. The absence of these important steps creates problems throughout the change management process and it diminishes the chances of successful change implementation. These red areas also illustrate that the change management is not planned and top management is handling change issue with least concerns.

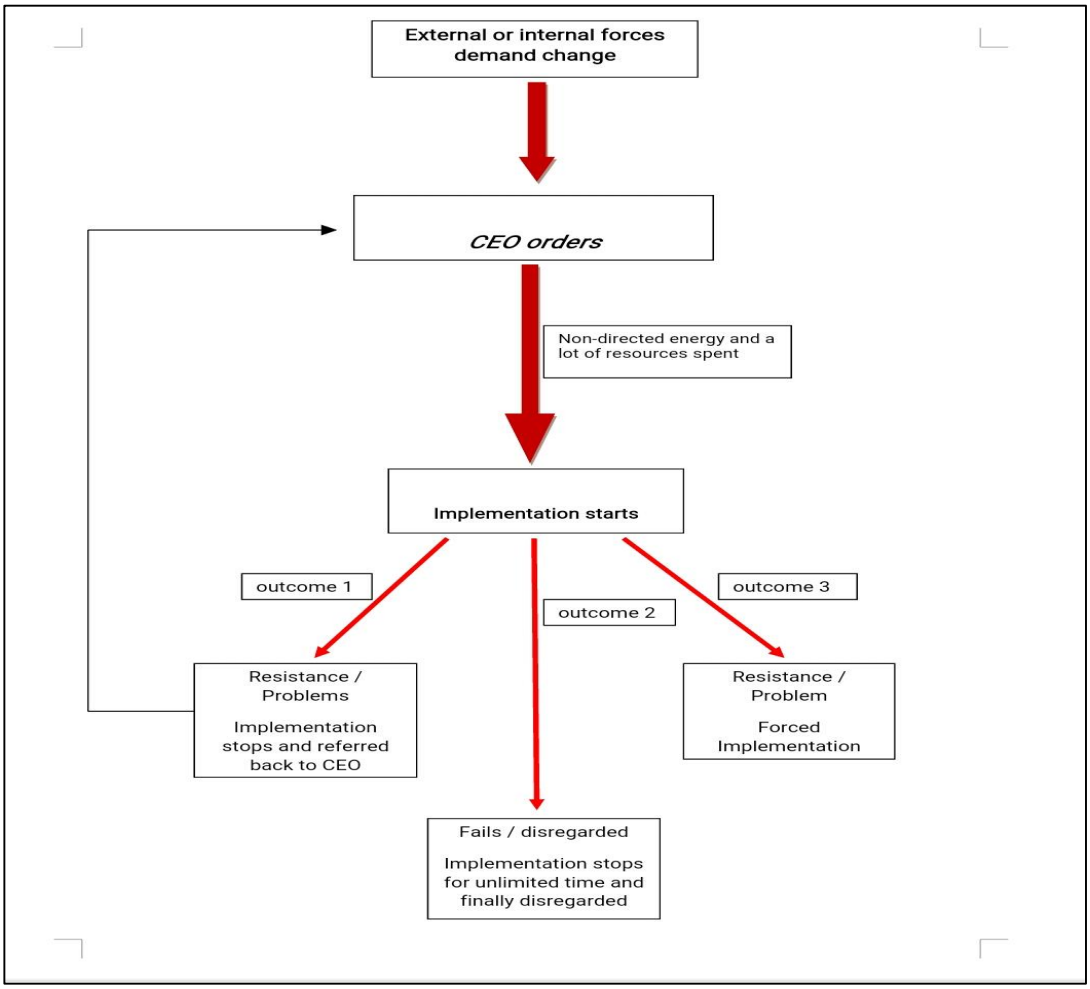


Figure 6. Problem areas of current change model

Summary of survey and interviews is clearly pointing to the fact that company badly needs a framework of change management. Employees are critical of overall management style and the way change initiatives are decided and implemented they rather think that these decisions are forced upon them. If they are not part of any decision they will surely either try to fail that or resist that decision to the maximum extent.

Before implementing any change initiative it is very important for the management to involve their employees, provide proper training provide them with clear objectives and be proactive. With the right approach, proper preparation, reinforced planning, and implementation the company can easily make changes easily possible.

Management has to come up with a proper framework of change management taken from best practices in the literature and try to follow the industry bench-marks with respect to change management.

Section 3.2.2 and 3.2.3 both pointed toward the same problems. The following table gives an overview summary.

Table 4 b. Summary of weaknesses

Weakness	Change management Process (section 3.2.2)	Organizational Management (Section 3.2.3)
Lack of Training		
Lack of Communication Or Taking Feedback		
Lack of Involvement & engagement of employees		
Giving responsibility/Defining staff roles		
Evaluation		
Lack of Planning		
Family politics		
Go with the flow		
Status Quo		

The red bars in the above tables show that organization is not good in these areas. Focus of next chapter is on literature of change management to help case company in developing a framework of change management. The focus will be on generic literature review and above mentioned areas such planning the change, training the employees and their involvement & engagement, communication and evaluating the change through proper feedback. Different recommendations will be presented to overcome these weaknesses while presenting proposal of this study.

4. Literature Review

In earlier chapter, current state of the company, with respect to change management was discussed. Many different weaknesses were pointed out in interviews and through survey, observations and different meetings. The current state analysis also helped to sketch out the process of change management and highlight problem areas of current change management process.

The purpose of this chapter is to go through the existing knowledge and review the literature. This will help to devise ways to eliminate problems highlighted in previous chapter. The aim of this chapter is to come up with a conceptual framework based on key success factors for change management.

In this chapter firstly organizational change, change management and forces of change will be described followed by types of change management and Lewin's force field theory. Different models of change management are described in detail. These models are research work, over a long period of time, by renowned scholars of change management.

Although, resistance to change is described as one of the key issues that companies face when managing change. However, methods of How to reduce or overcome resistance are explained followed by change implementation and evaluation of implementation.

Finally balanced score card method is introduced as a method to evaluate organizational change which is followed by summary of the critical success factors found in the literature.

4.1 Organizational change and change management

Organizational change is all about modifying and reviewing the business processes and management structures. According to Biglaiser and Brown (2003), Small and medium sized businesses have to acclimatize to endure beside larger competitors and develop. Though, achievement should not cause gratification. To reside a step forward of the rivalry, companies should search for methods to do things more cost effectively and efficiently. Typically, argues Balogun and Johnson (2005), change is necessary when an organization decides and wishes to ignore stagnation quickly and is ready to boost further in the existing spirited business.

Change is recognized as doing work in a different way to handle rising changes within the organization atmosphere. Change within any section of the organization may influence the entire organization. It is important to note that change could be reactive or proactive. A proactive change should be designed to try to create for predictable future challenges. Whereas Whitley 2003 says that a reactive change might be an involuntary reaction to a change happening in the surroundings.

The following sections will help to understand different forces of change, types of change, work of different scholars and how to implement changes successfully.

4.2 Forces of Change

This section describes different forces of change and how these forces internal and external forces influence change initiatives.

The factors that lead to change in the organizational context can be broadly grouped into two major categories which include external and internal forces. Whereas internal forces influence organizational change from the inside, external factors are those whose impact is felt even though they may not be within the physical and operation premises of the organization.

It is worth noting that internal factors of change are those aspects whose direct control lies within the scope of the organization. Such aspects include the employees, the business processes and the structure of the management. Mumby (2001) describes that these three form the basic internal organizational factors whose force is highly impactful when it comes to organizational change.

External forces of change, on the other hand, are those which the organization does not have direct control over. The organization's lack of direct control over external forces of change reduces their impact in the change implementation process. The impact of such force can be either direct or indirect depending on the context and the type of change that an organization intends to implement. For instance, an organization aiming to automate its business processes would be affected either positively or negatively by the current level of technology, a factor which the organization lacks direct control over (Whelan-Berry et al, 2003).

An organization is influenced by a range of forces to change. External and internal forces are described in detail as follows.

4.2.1 External Forces

External atmosphere influences the organizations both indirectly and directly. This section will describe important external factors.

The organizations don't have any command over the external factors and they do not have any choice to either avoid or stop these factors to affect. Some of these factors are described below:

a) Technology

As argued by Pettigrew et al (2001) it is the key external force which demands change. The acceptance of latest technology like, elastic manufacturing operations, telecommunication systems, and computers has thoughtful force on the organizations that accept them.

b) Marketing Conditions

The condition of the current market is no more stationary. They require possible changes because the needs, expectations and desires of the consumers change frequently and rapidly. Furthermore, Sturdy & Grey (2003) says that there is a rough fight in the market because the market is swamped with latest innovations and products every day. Latest methods of promotion are being employed to affect the consumers and attract them to the product and services.

c) Social Changes

The cultural and social environment also proposes some changes that the companies should adjust for. There are several social changes because of reach of knowledge, education, and several government attempts. Social equality, for example, equal prospects to women, equal payment for the equal job, has created new confronts for the management. In an article, Meaney and Pung (2008), forces that the management must pursue definite social norms in making its marketing, employment, and other strategies.

d) Political Forces

Political surroundings inside and outside the nation have a significant industry on trade particularly the international corporations. The government's

intervention in business has amplified extremely in the majority of nations. The corporate sector is synchronized by numerous regulations and laws. According to Dunford and Jones (2000), the organizations don't have any command over the legal and political forces, but they must acclimatize to meet the stress of these forces.

4.2.2 Internal Forces

The internal forces can easily be manipulated through management control but management always need to exercise power in such a way that it helps organization's systems, employees and structure to modify & change according to situation. There are lots of internal forces and some of the major forces are explained below.

a) Nature of the employee

According to Balogun and Johnson (2005), the nature of employees has altered over a period of time. Dissimilar work principles have been articulated by dissimilar generations. A group of people above 50 years of age think that their reliability is important to their managers. However, the workforce that comes under the age of 30 or 40 is faithful to them only. The younger generation of employees is faithful to their careers.

b) Change in executive workers

As discussed by Hardy et al (2005) change in managerial personnel is another force which brings about change in the organization. Old executives are substituted by new executives who are required due to dismissal, transfer, retirement, or promotion. Each executive brings his individual thoughts and methods of work within the organization. The casual relationships change due to changes in executive staff. Every now and then, though there is no alteration in staff, but their thoughts change. Accordingly, the organization ought to change for that reason.

c) Lacks in present management structure

Grant et al, (2005) have argued that at times changes are essential due to some lacks in the present organizational processes, arrangement, and structure. These lacks may be in the structure of uncontrollable period of management, lack of consistency in policy choices, diversity of committees, barriers in communication, lack of synchronization between different

departments, a larger amount of managerial levels, lack of teamwork among staff and line and so on. On the other hand, the requirement for a change in these cases goes unidentified until several key calamities occur.

This section helped to understand how different forces, internal and external, play their roles to initiate the thought of bringing change in the organization.

4.3 Types of Change

This section illustrates different types of change. It also describes in detail that how, when and which type of change is necessary.

Time after time, managements are either willing to or compelled to implement certain changes within the organization. Depending on the purpose of the need to change, organizations can either implement transitional, transformational or developmental changes. Whatever the purpose, the management should put in a great deal of effort prior to the implementation stage. In the case of transformational change, according to Senior and Swailes (2010), especially for where all the aspects of the organization are changed in order to suit new preferences that are deemed fit and beneficial. Whenever an organization sets out to replace its entire business process with a new one, the change process is usually lengthy and resource intensive in the sense that it requires a lot of input. Developmental and transitional change is almost similar except that the latter involves an improvement process that sweeps across an entire industry. Organizations that fail to undertake transitional change run the risk of becoming outdated and outcompeted by their rivals. As such, it is more of a mandatory type of change that does not exempt any organization. Unlike transitional change, Hardy and Philips (2004) argue developmental change is a more optional type of change where organizations are not under immense pressure to implement change.

Basically, there are 3 diverse types of changes and every type needs dissimilar methods to be applied for successful functionality.

4.3.1 Developmental change

According to Biglaiser and Brown (2003), this type of change is made to improve existing business processes. When the knowledge of change is given to the employees

and provide them the training they require applying process developments, they should feel very little tension from development change.

Biglaiser and browns (2003) say developmental change could be adopted while Marketing processes and refocusing marketing tactics, updating payroll processes, and improving current billing as well as reporting techniques.

Developmental change might be the initial step for the organizations to make additional changes to the business that will assist to meet the market demands. Handling theses small steps can better express to teams that companies are taking a measured, sensible loom to change.

It varies that at what time bringing developmental change is important or not but it is very vital for companies to clarify to employees company's grounds for the changes to all the stakeholders. Companies need to train and skill employees to employ latest technology and processes. Companies should demonstrate the employees company's obligation to reducing the consequences of change in the business (Monge and Poole, 2008).

4.3.2 Transitional change

Companies make Transitional changes to substitute current procedures with latest procedures. It is said that Transitional change is more difficult to apply and can enhance your staffs' distress.

Companies can adopt transitional change when applying new technology, building new services or products and when they are experiencing acquisitions, mergers, or corporate restructures (Grant et al, 2004).

The 'transitional' stage of taking apart old processes and systems and applying latest ones can be worrying for staff so while doing transitional changes, companies need to emphasize to employees that their jobs are safe and detain their contributions and in making changes so that they are kept motivated throughout the process of change. Communication plays vital role so it's important to evidently talk the benefits and impacts that company predicts as an outcome of changes and frequently update the employees about the steps taken by a company to support them during the change and teach them in latest systems (Hardy and Philips, 2004).

4.3.3 Transformational change

Companies make transformational changes to entirely redesign the business processes and strategy, often ensuing in a change in work culture. Transformational changes might be a reaction to unexpected or extreme market changes. Transformational change can create insecurity, doubt, and fear in employees, and requires to be properly managed.

Transformational change type can be used and applied when cultural and major strategic changes are planned. Adopting very dissimilar technologies is also one of the reasons for applying transformational changes. Transformational change is needed when reforming service and product contributions to meet dramatic decreases in revenue and unexpected competition (Monge and Poole, 2008).

At the time of making transformational changes, a company need to create and converse a well-defined policy that clarifies the methods a company is taking to change. Transformational changes demand companies to continually strengthen the foundation for the changes (Dacin et al, 2002).

Different types of changes were described in this section. It was also explained that which type of change is important at which situation. The selection of the type of change impacts the overall change process.

4.4 Types of change management

Huy (2001) classified change management into four perfect types. He calls these as four ideal types of change intervention. These types are described as follows;

i) Commanding

Commanding change interference is used for rapid, abrupt, and short term changes. Change is typically applied by senior leaders who require conformity from organizational associates. Changes may properly embrace divestments, outsourcing, and downsizing (Senior and Swailes, 2010).

ii) Engineering

This type of model is slanting to middle–term, moderately fast change outlook and often helped by work design psychiatrists in operational

systems and changing work. The change manager work as a channel in this procedure (Senior and Swailes, 2010).

iii) Teaching

This sculpts takes a long term, and more gradual organizational change perception. Helped by exterior process staffs and consultants plus trained how to explore their behaviors and work practices to disclose latest ways of working (Senior and Swailes, 2010).

iv) Socializing

This interference is also long term and gradual. It notices the change as emergent through participative untried learning dependent on self-monitored self- governing organizational procedures (Senior and Swailes, 2010).

Every type has its own boundaries. The commanding method may guide to dislike and infrequently generates long-lasting behavioral change. The teaching method is very unusual and may not be united to corporate deliberate goals (Senior and Swailes, 2010).

The engineering method may not support alliance and extend of change across commerce units and socializing method may guide to over concentrating on personal workgroups instead of how they may run as an element of bigger, corporate communal. Change management is a wide authority that involves guaranteeing change is applied efficiently as well as with permanent advantages, by thinking about its wider influence on the people organization inside it.

Finally, each change scheme you encounter or manage will have its individual exclusive set of activities and goals, all of which have to be synchronized. The roles and responsibility of a change leader is to simplify the voyage towards innovative methods of working, and the leaders will require a rest of tools to assist the leader beside the way: There is a broad variety of change management tools and you can choose the one which can suit your needs (Whitley, 2003).

In this section Huy's work on change management and its different types is presented. It is discussed that where and how these types fits to organizational strategy. It was

also mentioned that certain type of change management will have certain effects so choosing them wisely is one of important tasks for change managers.

4.5 Models of Change Management

In this section different models of change management are specified along separate explanation of each model.

Firstly, every step in these models is very important and these steps also provide a ladder style input to the decision-making process. These models present the core of change management literature and have helped many organizations to overcome change management related issues.

Furthermore, each one of these change models paints the organization in the light of an entity whose need for change is inevitable. The models further recommend procedural steps through which organizational change can be successfully implemented by the management as the frontrunner (Schilling and Steensma, 2001).

Finally, management is considered as a change element because its responsibility is to kick off the change. It should conquer the confrontation within the organization and create the change like a flourishing venture. Management has to understand that resistance to change is principally a human dilemma and so it should handled in a human and social way. Several psychologists and behavioral scientists have learned organization development and group dynamics and therefore have planned various models and theories to change management (Whiltey, 2003).

The models of change management are presented as follows

4.5.1 Lewin's Force Field Theory of Change (1936)

Kurt Zadek Lewin is a very famous psychologist and it identified as the "originator of social psychology". The force field theory of change is anticipated by Lewin, which illustrates regarding different forces influencing the organizational balance and change. An organization at whatever time is a dynamic equilibrium of forces sustaining and resuming any practice. Driving Forces are those forces that support the practice and the forces aiming the practice are known as restraining forces (Rugman and Hodgetts, 2001).

At times when the forces are balanced evenly, the organization is in a situation of indolence and doesn't change. For encouraging Organizational change, supervisors have to find methods to boost the Driving Forces and reduce the Restraining Forces. With the help of these methods, an organization defeats indolence and apply the process of change. A company introduces change by different types of methods. The thought is to assist change to be established and incorporated in recent practices. This can be done by including latest driving forces and eliminating restraining forces, by boosting the potency of the supporting force and reducing the potency of the restraining force and transferring a restraining force to a supportive force (By, 2005).

A great paradigm for this method is to beg for an augmented quality of products within an organization is sustained by forces such as improved customer satisfaction, augmented company repute, and better-quality work. Restraining forces being staff feeling reckless for the eminence of product they fabricate. This condition can be conquered by applying programs to boost staff' performance dependent hikes, pride, offering improved training and machines, the superiority of work life etc.

Behavioral consciousness in handling change is helped by screening change like a three phase procedures and they are as follows:

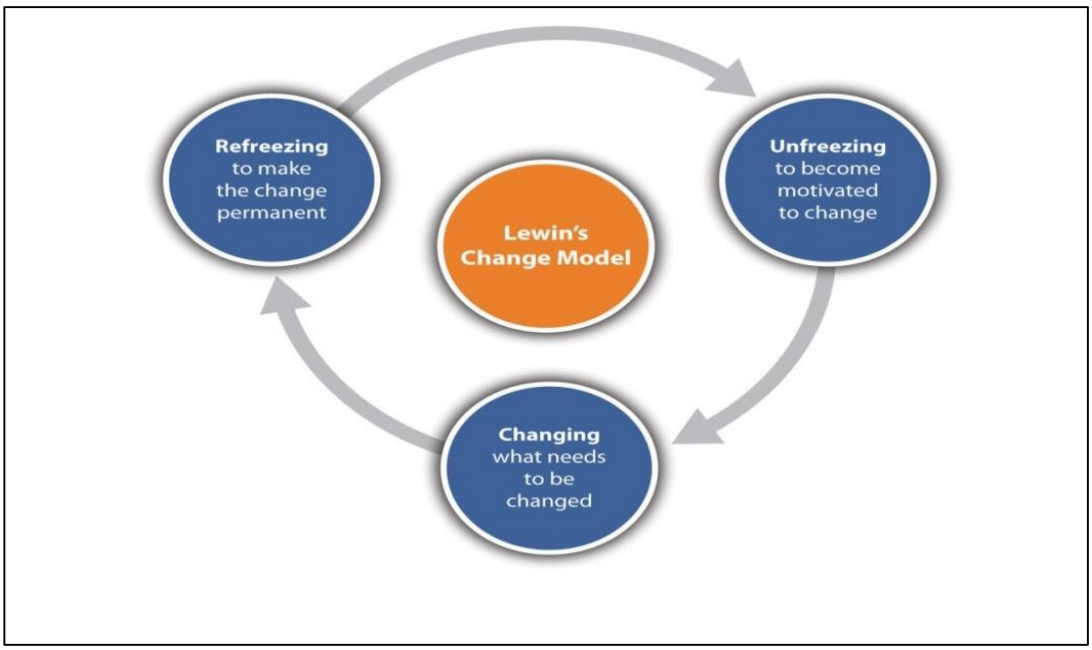


Figure 7 Lewin's model of change

Lewin's transformational model focuses on the cyclical approach of 3 steps that is freezing, changing and refreezing.

This model will be important in our study as most of the changes fail because managers fail to make those changes permanent.

Phase 1: Unfreezing

The term ‘Unfreezing’ implies that traditional practices and ideas are required to be put aside so that employees can learn the fresh ideas. It typically implies to have flexibility and an open mind to adopt new changes. It is reducing the old-fashioned practices and adopting the recent challenges. It is fundamentally breaching the existing ease zone and being prepared for change. As a result, a supervisor has to assist work force to clear their mentality of traditional responsibilities and traditional processes. Only then the work force will be capable of holding new ideas. The phase of Unfreezing is most likely one of the most vital phases to comprehend in the globe of change where we reside today (Garzone and Archibald, 2010).

Phase 2: Changing

According to Rugman and Hodgetts(2001), change is a phase in which latest and fresh practices and ideas are studied. This procedure consists of assisting a worker to believe cause and executes in a range of latest manners. It can be an instance of despair, overload, disorientation, and confusion. Patience or tolerance is incredibly essential at this point in time. There ought to be excitement, discovery, and hope to defeat all the confusions and go through a new form of progress.

Phase 3: Refreezing

According to By (2005), this is the last phase of the model. Here the term ‘refreezing’ implies that what has been studied is applied into real practice. The fresh and innovative practices turn out to be expressively held and integrated into the routine behavior of employees. Flourishing on-the-work practice then has to be the definitive objective of the refreezing phase. The key emphasis in this phase is on alleviating the procedure of work later than quick change evolution. Even supposing the world has distorted from the time when Kurt Lewin has issued Force Field Theory model in 1947, it is yet tremendously pertinent as well as the base of a number of other fresh models.

This section provided the summary of Kurt Lewin’s work on change management. This also helped us understand that over the period the complexity of changes are

increased but basic concept of change management remains the same. The following section gives rather recent models of change management which are important for unprecedented speed and complex situations faced by organizations presently.

4.5.2 Kanter, Stein &Jick - Ten Commandments (1992)

Jick, Stein, and Kanter have spent their lots of time on researching the organization change and given Ten Commandments about planning a change process. Here they are as follows:

i.) Analyze the requirement for change

Managers are required to know the operations of an organization, its roles in the atmosphere, its weaknesses and strengths, and how it will be influenced by suggested changes to make a successful implementation plan (Rugman and Hodgetts, 2001).

ii.) Craft a communal vision

One of the initial steps in production change is to mix an organization after an inner vision. This vision must imitate the values and philosophy of the organization, plus must assist it to clear what it expects to become. A winning vision serves to direct activities, and to help a business in reaching its objectives (Grant et al, 2006).

iii.) Split from the past

Extricating from the past is important to arousing to a new veracity. It is hard for a business to hold a fresh vision until the same has separated the routines and structures and that no longer run, and guaranteed to move ahead of them (Greenwood and Hinings, 2006).

iv.) Build a sense of necessity

Inducing a company that change is essential is not that complicate when an organization is wavering on the edge of insolvency, or failing in the market. Although when the requirement for act is not realized, a change manager should create a sense of necessity without emerging to be creating a

tragedy. This sense of necessity is crucial to uniting a business after change (Whitley, 2003).

v.) Support a powerful leader responsibility

A company must not accept something as tricky as big level change with no leader to lead, inspire, and drive it. This change supporter plays a vital role in forming a company apparition, inspiring company staff to hold that apparition, and creating an organizational arrangement that always recompenses those who endeavor to the understanding of the apparition (Greenwood and Hinings, 2006).

vi.) Assemble political sponsorship

Only leadership can't produce extensive change. To win, a change attempt should have extensive based support all over an organization. This support must contain not merely the change implementers, or directors, but also the receivers of change, whose recognition of any plan is essential for its achievement (Schilling and Steensma, 2001).

vii.) Build an implementation program

Since a vision may lead and motivate throughout the process of change, a company also requires more basic advice about what, when and how to do it. This change program outlines the endeavor, stating everything about the meeting, and the date by which an organization expects to attain its change objectives (Grant et al, 2006).

viii.) Build up enabling structures

Crafting latest mechanisms and modifying the status quo for applying change can be a decisive pioneer to any organizational change. These methods may be division of the available business configuration, or may be ascertained as a separate business. Enabling structures intended to ease and fuss change choice from the realistic – like establishing new reward systems, training programs, off site workshops, pilot tests – to the emblematic – like reorganizing the physical space of an organization (Rugman and Hodgetts, 2001).

ix.) Involve people, Communicate, and be sincere

When feasible, change leaders must communicate honestly, and look for the interest and faith of people all over their organizations. Disclosure, communication, and complete involvement are not necessary in each change condition, but these methods can be powerful tools for beating resistance, and providing staff a special bet in the result of a change (Grant et al, 2004).

x.) Institutionalize and reinforce the change

During the recreation of change, leaders and managers should make it a first precedence to confirm their vow to the change process, integrate new behaviors, and reward risk taking into the daily actions of the organization. By supporting the latest culture, they state its significance and speed up it's receiving (Greenwood and Hinings, 2006).

4.5.3 Kotter's Eight Steps Model (1995)

John P. Kotter has built a very supportive model to comprehend and administer change. Every step of this model is described by key standard, in which people watch, experience and then change. According to Kotter, this model is principles of reaction and method to change. To know about all the steps of this model in details, you should read his book "Leading Change". Kotter's Eight Step model is said to be the world's best ever change management models. This model had abridged the process of change enormously and said that every thriving change attempt is chaotic and full of disclosures (Schilling and Steensma, 2001).

Here are the eight steps of change model described in brief.

Step 1: Create necessity (create sense of urgency)

For change to occur, it is important to develop a sagacity of necessity around the requirement for change. It will help to ignite the first inspiration to get things shifting. Open a truthful and persuasive talk regarding what is happening in the market and with the competition. If several persons start discussing about the proposed change, the necessity can develop and nourish on itself (Ford and Ford, 2010).

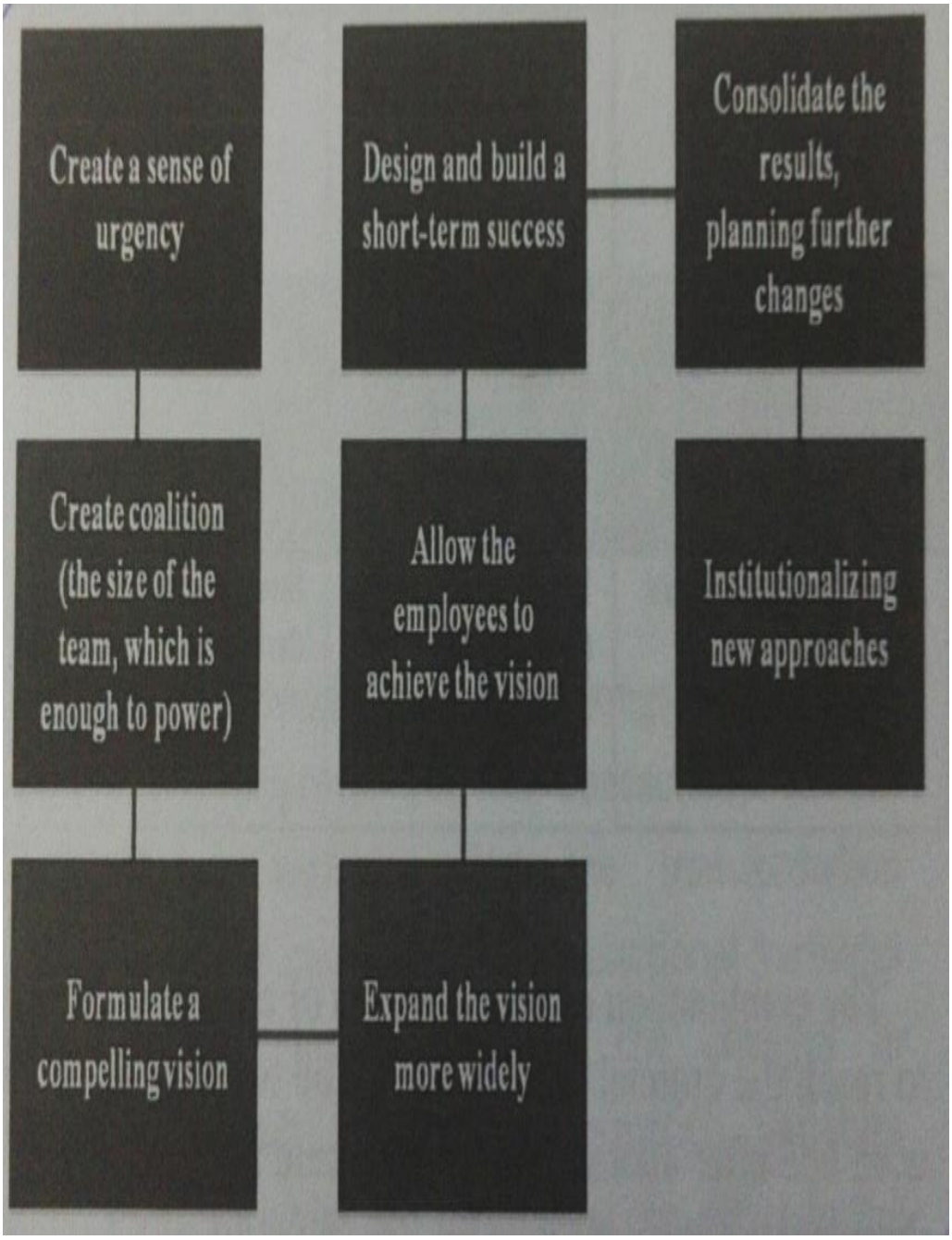


Figure 8. Kotter's 8 step model

Step 2: Shape a dominant league (create coalition)

It is important to influence employee that change is required. This takes visible support and strong direction from important people in the organization. Running change is not sufficient – it requires leadership. Discover valuable change leaders all through the organization – they don't inevitably track the customary company hierarchy. To guide change, assemble a team or coalition of powerful people. Once formed, the change

coalition requires to work as a panel, enduring to make momentum and urgency around the requirement for change (Rugman and Hodgetts, 2001).

Step 3: Generate an idea for Change (a compelling vision)

At the time of considering a change, there probably will be lots of great solutions and ideas hanging around. Connect all these theories to an overall idea that employees can seize effortlessly and memorize. A clear idea or vision can aid everyone know why you are telling them to perform something (Greenwood and Hinings, 2006).

Step 4: Communicate the Idea (expand vision)

What will be the next step after creating an idea? The message will perhaps have tough fight from other routine communications in the organization, so it is required to communicate the message powerfully and regularly, and entrench it inside the whole thing that the staff does (Gergen, 2000).

Step 5: Allow employees to achieve the vision

After following all the steps, when a company arrives at this stage in the process of change, it has been considering the vision and creating buy-in from each and every levels of the company. The employees wish to get active and attain the advantages that the company has been promoting. Establish the configuration for change, and frequently test for obstructions to it. Eliminating obstructions can allow the staff company need to perform its vision, plus it can aid the change to proceed (Garzoneand Archibald, 2010).

Step 6: Create interim wins (design short term success)

Nothing inspires more than victory. Provide an organization a flavor of success untimely in the process of change. Interim wins help to motivate the staff. Without this, negative thinkers and critics might harm the progress. Create temporary goals – not one lasting goal. The company wants every smaller goal to be attainable, with small room for breakdown.

Step 7: Fabricate on the change (consolidate available results)

Kotter says that several change projects stop working as success is acknowledged too early. Actual change runs profound. Sudden wins are just the opening of what requires

to be done to get lasting change. Each win gives a chance to generate the right steps and know the improvement (Grant et al, 2006).

Step 8: Fasten the changes in business culture (institutionalize)

Lastly, to stick in a change, it should be a fraction of the centre of the organization. The business culture often concludes what gets done, thus the principles after the vision must demonstrate in everyday work.

4.5.4 Ghoshal and Barlett's Model (1997)

Change management has a very significant role to play in an organization because the work of handling the change is not a piece of cake. When it comes to say ‘managing change’, it means making change in a systemic and planned manner.

Changes in a project or an organization can be started from inside the organization or superficially. For instance a product which is famous between the users may experience a change in appearance as per the activating factors such as a spirited product from other makers (Carr and Brower, 2000). This is just a case of peripheral factor that activates a change inside the organization. How the company reacts to these changes is the matter of concern. Managing such kind of changes appear in the change management process. Proactive and reactive reactions to these changes are likely from a company (Biber et al, 2007).

Change management is completed by several sovereign mentors who are stated to be professionals in these regions. These mentors administer the changes for their customers. They handle changes or assist the customer craft the changes or start the work by themselves to craft the changes that have to be made.Beer and Nohria, (2000) argue that part of change that requires awareness is chosen and techniques, methods, models, and tools are utilized for crafting these changes that are essential for the company.

When an organization has a process it is not a simple task for the organization to apply changes to the process right away. Sometimes a particular organization may have different business units and changes in a unit may be replicated in another unit. In such companies, making changes becomes hard. For that reason, Ghoshal and Barlett introduced a model in 1997 to make the process of change easy and comfortable.

The unified phases of change are described below:

1. **Rationalization**
   This phase helps to streamline the various operations of a company.
2. **Revitalization**
   This phase is made to leverage the resources and link various openings across the entire organization.
3. **Regeneration**
   Regeneration is introduced for the purpose of managing all the tensions and operations of a business unit, while simultaneously teaming up somewhere else within the organization to accomplish performance (Atkinson, 2005).

They assert that though change is frequently offered as messy and difficult, there is nothing mystic concerning the process of obtaining change with effectual tactics following the regeneration, revitalization, and rationalization sequential process (Beer and Nohria, 2000).

The process of change is considered to be the process which prevents the existing process, makes the required changes to the existing process and then operate the latest process. Ending an existing process in several businesses is lethal for the company. Therefore, suggests Brown and Humphreys (2003), it is important to do this in steps which have negligible consequence in the process. These changes cannot happen for a long time inside the company since that can also be a failure for the company. The contribution of the workforce disturbed is also incredibly vital for the process of change to be downy.

The process of change could also be thought of as an analytical state. The change which is occurring could be the effect of a crisis that has taken place. It should be remembered that a crisis is a condition that needs some act to be taken certainly to manage that condition. This optimistic action is called as analytical. The process of change could be analytical for a picky condition (Whitley, 2003).

Hence, final comments come from Brown and Humphreys (2003), change management is extremely important for an organization. This permits the organization

to provide a proactive or reactive reaction to the changes that occur externally and internally.

4.5.5 A conceptual model by V. Rama Devi et al.

Rama Devi et al. (2013) presents a very logical conceptual framework specifically in reference to Indian sub-continent business and socio-political environment. This model is also a process flowchart of change management. Figure 9 shows the smoothness of model and helps understand it conceptually.

V. Rama Devi et al model consists of five stages of change as described below.

i.) Change Drivers

There are two types of change drivers, external and internal. Internal drivers are normally the manifestation of external drivers. These drives are the basic cause of initiating change.

ii.) Preparing to change

Preparation for change starts from indentifying the change and defining it clearly. In preparation the communication plays central role as to convince and make employees motivates about the upcoming change. Then it requires continues support from the top leadership to negotiate and train the concerned departments and employees.

iii.) Building change capacity

Through properly monitoring the environment change can be anticipated. once management anticipates a change it should right away start working on organizational change readyness and on building change capacity. It has to come up with ways to improve employees' abilities toward change, supportive infrastructure for change and facilitation culture for change. It is very important that the employees are rewarded through a change reward system.

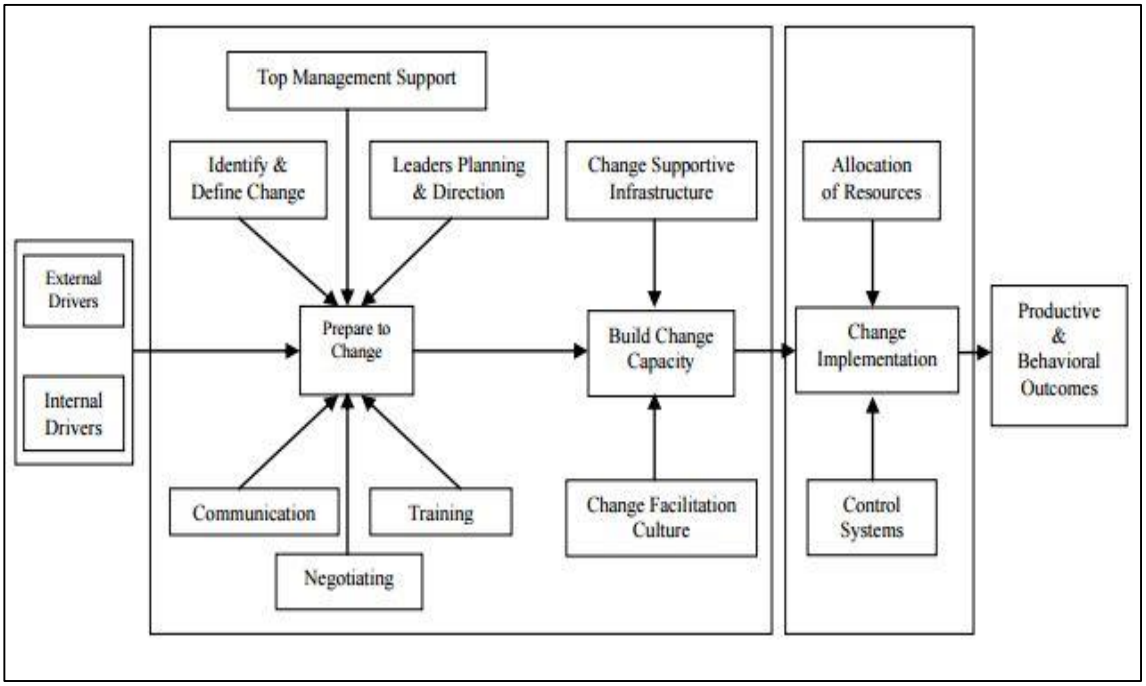


Figure 9. conceptual frame work by Rama Devi et al.

iv.) Building change capacity

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v.) Implementation of Change

Implementation of change is one of the main phase of change management as most of change initiative fail due to improper implementation plan. Organizations need to allocate enough resouces and build proper systems to ensure implementation is properly done and the change targets are accomplished. The core processes need to be understood, measured and improved. The link between change objectives and operational improvement should always be intact as a shource of effective implementation.

vi.) Outcomes of change

There can be many different outcomes of change, for example, improved quality, operational efficiency, lower costs and so on. These outcomes cans

easily seen through better productive environment. A successful Outcome will surely help to facilitate better efficiency and effective which results in a competitive edge over the rivals.

4.5.6 Summary of models of change mangement

This section summarizes the models of change management. Similarities between these models are described and their importance for customizing these models is illustrated.

The models that specify the steps followed in the implementation of change in an organization have striking similarities. The Ten Commandments model highlights and illustrates a ten-step model through which organizations can execute the change decision. As for the eight step model developed by John Kotter, change is described as a process through which management follows eight steps to observe and adapt to new aspects of the organization. Just like the Ten Commandments model, the eight-step model advocates for procedural transformation within the organization (Dibella, 2007). John Kotter appreciates the fact that organizational change is a strategic decision whose execution cannot be completed in a fortnight.

The force field theory of change, described earlier in this chapter, is yet another model that illustrates the organizational change process. According to Lewin, the organization is an entity that experiences different forces which influence its balance.

Ghoshal and Barletts model can also be compare with Lewin's model of change as it phases the change process in three steps. However, both models have totally different approaches with horizontal and vertical differences.

Furthermore, V. Rama Devi et al. presents a flowchart of how the change should be modeld. Their model is a nice depiction of a process representing all the steps from scratch till the end.

Finally, it is argued that all the models of change are well established and practiced throughout the business world. It depends on the management of the organization that which model suits their requirements. Therefore, in the planning stage of change

management the top leadership should carefully pick their model for implementation sot that to make the process of change management easier and smoother.

4.6 Resistance to change

In this section resistance to change is described in detail. Firstly employees' reaction is illustrated that how they are emotionally shocked by the change. Secondly the factors that cause the resistance to change along with a list of 'why employees resist change' are described. Finally, different methods of reducing and overcoming resistance to change are reported.

In an organizational context, there is a high possibility of employees showing the unwillingness to accept change. This is because employees are the ones who directly face the effects of change within an organization. The idea of replacing traditional customs and norms will therefore not be enthusiastically welcomed in most cases. The inability to correctly judge the effects of change within the organization is also one of the causes of resistance to change.

Agarwal and Hendersen (2002), states that more often than not, employees are likely to interpret change as a potential threat to familiar traditions and norms. As such, it is easier to shun it rather than embrace it in the first place. In order to avoid and/or reduce the resistance, the top management should make a point of effecting proper communication detailing the relevance of change. This goes a long way in clearing the air about the change.

Other than prior communication by the management, Bercovitz and Feldman (2007),argueit is also important to encourage the contribution of those that are directly affected by the change. Employees who resist change in an organization do so out of a collection of doubts and misgivings as well as insecurities about the fondly held norms and traditions. Preserving some of these in the wave of organizational change would help in reducing the resistance.

Organizational structure and culture change is predictable because of the regular change in markets and customer, technology, political and social pressures, and also demographic characteristics. Organizations have to administer change and consequent this resistance to endure (By, 2005) and prosper.

4.6.1 Reaction of employees

Resistance to change is a behavioral and emotional response by the employees, as either they imagine or in fact there are real threats to a traditional work schedule. Reaction of employees to change is affected by various factors. It is sensible to anticipate employees to react as the procedure of change entails moving from the identified to the unidentified, and when employees respond, Bercovitz and Feldman(2007), points out that it is significant to differentiate between the signs of their reactions as well as the reasons behind them.

Three factors are there that research robustly recognizes as affecting reaction of employees to change: employees' cognitions and emotions, communication, and participation of employees in decision making. Facts advise that these factors clarify much of employees' reactions; perhaps more than other factors exist throughout organizational change. Agarwal and Hendersen(2002) argue that these factors are directly linked and can also be measured in several ways; each factor adds important and individual information.

Several change efforts stop working because change agents misjudge the value of the cognitive-effectiveness. The individual nature of change, and cognition & emotions are closely entangled. Bercovitz and Feldman (2007) describe the following organized aspects of cognitions and emotions influence employees' reactions to change: employee attitudes, defense mechanisms, irrational thoughts, and emotional intelligence.

Emotional intelligence (EI) in reaction of employees to change is vital since persons with high EI levels feel more success in career, feel fewer job uncertainty, are more efficient in team performance and leadership (Agarwal and Hendersen, 2002). Companies should formulate ways to improve EI of their employees.

Furthermore, when companies are planning change then they should communicate proactively. This will help employees to understand why change initiatives are being taken and eventually will reduce negative reactions from employees.

4.6.2 Factors that cause resistance

It is challenging for organizations to circumvent change, because fresh ideas help development for them as well as their members. Change happens for numerous reasons for example new staff duties; decreases or increases in funding, goals or

vision; new missions; acquirement of new technology; and to make new clients or members. J. and Hope Hailey, 2008 advocate that changes can build new opportunities; however they are often met with condemnation from defiant individuals in the group. Kanter (1985) give the following reasons that why employees resist change as shown in the figure below

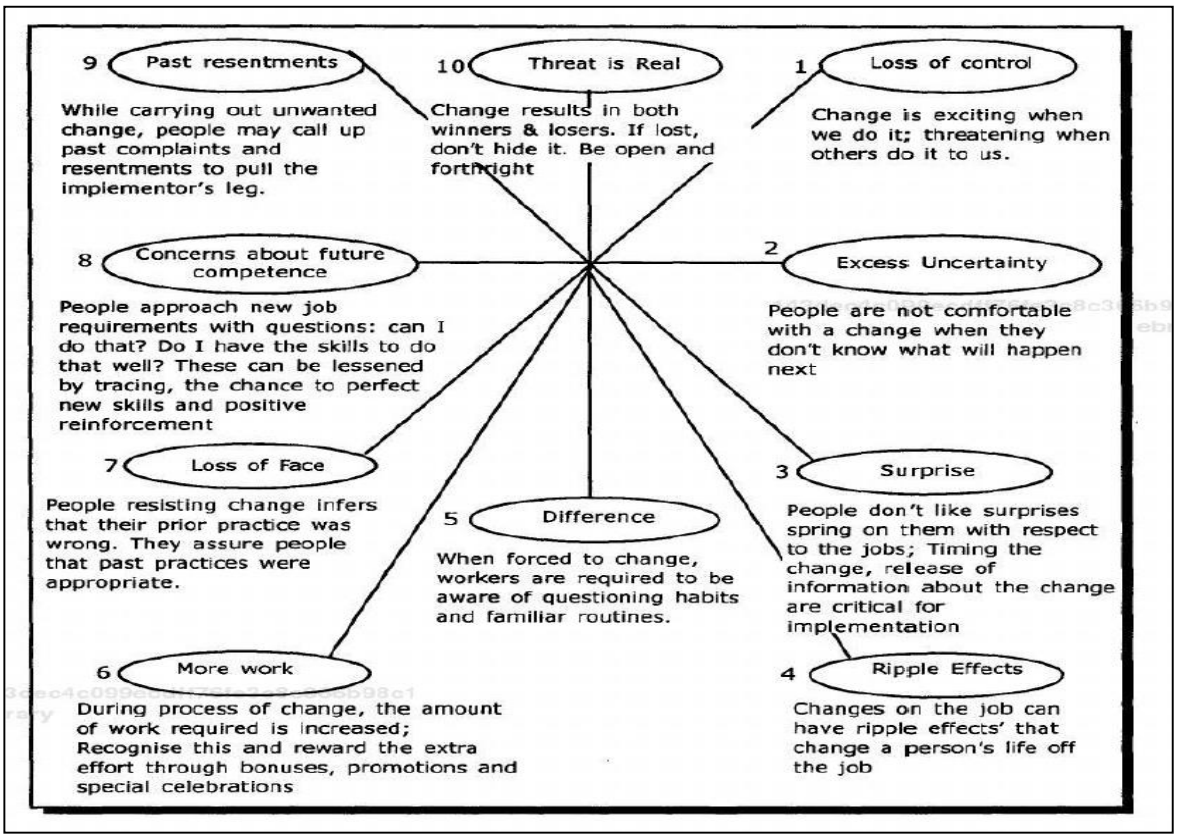

Figure 10. Kanter's why employees resist change

Following are some other factors which cause resistance to change.

i) Training/ skills dearth

According to Cummings and Worley (2005), when change needs mastering latest skills, resistance is expected, especially when it comes to latest technology. The only way to reduce resistance is by training and educating the employees. This will not only help stop resistance but will also help employees to get involved.

ii) Lack of Trust

Trust is very important in running a flourishing organization. When organization staff feels they can't trust major decision makers, it becomes intricate for them to acknowledge organizational changes. They may

attribute the changes to various negative core reasons or even guess they will ultimately lose their jobs (Grant et al, 2006).

iii) Feeling Expelled

Clear communication and flow of information is very important when it comes to change management. Atkinson (2005) suggests that organizations should ask for advance inputs to make sure that everybody has liberty to voice their opinions and ideas. If staff hears of an unexpected change, and their inputs are not taken or either those inputs are not taken care of, they will feel expelled from the process of decision making and maybe they feel insulted.

iv) Self-Interest

Self-esteem often obstructs with the capacity to acclimatize to change. Some want to preserve the status quo to progress their own individual agendas; while others have unlike enthusiasms. Finally, employees working in their own egotism, rather than the organization's good, will oppose change (By, 2005).

v) Poor Communication

Changes in an organization begin with major decision makers. It is their responsibility to convey the details to employees and make sure all complaints and questions are managed before changes being brought into practice. Whitley(2003) comments that since the news of a change reaches through the other sources, details are occasionally slanted and associates finish up getting second-hand, insufficient, inappropriate and inaccurate information. Hence, poor communication can lead to resistance to change.

4.6.3 Methods to reduce resistance to change

Resistance to change is considered as a usual reaction when staff is asked to change. Change is not comfortable and needs new methods of doing and thinking. Change creates uncertainty and anxiety. Employees may drop their feeling of security. They may desire the status quo. The variety of reactions, whenever change is commenced, is unpredictable and immense. No member is left impervious in most changes. Consequently, resistance to change frequently happens when change is commenced.

Resistance to change is better seemed as a usual reaction. Even the most supportive, cooperative employees may sense resistance (Cummings and Worley, 2005).

Here are few methods to reduce the employee resistance to change.

a) **Offer information**

It is important to give the appropriate reasons behind the upcoming changes, its intended timing, its nature, and its potential consequences on the personnel and organization. Whenever feasible, managers must give the information about the change beforehand to those members who will be affected. Preserving the information that could gravely influence the future and lives of particular members has to be ignored if possible. Though, competitive endurance of an organization may need the information about upcoming changes to be directly held until soon before the change is going to take place (Biber et al, 2007). This is only possible if management devise a proper system of information flow.

b) **Encourage contribution**

When feasible, members should be motivated to contribute in starting the change. An individual who is concerned in applying change process will expect to be more kind of the change (Biglaiser, 2002). If employees' are encouraged to contribute then they will have a sense of involvement and this will surely help decrease resistance to change.

c) **Guarantee against loss**

For promoting approval of technical changes, a number of organizations promise that there will not be any lay-off as an effect of such changes. Cummings and Worley (2005) tell about a benchmark technique that when there are any changes in output standards and methods, members are also guaranteed withholding of their existing level of income throughout the learning age.

d) **Make only essential changes**

It is important to implement changes as per the demand of the situation, not due to the fancies and whims of managers. When a manager makes changes for alteration, he will shortly find that any changes planned by him will obtain only negligible recognition despite whether it is valuable or not (Biglaiser and Brown,

2003). Even if the situation demands to restructure everything still a step by step and evolving set of plans should be utilized.

e) Try to preserve informal norms and useful customs

If possible, changes have to be introduced to agree with the informal and cultural norms of the company. This is vital due to the genuine value of casual workgroup from the angle of interpersonal associations. For example, when security shoes were launched, few would try them eagerly due to their bizarre look. When they were rebuild to look like standard shoes, the conflict faded. Atkinson (2005) argues that changes that violate informal norms and recognized customs will likely to make resistance and have only few possibilities to being willingly accepted.

f) Communicate and build trust

In case a manager has a status for offering timely and reliable information to staff, the clarification as to need of the change will expected to be understood. The change may yet be opposed, but when employees have trust in the manager, problems will be reduced (Biber et al, 2007). Communication flow is the most important part of building trust and this is one of the ways that organization can easily diminish resistance.

g) Provide counseling

Discussion or counseling with the staff that will be influenced and affected by the change can decrease the resistance and also can inspire them to willingly accept a change. Nondirective counseling has been employed efficiently in numerous change conditions (Alvesson and Kärreman, 2011).

h) Allow for negotiation

The process of negotiation can be helpful to reduce the resistance to change. Atkinson (2005) says that negotiation is a major process employed by labor unions to upshot alteration of planned administrative changes.

If an organization apply changes in its environment which is employee-oriented, along with clear communication plus better level of trust, it will be beneficial. However, even in the most sympathetic situation, Grant et al (2004) suggests, an organization must know and either proactively respond to resistance or react swiftly to the variety of human responses and emotions that are obtained throughout times of deep change.

4.6.4 Summary of Resistance to change

Firstly, there is possibility that employees showing unwillingness to accept change because they assume that it will affect their daily routine. They resist change initiatives due to several different reasons but mostly this resistance is an emotional and behavioral response to what they perceive of the changes brought.

Furthermore, high emotional intelligence helps overcome negative responses to change initiatives. Organizations should formulate ways to increase emotional intelligence of their employees.

Secondly, in the literature, different factors are mentioned that cause resistance to change. Most of these factors are due to management issues which can be easily be resolved with better planning and improving change implementation methods. These factors include lack of training, communication and trust. Moreover, self interest of employees also play important role that employees resist to change.

Finally, different methods, for reducing resistance to change, are discussed. Communication is one of the most important solutions to reduce resistance to change. Management should always offer information before hand, ask for feedback and contribution. Negotiating, providing essential training, counseling and building trust all these play role in minimizing resistance to change.

4.7 Change implementation

Implementation of change is one of the most important steps in the change management. Mostly at this stage the whole process either succeed or fail. Furthermore the real face of resistance is shown at this step. In this section change implementation is described in detail. Different tactics can be used to implement change and how to plan the process of change implementation is outlined. Finally, during the implementation process and once the implementation is done the monitoring is described as an important tool to reduce problems and increase effectiveness.

Business environment these days is exceptional, in terms of the opportunities and its richness and the range of its challenges. The requirement to be agile, to be capable to make effective and quick changes in organizations is very important to stay both

competitive and relevant. Although, the disturbing facts concerning attempts in change proposals in organizations prove that, approximately, only about 33% of such proposals are doing well. In other words, the business environment at present is extremely dynamic and transitions are the command of the day. There are some changes that may instigate inside the organization, but the majority of these changes arrive from the exterior environment (Cummings and Worley, 2005).

For example, new regulations are legislated from the administration which the organizations has to obey, life styles change, customer's dislikes and likes change, competitors launch latest services / products, latest developments in technology take place. There are demands from users, competitors, communities, and labor unions which compel change in organizations. Implementation is the internalization and institutionalization of a change once it has been acknowledged by a business and a conclusion has been made to recognize and make it piece of the continuing activity. Implementation is considered as a multidimensional procedure whose last part is institutionalization and stabilization of change.

4.7.1 Tactics for change implementation (Murthy 2007)

Management needs to decide whether change should occur fast, slow or at a normal speed. Sometimes a rapid action is needed as the external environment demands quick response and sometimes you need to follow the internal maneuvers to let the change happen at a slow pace. The decision on which speed an organization should bring change is illustrated in the following figure.

Some alternative tactics can be used as follows;

- Push through change management initiatives despite active resistance.
- Quick illustrating to avoid skepticism in employees to help create unified effort toward the goal.
- Letting the things get worse and the desire of change come from the employees.
- Strike it when the iron is hot.

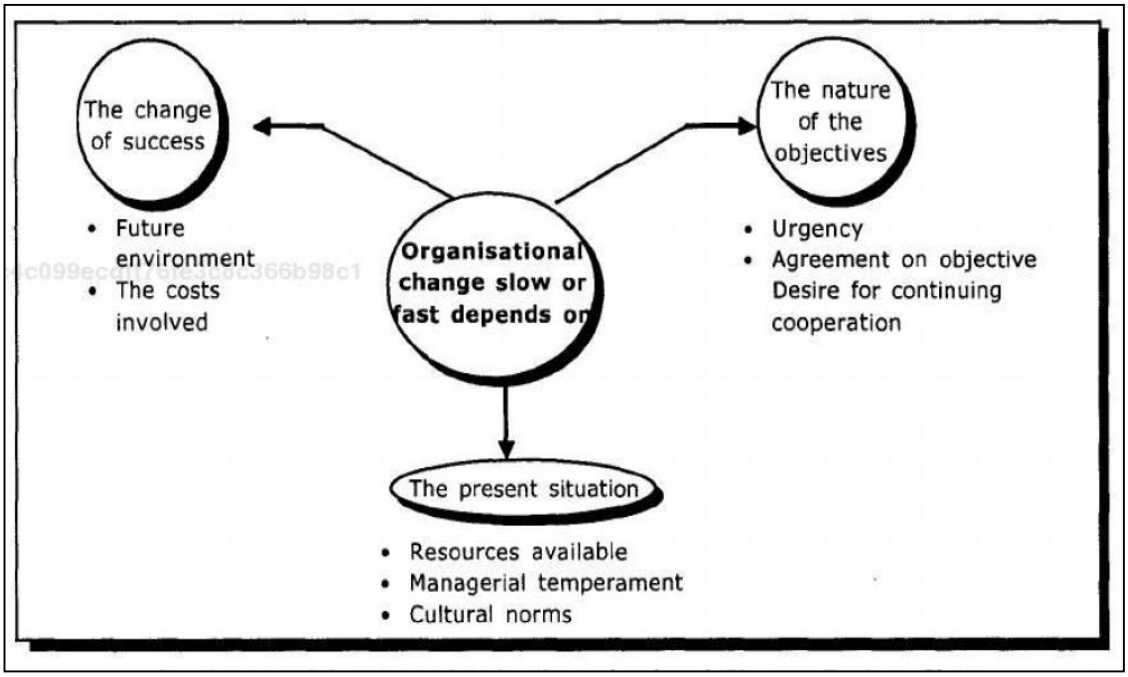

Figure 11. Change implementation speed

All above tactics are valid choosing one of these wisely is one of challenges of management.

4.7.2 Planning the process of implementation

The aim of planning process is to have a general perceptive of the temperament of implementation. The process of planning finds out the whole procedure of implementation of transition phasing. Phasing can be either spatial (in terms of different locations or units of the organization) or chronological (in terms of time) (Atkinson, 2005). The following plays a vital role while planning the process of implementation.

I. Processes

Each and every process concerned in the process of implementation should be set and defined. Different levels of the process contain stabilization, implementation, action proposal, deliberation, collection, information, diagnosis, motivation, and initiation (Alvesson and Kärreman, 2011).

II. Strategies

Management has to originate a mixture of plans to implement processes. These plans should concentrate on taking help from change agent, outsiders, designing everlasting organizational structures, location/ unit of the organization

to be chosen for preliminary process, sincerity with the upbringing etc.(Cummings and Worley, 2005).

III. Implementation team

An extensive based work assembly of implementation has to be formed to watch over the implementation of transition program and monitor it always. HRD division of the association may be told to adopt this duty (Alvesson and Kärreman, 2011).

IV. Minimum control

Since monitoring is a fragile concern, so control must be least in order to formulate the process of monitoring successful. Control trials to increase new standards of experimentation, diversity, and creativity.

V. Communication and Feedback

Implementation needs reviewing a range of processes plus gives feedback. It involves obtaining data, experiences, and information and giving feedback to the inhabitants on how they are applying compared to the plans and design.

VI. Action

Action covers up all the miniature information of what is applied at dissimilar phases. This process contains a range of steps and phases for people as well as several group works with regard to change program (Grant et al, 2004).

VII. Adaptation

It is the mixtures of two major criteria of implementation and effectiveness. Organizations should adapt to their general environment as well as their own internal cultural and other issue. Adaptation could may be specific, general or both.

VIII. Support

Different kinds of support from the entire concerns will be needed for the execution of change. The management and Operations committee, and HRD department are some of leading agencies which deliver key support.

IX. Institutionalization

It is making change everlasting division of the organization plus internalization is stabilization of change. It is the refreezing phase of Lewins force field theory.

Once the institutionalization is done, it is very important to freeze it down and make it permanent

4.7.3 Monitoring

Monitoring is the method of “regular episodic depth of program inputs, outputs, and activities commencing at the time of program implementation. Monitoring is usually apprehensive with the delivery, procurement, and use of program resources, devotion to work routines to development made in the construction of outputs (Biber et al, 2007).”

Being a fragile undertaking in the change implementation stage of organizational change, monitoring is very important. In order to oversee the implementation process to its successful end, the management needs to invest a great deal of effort in monitoring various processes. First, it is important to note that watching over the actual implementation team of a change program is essential (Cummings and Worley, 2005). This is because; it is the implementation team that does most of the actual processes. As such, the monitoring process will create opportunities for the management to identify areas that may need reviewing in the process of organizational change. This will go a long way in preventing unnecessary resistance that may arise in the future. The monitoring process in organizational change serves to minimize control, which would otherwise endanger the success of the change (By, 2005). As such, it is important for the management to enact decisions that will oversee the monitoring process with minimal control. The need to maintain communication lines is paramount. This is because the implementation process involves a stream of information gathering activities. In addition, the gathered information requires analyzing and the generation of feedback. All these are supposed to be achieved through the monitoring process in order to achieve success in the implementation process (Atkinson, 2005).

4.7.4 Summary of change implementation

Change implementation is the most crucial phase that determines success or failures of the whole change process. It is very important to plan the implementation phase as it is a multidimensional procedure through which internalization, institutionalization, and stabilization of change can be achieved.

Different tactics can be used to implement change. These tactics also determine at which speed the change is going to occur. Change implementation can be slow or fast based on present situation of the organization. Present situation is key to which tactic can be used for effective implementation of change.

Moreover, planning the process of implementation of change is very important. Different strategies can be adopted for smooth implementation of change. Most importantly a change implementation team should be assembled which is empowered to plan and implement change. Every concerned process should be defined, a system of feedback should be set and adapting to different situation should be considered.

Finally, monitoring plays a vital role during and after implementation of change. It helps organizations to improve their planning during the process of implementation of change through different adaptation methods. Once the implementation of change is completed monitoring will help to make the change permanent so to institutionalize it.

4.8 Building conceptual framework

This section describes that why a customized framework of change management is important for organizations. The bases of the conceptual framework, presented in this section, are also described. Finally, the process figure of conceptual framework is shown at the end of the section. Conceptual framework presented in this thesis is based on existing knowledge found in the literature review.

Clear objective, choices and methods has to be selected to walk on the path of a successful change. Changes may affect or impact many different areas, like strategy, structure, process and employees, of an organization. Because of this Kanter 1992, argues that organizations should realize that changes should be well planned, slow and smooth, flexible with the needs and can fit into the organization easily.

Furthermore, the literature of change management suggests many different methods, models, theories and frameworks to bring successful change but yet it is seen that change initiatives fail more often than succeed. It is because every organization has its own set of values, structure and systems. Due to difference in these core values and systems it is very difficult to apply a unified model or framework of change management. Also, the type of change selected varies on the type of organization and it plays a vital role to implement change.

A change with no planning will come up with failed results. Therefore a systematic, well planned, objective, and customized approach is needed to overcome hurdles to change implementation and to monitor its institutionalization through proper feedback and response systems.

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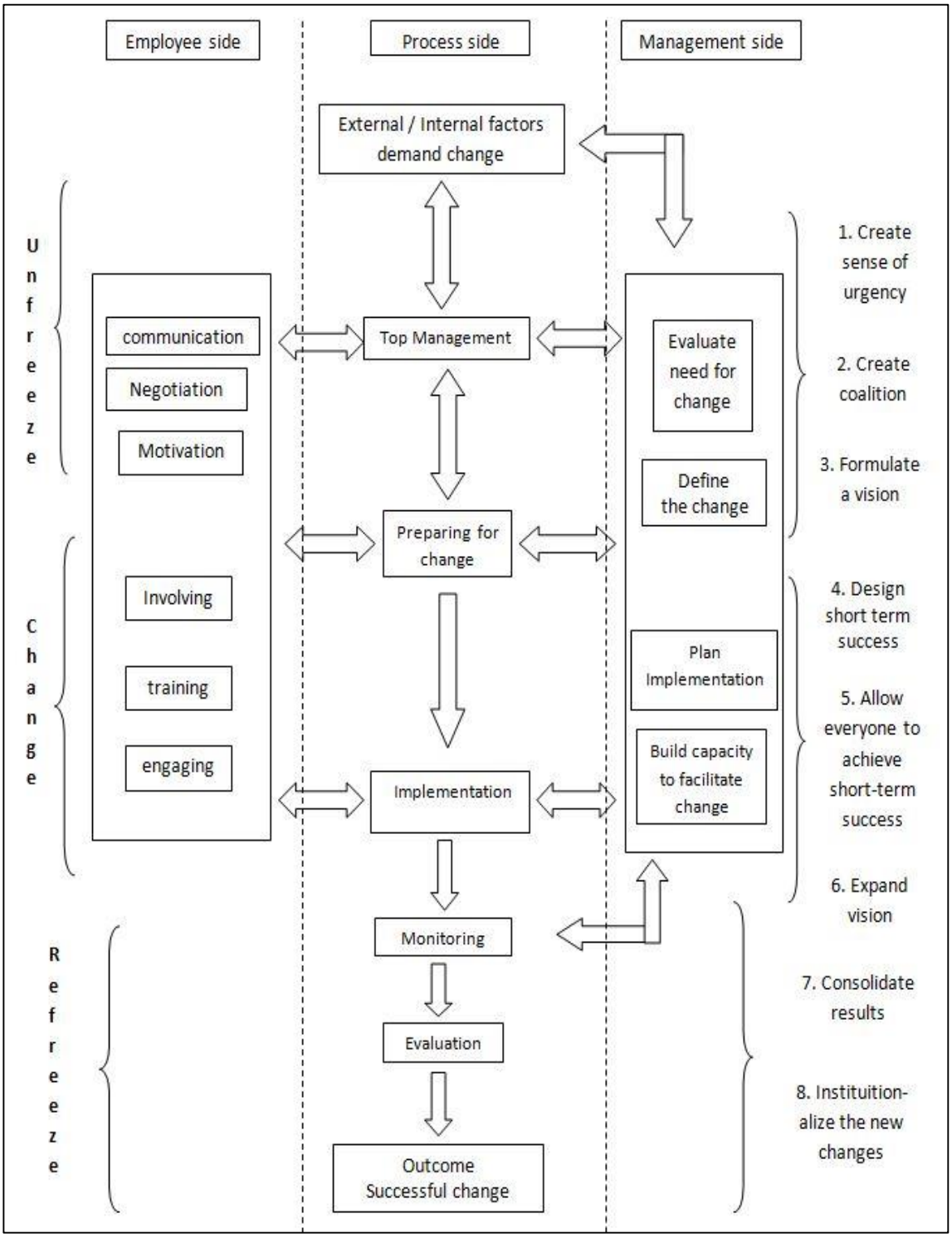

Figure 12. Conceptual Framework for change management

In this thesis the conceptual framework is based on best options found in the literature review of change management and models of change management. Especially Rama Devi's, Lewin's and Kotter's models of change management were selected and these were customized for the case company. The conceptual framework of this thesis is shown in Figure 12 below

Figure 12 shows the step by steps (Kotter's on the right side and Lewin's on the left side) and procedural (Rama Devi's in the middle) conceptual framework of change management. Case company's current state is also taken into account so as to make it a better fit to bring about changes more efficiently and effectively.

4.9 Summary of Critical success factors

This section summarizes the chapter 4 by presenting critical success factors (CSF). These are driven from literature review. CSFs could also be seen in CFW described in section 4.10. These will help this study to shape up the proposal for case company and validate it. Recommendations proposed in next chapters are mainly based on these critical success factors.

An organization is a multifaceted body and carrying about a transition is a uniformly complex torment. Coordinating a companywide process of change is a subtle balance which needs capable leadership. A deserving manager can make the process of change simple for organization and themselves. However, playing the role of leadership in the process of change is far-flung from simple. Following critical success factors are crucial for change management.

- **Management's Role**

  Management's support and role is very important to change management initiatives. Employees normally do not resist changing just because they do not want to learn. The resistance is because they are not able to understand their role in a new environment (Robey 2002: 29). It is very crucial for managers themselves to know the advantages of the process of change and they need to communicate that change to the bottom. It needs to address employee issue through feedback and response. Employees' roles should be defined so that they take responsibility. If employees know what their role is in the new situation they will feel more comfortable and will less likely to resist the change. Also

management need to know that change is not just varying something it is a serious issue and must be handled carefully.

- **Importance of planning**

  Planned application of the process of change is extremely vital. Change must not be forced on the workers without appropriate consideration and planning provided to the organizational society. Planning needs synchronization and managers require coordinating among departments to effectively arrange the change. Organizations should not attempt to change as early as possible and require taking a phased method to implement change. Change has to be a properly thought procedure and applied in a systematic and planned way.

- **What not to do**

  Kotter observed that several unsuccessful change attempts happen because of various inadequacies. These include: celebrating victory ahead of time, failure to recognize and create temporary achievements; failure to recognize and remove barriers to change; no clear strategy or vision to lead the change attempt; failure to set up a strong guiding alliance; and failure to make a sense of necessity. The expenses of such inadequacies marked themselves in unsuccessful application of new initiatives or strategies. So, to decrease the threat of breakdown and of being besieged by the collision of change, the change attempt must be lead by resilient and committed role models, who should plan deliberately if they are to productively guide the organization.

- **Bottom up approach**

  Organizations also require having the correct method and mindset to handle the process of change. Successful organizations impel change before being determined by the change. Though, the strategic choice to change originates from the higher authority but the application should be a bottom up procedure.

- **Change is a continuous process**

  It is very important that that change is identified as a permanent process to be applied over an extensive time period, which will allow the transition of systems, habits, skill set, and culture of people. Managers have to plan deliberately to lead the organization to a victorious future, plus to evade the danger of being

defeated by the collision of change. Embracing and planning for change should be a continuing process.

- **Focus on communicating and Training**

  To create awareness in all stakeholders communication plays a vital role and should be started from the step one. Finney & Cornett 2007 argues that only with proper communication plan, an open environment can ensured within the whole organization. This way a sense of importance and urgency of the change will be spread and will help to make employees keen of the process.

  Furthermore, it is argued by Sage 1981that every individual understand, adapt and analyze information differently, so once the need for change is understood then training and getting feedback plays crucial role so that to harmonize the level of understanding and to address the daily routine issues and to better implement change.

- **Empower, involve & engage**

  One of the key tasks while managing change is empowering and involving followers. For successful change management it is very important to involve and engage employees. It is suggested that employees should be involved in the decision making process and problem solving of organization so that to get directly related to its objectives (Shirouyehzad et al. 2010:3). The management must struggle to empower and motivate followers to acknowledge change, to buy-in into communal vision and accept challenging aims. This is the optimal way to engage employees so that to make them part the process.

- **Make the change permanent**

  It is argued by different researchers (Lewin, Kotter & Kanter etc.) that after the change implementation the most important step, which normally is forgotten, is to institutionalize that change so that to make it permanent. Otherwise there are chances that the desired state will liquefy and the whole exercise of change management can fail. This can be done by continuously evaluating the process at different interval or as desired by the situation.

Finally, the change management approach is also dependent on the nature of organization. Different organization may require approaching change in a different way and the nature of change management method accepted should be aligned with the goals of the organization, its vision and conditions. For instance, if an organization is planning to recover customer service should, rationally, accept a change model aimed on recovering procedure that have a straight behavior on that purpose and eliminating barriers that stop its success. This is for the reason that; a disjunction among the mechanism and objective would result in unwanted and untoward results. Above mentioned critical success factors (section 4.9) will be used to develop our proposal and recommendations in the next chapters

5 Proposal Building

This section presents the proposal of the change management framework which will be a best suit for the case company. Firstly, the descriptions of the key findings from current state analysis of the case company in respect to change management are described. Secondly the key concerns of the stakeholders are described and then finally an initial proposal of change management framework is presented.

5.1 Best practice and current state analysis

In this section findings from the current state analysis and best practices found in the literature are merged to present an initial proposal for building a framework of change management.

The external environment is suitable for the company not only in terms of regular business conditions but also for change management. New laws and improved IT based government structure is being introduced in the country especially in the Punjab province of Pakistan. Internally the company is not yet ready for changes however, as mentioned in the current state analysis that in near future the new generation is going to take over and surely will change the management style and bring other important changes to run the company in a competitive style.

Key concerns and weaknesses were identified while conducting interviews and surveys for current state analysis. Author's own observations and informal meeting also played vital role in findings of current state analysis (section 3). During the current state analysis it was found that company is being run abruptly and the changes are brought without proper planning, focus and communication. It was also found that whenever a change initiative is taking place employees are not involved, engaged or being trained for a successful change.

The weaknesses derived from current state analysis are clearly pointing toward the lack of either a systematic framework or a process model of change management. The objective of this thesis also relate to this problem.

The section 4, Literature review focuses on the best practices and existing knowledge of change management. The main objective of looking into the existing knowledge is to

look for theories and models of change management and how those theories are important to change management in the case company.

It is also suggested that change implementation is a crucial stage and companies need to monitor and evaluate the changes implemented to make those changes permanent. A summary of Critical success factors is provided at the end of literature review. A conceptual framework of change management is drawn which encompasses three important characteristics of change management i-e employee side, process side and management side.

Finally, the objective of this chapter is to come up with initial proposed framework which suits best to the company. Another round of informal interviews and discussions has been done to achieve best customized framework of change management.

5.2 Gathering of Data 2 and its findings

This section describes how the data 2 is gathered and how the recommendations are drawn based on this data.

A total of four interviews were conducted for the data 2 and telephonic discussions with five different personnel. Before doing interviews the conceptual framework was sent to all the interviewees and also to survey respondents. All 4 interviewees took keen interest in the conceptual framework produced and appreciated the effort. During interviews and discussions everything revolved around specific challenges to CSA & conceptual recommendations and respondents were asked to give suggestions. The table 3 shows commonalities between current state analysis (CSA), critical success factors (CSF) and how to overcome these challenges. The answers to the questions asked (table 2) gave us clear picture of how the CFW should be amended and recommendations drawn.

During discussion it was found that all the respondents are insisting on DEFROST stage (shown on the left side of the proposed framework Figure 13). The Defrost stage points toward the fact that company needs to clear the dust before the unfreezing stage starts. It was also noted that the top management is unable to monitor and plan change initiative while focusing on routine management issues. Therefore, the top management should develop a change team which will take care of all planning and

other issues related to change management. Also few other adjustments were done to the conceptual framework which can easily be noted as colored in the proposed framework.

Table 5: DATA 2 and Links between CFW, CSF and Proposed recommendations Or Framework

#	CFW (Perfect state from Literature)	CSA (Problem state in practice)	Data 2	Main Questions	Link to Recommendation OR Proposed Framework
1	Planning	Top management's role	informal Interview	What is the Role of top management in planning?	M1
2	Planning	No Planning	informal Interview	What are the steps that top management should take to start a change?	Development of a change team & M2
3	Communication	No Communication	Discussion	How can an open environment be ensured?	E 1
4	Involvement, Training, Feedback taken, Bottom up approach	Management doesn't Involve employees, top down approach	Discussion	How the employees will take more interest in the change process? How they can be involved in the process?	E 2
5	change is a continuous process	No Planning	Informal Interview	How does management supports implementation of change?	M3
6	Engagement	No Empowerment, involvement & engagement	Discussion	Does reward system play a role in engagement of employees?	E 3

5.3 Proposed Recommendations for change management

Six different recommendations are evolved over the process of this thesis as mentioned earlier. The initial recommendations based on data 2 are proposed in the following section.

The first Recommendation is management recommendation **M1** is Top management's role. Literature review and the current state analysis both points toward the importance of top management's role in change management activities. To bring about change is a process and it needs positive and strong supports from the top management. Data 2 and our conceptual framework also confirms that top management is the center point of change activities as it needs to support all the change activities from scratch till the end. It needs to formulate the vision and design the strategy for change management. Besides supporting and defining strategy top management also need to make an empowered team of strong individuals (either external consultants or from internal management) which have 24/7 access to top management and can see day to day change management business.

The M1 recommendation is to provide constant support, define change strategy and make a change team of dedicated professionals.

Second recommendation is management recommendation **M2** is evaluating and defining the need for change. Once a need for change is pointed out by the top management then as per our second recommendation it is very important to evaluate that need and then define the objective of that change. Sometimes the change is pointed out just for sake of varying things not for the sake of getting competitive advantage. Therefore, this is part of change team's responsibility to thoroughly evaluate the need for change. Once the evaluation confirms that there is a real need for change then change team need to come up with concrete objective of the change which can be communicated to all the stakeholders in an easy and simple way.

The M2 recommendation is that the change management team should evaluate the need for change and define its objectives.

The third recommendation is employee recommendation **E1** is Motivating through communication and or negotiations. This recommendation is very important to all

management activities but especially when some change is being brought then employees need to be taken into confidence and motivated through proper communication. If required by law then negotiations should be done with the employee union so that no legal problems are created in the middle of change process. When the objective of change is understood and sense of urgency is created then a coalition can be easily built by motivating all stakeholders.

The E1 recommendation is that to make employees motivated they should be kept informed constantly by change management team and if necessary, by top management.

The fourth recommendation is Management recommendation **M3** is developing and planning the process of implementation of change. Change implementation is itself a long process and sometimes to properly implement changes another special implementation team is required.

Management needs to develop and plan implementation strategies. It needs to give maximum control to the implementation team. It is very important that all the required processes are included in the implementation plan and they are defined and set. A phase wise action plan should be devised and approved so as on the completion of each phase, a victory can be celebrated.

The M3 recommendation is planning the implementation so as to make the process of implementation smoother, reliable and sustainable.

Involving through training is **the fifth recommendation** is employee recommendation **E2.** As already mentioned, in literature review, that managing change is not a one way traffic. To make it two ways it is important to involve and take feedback. Training is not only important for equipping employs with latest knowledge and techniques but it is important to get their involvement. Data 1 and Data 2 also strongly suggest that a successful change cannot be achieved without giving employees the amount of training required. When employees are trained sufficiently then they start getting involved wholeheartedly.

The fifth recommendation is closely related to our E1 recommendation. Because once you have motivated all the key stakeholders through right ways of communication then it is very easy to train employees and involve them effectively.

The E2 recommendation is that successful change output is directly related to involvement through training.

The last and sixth recommendation the employee recommendation **E3** is engaging. Employees' engagement is very crucial to keep them on the track to success. Short term or long term wins should be recognized, celebrated and awarded individually and in groups wherever required. This will help employees to adapt to new systems and processes. Moreover, engagement will surely cement the new change into its place, will reinforce it and employees will be able to sustain that for a very long period of time unless it becomes part of their routine.

The E3 recommendation is about engagement which will help us to shape up the desired state and refreeze it for an optimal time period.

During the gathering stage of Data 2 it is realized that commonalities can easily be found between weaknesses in current state analysis, CFW derived from literature review and recommendations presented after Data 2. These commonalities are illustrated in the following table and it provides us with a clear summary of how the recommendations are drawn.

It can be easily seen that recommendations suggested during the course of this thesis are directly related to the current state of the organization and conceptual framework presented in section 4.10. Based on this it can be said that this correlation is sign of objectivity of this study

Table 6: Links between Recommendations, CFW & CSA

#.	Recommendations	CFW	CSA
1	Top management's role	Top management's role	No Planning
2	Identify & evaluate need for change	Planning	No Planning
3	Communication & Motivation	Communication	No Communication

#	Recommendations	CFW	CSA
4	Involvement & Training	Empower, Involve & engage, Bottom up approach	No Involvement, No Training, No Feedback taken
5	Change implementation	change is a continuous process	lack of Planning
6	Engaging	Empower, involve & engage	lack of Engagement

5.4 Proposed Framework for Change management

It was observed that currently organization is not able to formulate its own model of change management to bring changes professionally. The conceptual framework suggested many changes the way organization was implementing change initiatives. It was observed in the Data 2 that there should be minor changes in the conceptual framework. The proposed framework indicates the recommendation points which are taken into account after the data 2. Keeping in view the management's perspective M1, M2 and M3 are presented as recommendations and the employee's side shows three recommendations E1, E2 and E3. The amendments in the conceptual framework are colored in the initial proposal as shown in Figure 13.

Proposed framework, as shown in figure 13, is mainly driven from literature review of change management but few changes are brought through Data 2. Main changes are that in CFW (figure 12) different factors were shown separately but in proposed framework the factors are dependent on each other. This means if organization needs to achieve one factor then it needs to work on other factor e.g. if organization needs to motivate its employees it needs to communicate in a proper way to achieve motivation.

The proposed framework of change management (figure 13) will also be validated through different internal and external sources which will be described in the validation stage of the thesis.

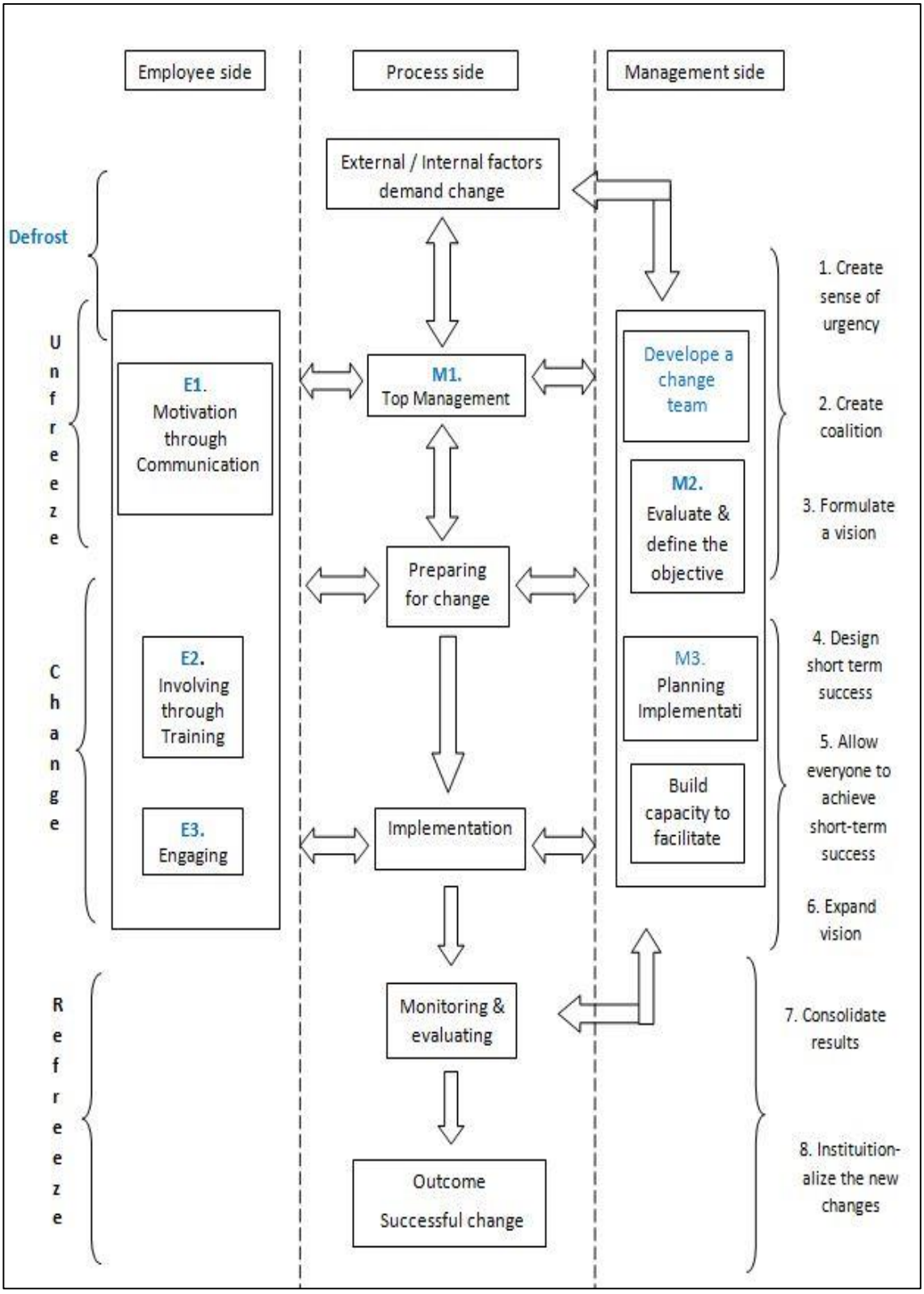

Figure 13. Proposed Framework for change management

6. Validation & Improvements

This section describes the process of validation of proposed framework for change management. How different improvements were brought to the proposed framework is illustrated. Finally an improved framework and recommendations are produced.

6.1 Process of Gathering Data 3

In this section gathering of Data 3 is described. It is illustrated that how the data was gathered and how the process of validation affected the final outcome.

6.1.1 Skype meetings

The proposed framework of change management along with the list of initial recommendations was sent by email to 6 persons. These six persons were chosen on the basis of their interest throughout the course of this study. Two were member of board of director, four were managers from different departments and one was assistant manager.

Once everyone was ready to give feedback and suggestions, a Skype meeting was arranged. Total six persons were present in the meeting including the researcher. Agenda of the meeting was already told to all participants which was to give feedback and suggest any improvement, changes or alterations. The initial proposal was once again presented in the start of meeting and the core recommendations were described in comparison to the proposal. It was tried to elaborate that how this proposal and the recommendation suits the case company. Few comments were given about the proposed framework and suggestions were given and discussed thoroughly.

Another short Skype meeting was held few days after the first meeting. There were three participants; HR manager, member of board of directors of company and the researcher himself. This meeting was the continuation of the first meeting. The final framework and recommendations were presented in this meeting and after discussion it was unanimously accepted and validated.

6.1.2 Expert opinion

It was decided from the start to take Expert’s opinion in the field of change management. An external expert in the field of change management was asked to comment and suggest alterations. Expert’s opinion also helped to improve proposed

framework and recommendations. The detail of expert's feedback is presented in section 6.3.

6.2 Suggestions & Feedback.

Firstly, the proposed framework presented in this study received generally a positive feedback from within the case company and external expert. Managers and employees from the case company once again commented on the objectivity and importance of the study. One positive compliment in Skype meeting 1 by participant 3 was

> "We are observing that employees are feeling positive about management just because they were contacted to conduct this study. We are sure that the outcome of this initiative will have a positive impact on how the organization will work in future"

Secondly, it was pointed out that the proposed framework covers all important aspects of change management. It shows, from scratch till the end, that how the process of change management should work. Two participants in Skype meeting 1 indicated that now it has become very important that the top management should align itself with this framework and follow the road map to achieve its future targets.

Thirdly, during the first validation meeting, all the participants gave different suggestion for improving this framework. These suggestions were discussed in detail in the second meeting. The second meeting came up with concrete points that need focus and should be taken care of during validation stage. Moreover, the expert opinion also helped to bring improvements and suggest case company for future implications.

Finally, a summary of suggestion from stakeholders and external experts is presented and table of validating adjustments is created on the bases of Data 3.

6.3 Summary of Data 3

This section describes different suggestion to improve the proposal and a table of improvements & adjustment in the proposal.

I) Suggestions for improving proposal

Different tools were used to come up with suggestion to improve the proposal presented in chapter 5. These suggestions are described one by one in the following manner.

a) A methodical, step by step and numbered check list should be prepared which shows that which step should followed by other. It was suggested on the basis that the activities could only be synchronized once these steps are performed in an arranged manner

b) Each step in the process of change management should be explained with sub-steps.

c) On the successful completion of each step an evaluation of that specific step must be done through a meeting.

d) The top management should always keep an eye and focus on recommendations presented in this study. It was suggested that after implementation monitoring and evaluation should be added as a recommendation. This is time when everyone involved in the change team should stand back and evaluate the whole process to identify what went wrong. This is very important to improve the change management framework and help improve change competency.

e) There were other adjustments recommended which will be explained in the table of adjustments. Please see Table No.7

II) Validation Table.

Validation table will help understand what needs to be adjusted and improved. It will also show what feedback was given in Data 3 and will describe it shortly.

Table 7: The adjustments and improvements suggested in Data 3

#	Point of interest	Feedback	Description
1	Proposed Framework	a step by step methodical check list is very important for implementation of this framework	4 out of six member in 1st Skype meeting strongly requested that initially this framework can only be implemented if it is complemented with a methodical and numbered checklist.
2	Proposed Framework	introduction of Feedback at all possible levels	Taking a systematic feedback is very important so the proposed framework should reflect that in its process
3	Change Process checklist	Once the checklist is ready it is very important to add 'evaluation' on all possible levels	It was agreed that 'evaluation' is an important part of all managerial tasks so it should be included after all possible levels of the Process checklist

#	Point of interest	Feedback	Description
4	Recommendations	Each recommendation should be explained in sub-steps	It was mentioned that implementing recommendation is a difficult task so these should be explained in sub-steps. This will be easy to understand and implement. External Expert also validated that the proposed recommendation are only useful if they are explain and understood so sub-steps should be added in the final recommendations
5	Recommendations	Inclusion of evaluation and Monitoring as 7th recommendation	External Expert and Skype meeting both came out with the result that to cement the application of change and make it permanent it is very important to include Monitoring and evaluation as 7th recommendation
6	Recommendations	Amending E3 to engagement through rewards. experts' changed that to 'engagement through recognitions'	It was pointed out that our E1 & E2 recommendations are dependent to other factors. Therefore E3 should also be relative and dependent on important factor of rewarding and celebrating the short term wins. External Expert argued that it is practically not possible to reward every one so the recommendation should be 'engagement through recognitions'
7	Recommendations & Proposed Framework	Continuous improvements	External expert argued that this should be treated as starting point. It needs continuous amendments for future needs. Improvements should be brought to make company a learning organization

6.4 Improvements and adjustments after DATA 3

In this section the results drawn from validation stage are presented with improvements. These validated results will be presented to top management for final approval.

During Data 3 stage different suggestions were given to improve and adjust proposed recommendations and framework. It was also suggested to compliment these with a methodical checklist and by explaining recommendations.

Following are the improvements suggested in the validation stage.

6.4.1 Final recommendations for management in times of change

During validation stage it was discussed that recommendations will be more useful if they are explained by sub-steps. It was also decided to add 7th recommendation which will be described in this section.

Here are the final recommendations with sub-steps which were discussed and validated during the data 3 stage.

I.) Management Recommendation M1; role of top Management

Role of top management is the proposed and validated M1 recommendation it. The top management's main responsibilities are as follows. Step 1 is to formulate a vision for change and then design a strategy based on this vision. Step 2 is to make and empowered change management team through which support is provided to all the stakeholders involved in the change process. Step 3 is to continuously monitor the change process. Step 4 is to evaluate the implementation of change at each level and give input and encourage those who are working hard to make things possible.

II.) Management Recommendation M2; evaluating and defining the need for change.

It is very important that the need for change is evaluated and a definition of change is written. The following table shows steps for both processes.

step #	Evaluation of need for change	step #	Define Change
1	Gather evidence of need for change	1	Purpose of change
2	Analyze the evidence	2	Goal and scope of change
3	Analyzing pros & cons	3	what will be the final output
4	Decision OR conclusion		

III.) Recommendation for employees; Motivation through communication

Motivation of employees is the core of achieving success in change management as mostly change initiatives fail due to employee resistance. Employees can easily be motivated through communication. Data 1, data 2 and data indicate that communication with employees is very important at possible levels. Following steps should be taken to communicate properly to that employees are motivated and willing to accept change.

First step is to create awareness among all the stakeholders that why the change is needed. Listen to everyone so that to reduce doubts if needed then negotiate things to settle all the dust and to improve collaboration. Second step is to take feedback to remove any possible communication error. Once the need for change is communicated and everyone is motivated to be part of it then the third step is to create sense of urgency to materialize the situation

IV.) Management Recommendation M3; Change implementation plan

Implementation is the most important part of change management process. Following points help to smooth the process of implementation.

Step #	Explanation
1	Make an implementation team (if required)
2	Develop implementation strategy
3	Identify process, functions and departments needs to be changed
4	Plan for continuous communication & feedback

V.) Recommendation for employees E2; Involvement through training

When employees are motivated then training plays a vital role to help everyone understand and be part of change process. Training is also important as it will improve employees' involvement.

It is important to define the objectives of training and do training needs analysis. This is a vital prerequisite and will help to effectively train the employees and get positive involvement in the change process. This will need a lot of coordination between different departments. The second step is to develop and deliver the training programs to all the chosen department and individuals. The third step is to monitor and evaluate the training process.

VI.) Recommendation for employees E3; Engagement through recognition

Data 3 has helped the researcher to improve the E3 recommendation. Therefore, the validated E3 recommendation is engagement through recognition. It is very important to recognize the hard work of employees during the later stages of change management. This recognition is very important to engage them unless the change is permanent. Following steps are important to achieve this recognition.

Step #	Detail
1	Plan short term goals and successes
2	Recognize all who delivered (through certifications etc)
3	Reward everyone who deserves
4	Encourage further participation

VII.) Management Recommendation M4; Monitoring and evaluation

During Data 3 stage it was the important of Monitoring and Evaluation was discussed and it was decided that to add these in our final recommendation.

One of the main responsibilities of top management is to monitor the process of change. However, it is also part of duties of change management team, head of departments, implementation team and all other responsible persons to closely

monitor the situations and evaluate it. This evaluation should be based on the objectives set in the start and should be in line with the vision for change formulated in the start. This will help the company to make better adjustments and adapt to difficult situations.

Gathering data through Proper communication and feedback system is first step to monitoring and evaluation. This data has to be analyzed and evaluated in the basis of initial set objectives. Results of this data analysis and evaluation are then shared to the stakeholders and feedback is taken. Final step is to fine tune and adjust the implementation phase based on the feedback.

6.4.2 Framework of change management

The figure 14 shows a process model of change management. Different adjustments are suggested during DATA 3 stage which can easily be seen in the figure. Feedback is added after E1 and E3 recommendation. Data 3 suggested introducing 'Monitoring and evaluating' as M4 recommendation which is an important final steps in the process of change management. In figure 14, these changes are colored green so that to highlight the Data 3 input and for easy understanding of the reader.

In validation stage a need for checklist among other change tools appeared. It was thought this methodical checklist will complement the proposed framework and will be useful for better change management

Following is methodical checklist consists of 13 steps is drafted from above shown figure.

i.) Develop a change team
ii.) Motivate through communication
iii.) Take feedback
iv.) Evaluate and define the objectives
v.) Involve through Training
vi.) Planning the implementation
vii.) Build capacity to facilitate change Implementation
viii.) Start implementation
ix.) Engage through recognition
x.) Take feedback
xi.) Monitor & evaluate change implementation
xii.) Making the change permanent (Refreeze)

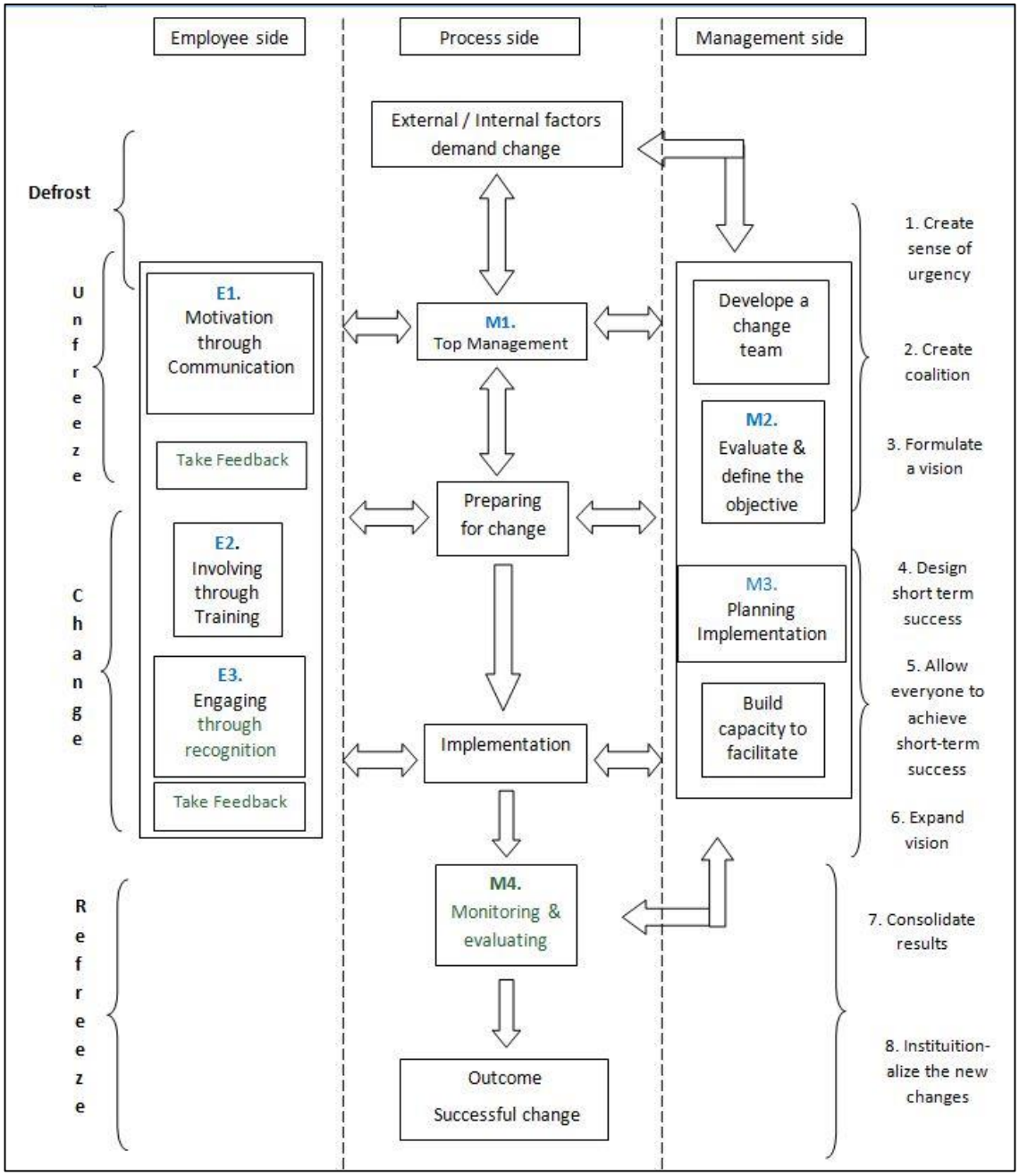

Figure 14 validated Framework of change management

6.4.3 Approval

Validated results are sent to the management. The management is satisfied with the overall validated recommendations and framework of change management. It was told that the only way to approve these results is to send these to all the directors and present and get their views. Finally the output of this study may be sent to meeting of Board of Directors (BoD). The managers told that they are hopeful that these will be approved and the company will be able to take advantage of this initiative.

7. Conclusion

In this section, a summary of the whole thesis is presented along with how this research is conducted. Secondly, the evaluation of the study is done through matching the initial objective and the final outcome of the study. Lastly, managerial recommendations, on how to improve in the future and be an agile organization, are described with final words from the researcher.

7.1 Summary

Firstly, this study was started with the objective to help case company improve its change management processes. This purpose of this study was easily explained and understood in the first few meetings with the management. Subsequently, it was decided that case company needs a framework of change management which will help it to implement changes in more professional and practical way.

In order to achieve the objective, in the second step a research plan was designed. This research plan helped to come up with a proper research strategy to ensure best results. Based on the research strategy a research design was drawn. A three phased data collection approach was established to improve reliability and validity of the proposal presented in this study.

Thirdly, current state analysis (CSA) introduces the case company, its history and background. CSA also helped us to investigate the current situation of change management in the company. CSA shed light on few change management projects completed in the past. History of change management projects helped to mention key issue during implementation of those projects. A strengths and weaknesses were analyzed to see how internal and external factors are affecting the case company. It came out with important weaknesses faced by the company in reference to change management.

Furthermore, the output of CSA revealed that, in reference to change management, a chaos exists and company is facing so many issues. Eventually, during CSA phase, and with the help of Data 1 a process map of change management was drafted. This process map showed many flaws and problems areas. These findings helped to

establish the bases of drafting a framework of change management which confirmed the objectivity of this study.

A conceptual framework was drafted at fourth step. This was achieved by exploring and scrutinizing available knowledge and best practices of change management. Many different models and theories were investigated by literature review presented in chapter 4. Other than models and theories different change management topic were covered in the literature review mainly resistance to change, reasons for resistance, how to overcome that resistance, change implementation and tactics to implement change. Eventual outcome of a conceptual framework was presented as a step by step figure of change management process.

At fifth step, the conceptual framework was shown to the stakeholder during the Data 2 gathering stage. A proposed framework was as built on the bases this data 2. Subsequently few recommendations were also presented and proposed to help implement proposed framework efficiently.

The sixth step was to involve the top management and external expert for the validation of proposed framework. The validation stage pointed out few improvement and adjustments. A table of these improvements and adjustments is presented in section 6.3. It was established that the suggestions presented in Data 3 (validation) stage are important and must be followed.

Finally, the proposed framework was reframed and recommendations were improved and shown to the top management of the case company. Eventually the validated framework was deemed a good framework of change management for the case company. Hence, the objective of this study was achieved by presenting final recommendations and a framework of change management which is customized for specific needs of the case company. Section 7.2.1 give more details on the outcomes of this thesis matches the objective presented in the chapter 1.

7.2 Evaluation

The proposed framework for change management was evaluated and validated through different sources mentioned in chapter 6. With reference to framework different recommendations were also presented at the proposal stage. A check list based on

proposed framework is also prepared which was requested by the managers during validation stage.

The real evaluation can only be done once this framework is tested in real situations. Therefore, the company should keep on reforming and improving this framework to adjust with the confronting situation and future needs.

7.2.1 Objective vs. outcome

In the introduction (chapter 1) of the thesis, a brief summary of the current situation of the case company was presented in reference to change management. The objective set for this study was to explore available knowledge and best practices to come up with a suitable framework of change management. The aim was to present a customized set of tools (methods, steps and framework) of change management which are beneficial for the case company. Subsequently, the objectivity of the study was to develop, propose and evaluate a framework of change management which facilitates efficient and effective change management process.

The data 1 gave clear picture of the current state of the case (chapter 3) company and it enabled the researcher to analyze the whole situation. The current state analysis (CSA) was done and key strengths and weaknesses were identified in relation to change management. Based on CSA and available literature in the field of change management a framework was drafted. Recommendations were also presented to facilitate the change management process and improve command and control over the change process. Active participation, engagement and input from all stakeholders have helped to reach a viable proposal. This level of interest of all the stakeholders has encouraged, improved the process which satisfies overall objective of this study.

Moreover, the whole process was validated through external and internal sources to come up with real life and practical solutions. Additionally, the validation stage (Data 3) demanded that the recommendations should be explained with sub-steps for better focus and implementation and a methodological checklist of whole process has to be presented. The validation stage confirmed that the outcome of this study matched the objective.

Finally, this study has enabled to formulate a framework of change management for the case company with certain focus points i-e the recommendations. This framework covers all important aspects of change management i-e employee, process and management. This framework will provide the company with a competitive advantage through better change management. This will also help the case company to cope with external and internal change forces in a more professional way.

7.2.2 Reliability and validity

The reliability and validity are very important for evaluation purposes. The reliability and validity can easily be proved based on the reliability and validity plan presented in the section 2.4 of this study. Careful selection criteria are very important for reliability of the study to support the objective of the study and implementation of research design presented earlier in section 2.2 of this research.

The data was collected from various sources, carefully analyzed, categorized, checked and rechecked with the stakeholders at different steps. This has really helped to formalize the proposal development. The shortage of time was the main issue which could have had its implications but with better time management the researcher tried to overcome that problem.

For reliability of this study, various data sources were used. The data obtained were carefully categorized, checked, rechecked, assembles and validated with the managers in the case company. This process of data collection not only helped understand the situation on the ground but also led this study to come out with reliable proposal. Hence, basic goals and objectives, initiated by the top management of case company and described in chapter one were achieved.

7.3 Managerial recommendations

In Data 1 during current state analysis, it was revealed that there are other problems which are faced by the company. These problems relate to overall vision and strategy of the company. The Strengths and weaknesses analyzed in chapter three which gave information about that but top management should also define its vision and strategy so that a clear direction is given to all the employees.

Moreover, it was also observed that staff roles are not defined and company is also facing some cultural problems. These problems could only be identified & understood by doing a corporate cultural audit of the case company. After identifications of problems it is possible to evaluate the results and provide solution for those problems.

The framework of change management presented in section 6.4.3 should be treated as the first step toward better change management. It should be followed so that to achieve change management goals. Furthermore, if it is followed in true spirit then it is possible to evaluate it and improve it with the passage of time.

Additionally, the check list provided in section 6.4.1 also needs many improvements because due to time constraints it was not possible to go through the benchmarks and best practices. So its improvement will be crucial for implementation of framework of change management.

Finally, it is advised that the management needs to be proactive in all sorts of management decisions. This will help to preplan the whole situation. These all lead to a controlled environment which is always desired by the top management.

7.4 Closing Words

This thesis discusses an important business issue related to change management. At the case company, the reason found for not being able to initiate and implement changes successfully was the absence of a framework of change management. The objective was to help the case company by drafting a framework of change management. The outcomes of the thesis are recommendations for change management and a framework of change management. These outcomes are explained in detail in section 6.4. Some other requests also appeared in the validation stage but due to time constraints and other issues it was a difficult to address these requests objectively. Researcher still has been able to give attention to these requests and oblige the management of case company. Managerial recommendations, section 7.3, through light on how to proceed in the future.

As a conclusion, the role of top management is deemed crucial for any company to grow and survive the competition. The framework and recommendations presented in this thesis are only useful if the top management correctly utilizes them. These tools

should also be improved with the passage of time. Other important issues which are related to change management and presented in section 3.2.3.2 should also be focused to make this framework effective.

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Appendix 1: Questionnaire to Middle management

Questionnaire

Please Rate!

	1. Strongly Disagree	2. Partially Disagree	3. Neutral	4. Partially Agree	5. Strongly Agree
Does the organization really need changes?	1	2	3	4	5
Are there too little or too many changes taking place?	1	2	3	4	5
Does top management have a clear plan for change management?	1	2	3	4	5
Once a project starts!	1	2	3	4	5
Do you think people involve in change management project take ownership of it?	1	2	3	4	5
Please tell us more about the change management team					
a. Do they understand the project?	1	2	3	4	5
b. Do they have support from the top?	1	2	3	4	5
c. Do they have ability to do it?	1	2	3	4	5
d. Do they effectively use resources?	1	2	3	4	5
e. Do they involve other stake holders?	1	2	3	4	5
f. Do they create sense of urgency?	1	2	3	4	5
g. Do they address people issues effectively?	1	2	3	4	5
h. (like motivation & threat to their career)	1	2	3	4	5
i. Does the team meet up regularly?	1	2	3	4	5
Is feedback taken?	1	2	3	4	5
Is decision making approach effective and efficient?	1	2	3	4	5
Are you satisfied with your involvement in the decision making?	1	2	3	4	5
Employees are encouraged to speak up?	1	2	3	4	5
Does top management actively participate in change management project implementation?	1	2	3	4	5
Are change management initiatives postponed for other routine tasks?	1	2	3	4	5
Are change management projects too fast to implement?	1	2	3	4	5

Please tell us shortly about;

The Organization's culture?

Have you been part of any project before? Please tell your experience.

What do you think are the bottle necks or short comings during any change management initiatives?

What step should be taken to make the transition smooth?

Do you think any change management initiatives will succeed?

What are the success factors which are crucial?

How the change was organized who was involved and how was his involvement beneficial?

Please tell us shortly about any change management project in past took place.

Any other point you want to add?

Further comments!

Appendix 2: Survey in English

Survey

Gender: Female Male

Age:
Length of employment: Department:

Please rate your degree of agreement with the following statements:

	1. Strongly Disagree	2. Partially Disagree	3. Neutral	4. Partially Agree	5. Strongly Agree
I am aware when any change initiative is taking place.					
I feel comfortable with these initiatives.	1	2	3	4	5
I understand the objectives and benefits of the change project.	1	2	3	4	5
I am informed about the progress being made	1	2	3	4	5
I know the impact of the change on my work	1	2	3	4	5
I know what is expected from me	1	2	3	4	5
My department needs change.	1	2	3	4	5
There are too many changes taking place.	1	2	3	4	5
My department is ready to undertake the change.	1	2	3	4	5
I understand the need for change.	1	2	3	4	5
Change initiatives are;					
i. important to my career	1	2	3	4	5
ii. important to my department	1	2	3	4	5
iii. will enhance efficiency and effectiveness	1	2	3	4	5
iv. are threat to my job	1	2	3	4	5
I get enough training	1	2	3	4	5
Training programs in the past were successful	1	2	3	4	5
I think the desired state will be better than current state.	1	2	3	4	5
Are you motivated to be part of change project?	1	2	3	4	5
Previous change initiatives had achieved their goals.	1	2	3	4	5
I am encouraged to take part in the change initiatives instead of being forced to comply with.	1	2	3	4	5
I feel confident that I will receive required support that enables me to fulfill the activities effectively within the project	1	2	3	4	5
I trust my manager that he will support me and take the best course of actions.	1	2	3	4	5
I am confident that the change initiatives will be successful	1	2	3	4	5

Please tell us a little more about it;

What do you expect from top management?

What problems do you face during a change project? Please tell us of your experience?

Further comments!

Appendix 3: Survey in Urdu

سروے

صنف: مرد عورت

عمر:_____

کمپنی میں نوکری کا دورانیہ:_____

ڈیپارٹمنٹ:_____

کس ایک نمبر پر دائرہ لگادیں جو کہ مناسب ہے۔

	مکمل نااتفاق	تھوڑا نااتفاق	بے نتیجہ / نیوٹرل	تھوڑا ہم آہنگ	مکمل ہم آہنگ
1۔ مجھے معلوم ہوتا ہے کہ جب کوئی تبدیلی لائی جاتی ہے۔	1	2	3	4	5
2۔ میں ان اقدامات کے ساتھ آرام دہ محسوس کرتا ہوں۔	1	2	3	4	5
3۔ میں ان اقدامات کے مقاصد اور فوائد کو سمجھتا ہوں۔	1	2	3	4	5
4۔ مجھے ان کی پیش رفت کے بارے میں آگاہ کیا جاتا ہے۔	1	2	3	4	5
5۔ میں اس تبدیلی کے اثرات کے بارے میں جانتا ہوں۔	1	2	3	4	5
6۔ اس منصوبے کے بارے میں مجھ سے جو توقعات ہیں مجھے معلوم ہیں۔	1	2	3	4	5
7۔ میرے ڈیپارٹمنٹ میں واقعی تبدیلی کی ضرورت ہے۔	1	2	3	4	5
8۔ کمپنی میں بیک وقت بہت سی تبدیلیاں لائی جارہی ہیں۔	1	2	3	4	5
9۔ میرا شعبہ تبدیلی کے لیے تیار ہے۔	1	2	3	4	5
10۔ میں تبدیلی کی ضرورت کے بارے میں آگاہ ہوں۔	1	2	3	4	5
11۔ تبدیلی کے اقدامات:۔ (i) میرے کیریئر کے لیے اہم ہیں۔ (ii) کمپنی میں میرے شعبے کے لیے اہم ہیں۔ (iii) ہماری کارکردگی اور تاثیر میں اضافہ کرے گا۔ (iv) میری نوکری کے لیے خطرہ ہوتے ہیں۔	1	2	3	4	5

12۔مجھے ضرورت کے مطابق تربیت دی جاتی ہے۔	1	2	3	4	5
13۔تربیتی پروگرام ماضی میں بھی کامیاب ہوئے ہیں۔	1	2	3	4	5
14۔تبدیلی کے بارے میں مطلوبہ حالت موجودہ حالت سے بہتر ہوگی۔	1	2	3	4	5
15۔کیا آپ تبدیلی کے منصوبے کے بارے میں پُراُمید ہیں۔	1	2	3	4	5
16۔ماضی میں تبدیلی کے اقدامات کے مقاصد کو حاصل کرلیا گیا تھا۔	1	2	3	4	5
17۔زبردستی کی بجائے تبدیلی کے اقدامات میں حصہ لینے کے لیے میری حوصلہ افزائی کی جاتی ہے	1	2	3	4	5
18۔مجھے یقین ہے کہ کسی منصوبہ کو پورا کرنے کے لیے مجھے مکمل سپورٹ فراہم کی جائے گی۔	1	2	3	4	5
19۔مجھے اپنے منیجر پر بھروسہ ہے کہ وہ مجھے سپورٹ کرے گا اور بہترین راستہ اپنائے گا۔	1	2	3	4	5
20۔مجھے یقین ہے کہ اقداماتِ تبدیلی کامیاب ہوں گے۔	1	2	3	4	5

براہِ کرم اگر وقت ہو تو مندرجہ ذیل سوالات کے جوابات بھی تحریر کر دیں۔

آپ کو کمپنی کے مالکان سے کیا توقعات ہیں۔

کسی منصوبے کے دوران آپ کو کن مسائل کا سامنا کرنا پڑتا ہے۔اپنا تجربہ بیان کریں۔

کوئی اور بات!

_____

_____

_____

_____

_____

_____

_____

_____

_____

Appendix 4: Letter to respondents in English

Dear Respondent,

I am master student at Industrial Management program of Helsinki Metroplia University, Finland. Currently I am working on the final master thesis and I would like to invite you to take part in a study I am conducting at your Company. Please take your time to read the information below which may be useful to understand the reasoning behind the research and what your participation would entail if you decide to take part. The topic for my dissertation is Change Management.

The study will focus on how to manage change in the company. I shall investigate Company's way of change management. As a user, your participation will provide valuable and complementary information on how the change initiatives are being communicated, perceived and implemented within the Company. During the survey you will be asked to fill in some demographic information about yourself and to complete some multiple choice and open-end questions. This survey will help the company to better manage change initiatives in the future.

You will not be asked to give your name or any other data that could identify you. The research success relies upon your honest opinion thus treating information confidentially is of the utmost importance. In this regard, I assure that participants' privacy and confidentiality will be maintained: the contribution will be anonymous, the results will be aggregated and no individual results will be published.

The data collected will only be used for research purposes. This survey will take approximately 10 - 15 minutes to complete and your participation in this study is completely voluntary. There are no foreseeable risks for participation but if you still do not feel comfortable answering the questions, please feel free to withdraw from this study at any time without having to give a reason.

Finally, I would like to emphasize that the purpose of this survey is different from any other surveys done by the Company before. This survey is being conducted for research purposes as part of my thesis work.

If you have understood the purpose of this research and agree to participate please tick the following box:

I understand the purpose of this research and agree to participate: If you have any questions please contact me on saadatkarim@gmail.com and Skype: saadat.karim. You may also contact my thesis supervisor Prof. Satu Teerikangas at Satu.Teerikangas@metropolia.fi.

Thank you in advance for your time and assistance in this research.

Yours sincerely

Saadat Karim

Appendix 5: Letter to repondents in Urdu

محترمی ومکرمی!

میں میٹروپولیا یونیورسٹی ہیلسنکی میں ماسٹرز کا طالب علم ہوں۔ میں اپنا مقالہ لکھ رہا ہوں اور آپکی کمپنی میں کام کر رہا ہوں۔ اسی سلسلے میں آپکے تعاون کا طلب گار ہوں۔ براہِ کرم تھوڑا وقت نکال کر مندرجہ ذیل معلومات کا مطالعہ کرلیں جو کہ آپکی کمپنی سے متعلق میری تحقیق کے بارے میں آپکو نا صرف۔ بنیادی وجوہات کے بارے میں بتاتی ہیں بلکہ بتاتی ہیں کہ جس طرح آپکا حصہ لینا اس تحقیق کے لیے بہت ضروری ہے۔ موضوع تحقیق Change Management انتظام تبدیلی ہے۔

تحقیق کا بنیادی نقطہ ہے کہ کس طرح منظم انداز میں تبدیلی لائی جاسکتی ہے۔ میں کمپنی کے طریقہ انتظام تبدیلی پر تحقیق کرونگا۔ آپکے حصہ لینے سے ہمیں ضمنی معلومات ملیں گی کہ کس طرح سے تبدیلی کے اقدامات کا اطلاق کیا جاتا ہے اور کس طرح ان ملازمین کو اعتماد میں لیا جاتا ہے اور کس طرح سے ملازمین ان اقدامات کے بارے میں تحفظات رکھتے ہیں سروے میں آپ سے مختلف سوالات کیے جائیں گے اور آپ کسی ایک سوال یا سارے سروے کو رد کر سکتے ہیں یہ سروے آپکی کمپنی کے مستقبل کے اقدامات میں بہتری لانے میں مددگار ہوں گے۔

آپ سے کوئی ایسا سوال نہیں کیا جائے گا جس میں آپکی شخصی نشاندہی ہوسکے یہ تحقیق آپکی دیانت دارانہ رائے پر بہت زیادہ انحصار کرتی ہے اس لیے ہر بات کو صیغہ راز میں رکھا جائے گا۔ صرف اور صرف متفرق نتیجہ ہی شائع کیا جائے گا جس سے کسی بھی حصہ لینے والے کی نشاندہی ناممکن ہوگی۔

یہ معلومات صرف اس تحقیق کے لیے استعمال ہونگی اور آپکے صرف پندرہ سے بیس منٹ درکار ہیں۔ یہ سروے مکمل رضاکارانہ ہے اور اس میں حصہ لینے سے آپکی نوکری یا ذاتی زندگی کو کوئی خطرہ درپیش نہ آئیگا۔ اگر آپ پھر بھی اس میں حصہ لینا نہیں چاہتے تو بغیر وجہ بتائے اس سروے کو رد کر سکتے ہیں۔

آخر میں یہ بتانا چاہتا ہوں کہ اس سروے کا مقصد مکمل طور پر تعلیمی ہے اور یہ اس سے پہلے کیے جانے والے تمام سروے سے مختلف ہے اور صرف اور صرف میری ماسٹرز کی تعلیم کا ایک حصہ ہے اگر آپ اس مقصد کو مکمل سمجھ گئے ہیں تو اس خانے میں سے کسی ایک پر ✓ کا نشان لگادیں۔ میں اس سروے کا مقصد مکمل طور پر سمجھ گیا ہوں اور اس میں حصہ لینا چاہتا ہوں۔ ہاں ☐ نہیں ☐

آپ مجھ سے saadatkarim@gmail.com پر رابطہ کر سکتے ہیں اور میری یونیورسٹی انسٹرکٹر سے SATU.TEERIKANGAS@gmail.com پر رابطہ کر سکتے ہیں آپ کے تعاون کا پیشگی شکریہ

والسلام
سعادت کریم
ہیلسنکی میٹروپولیا یونیورسٹی

Appendix 6. Field Notes Data 1: Interviews

Main Questions

1. The Organization's culture?
2. Have you been part of any project before? Please tell your experience.
3. What do you think are the bottle necks or short comings during any change management initiatives?
4. What step should be taken to make the transition smooth?
5. Do you think any change management initiatives will succeed?
6. What are the success factors which are crucial?
7. How the change was organized who was involved and how was his involvement beneficial?
8. Please tell us shortly about any change management project in past took place.
9. Any other point you want to add?

……

Interviewee 1:
Date of Interview: 15 & 24 February 2016
Total Duration: 65 Min

- Style of management is quite authoritarian. Very old fashioned style of management. The norms are quite clear and no one is encouraged to take initiative. Go with the flow is one is the usual practice. "You do not need to "You do not need to bring changes they will come itself so let the water flow, it make its own path".
- I was never invited or told to be part of any change management project but off course I was kind of dragged when there was employees' resistance.
- The bottlenecks which management needs to address
  - i) Proper system of staff training (despite many proposals nothing happened)
  - ii) Improving worker's productivity
  - iii) Communication and taking feedback "We were never asked or even told if some change is going to happen."
  - iv) encouraging and motivating employees
  - v) involvement and engagement
- Above mentioned things (if improved) will be the success factor for change management.
- Planning, evolving and planning. Capacity building especially workforce abilities should be improved.
- Change was actually disorganized and middle management and lower staff was never involved.
- In past IT software implementation failed but production plant installation was successful just because without that it was impossible for organization to survive. But a lot of time, resources and money were wasted in that.

Top management never even thinks of employee issues. But to be competitive we have to tackle human issues with care and flexibility. It's normal to take basic employee rights through trade unions. So it is thought that in this culture it is not possible to implement changes effectively and efficiently.

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Interviewee 2:
Date of Interview: 17 February 2016
Total Duration: 50 Min

- It is family business organization but the problem is that the organization is also being run as a family which is creating problems. CEO is doing everything and he is trying to be ubiquitous. Sometimes it may be good but mostly it is not good.
- Yes we successfully installed our new production plant few years back. We had so many problems as everything was done in haste and hassle.
- To be successful in change implementation following has to be done
  i) Will of top management
  ii) Proper in time planning
  iii) Training of staff
  iv) communication
  v) feedback plan
  vi) resource management
  vii) Implementation plan
  viii) After Implementation evaluation
- Change initiative can be successful only if the management serious about it and proper attention is given to details. "Once management wants to achieve something they will do it even if it has to waste so many resources"

Production department needs so many changes especially in regards to employees' training and a system of retaining trained employees. It feels like our company has become a training institute for new comers as they come, get training and leave the company once they find better option. We have to make company attractive for workers too.

……

Interviewee 3:
Date of Interview: 24 February 2016
Total Duration: 65 Min

- Culture: It is very hierarchical organization and for a lower cadre staff it is almost impossible to reach anyone on the top or give feedback. But on the other hand CEO sometimes bypasses everyone in the middle to reach down to get things done which creates bad situation. It needs real restructuring at all levels.
- Bottle Necks: Biggest bottle neck is the management style itself because they are like role models so if they cannot change their management style then how they can expect others to change.
- Your participation: I have been part of few smaller projects but none of them was change management related but I felt nothing is done with planning, no communication is done and basic training is not given.

- Steps to be taken: Change management could only be successful with proper planning, training and involvement of middle manager and engagement of all stakeholders. Proper communication can win hearts and involve everyone.
- Only one major change I saw which was brought few years back in the production department. The installation of production plant was successful eventually but overall attitude was that “we will have to do it”. It took many months for consultants and installation engineers to overcome production and other change related problems.
- Zero communication is done. Whatever is communicated are orders from head office or top management. Family politics plays vital role, anyone important in the family will be given importance in the company and vice versa. About one of member of board of directors it is famous that “Whatever he is saying, let him say, no one bother him even in the family.”

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Interviewee 4:
Date of Interview: 17 February 2016
Total Duration: 45 Min

- Company, at this point of time is viable as it is financially profitable and will be profitable in the near future. But motivation levels to minimum when you see strict behavior of management towards employees. It is thought that they should learn with proper training. People are hired based on contacts not on qualification.
- Employees are treated badly. We do not ask for communication but at least ‘they can tell us what they are going to do’. It’s all because “they think that we are not humans and should obey whatever comes from them in a robotic manner”. If you ask anyone here in the office they will surely say “You offer me a better salary and I will work for you because this company never respects its employees and never ask them what are their future prospects and plans.” Employees do not own this organization and that is why they are never involved or engaged in any future plans.
- Employees should be treated well and trained well but before that the management needs to be either changed or given training on how to tackle issues in 21st century.
- Behavior of top management in itself is a problem but other than that no communication, no training program, orders coming from everywhere (no set roles of who is answerable to whom).
- I was part of two change initiatives but both were failed due to inappropriate change management plan. Management forced to bring change but eventually it did not happen. So we are still living in 1990’s.
- Yes these initiatives can be successful only if proper planning, take care of employee issues and more importantly training is given.

……

Interviewee 5:
Date of Interview: 24 February 2016
Total Duration: 40 Min

- Company culture: It is more like a family business and with management things are done like in family. There is family politics all around the office. Survival for the powerful. No one dares to speak up if someone related to family does something wrong.

- No one will like to work in these circumstances if I have offer from some other job I will sure switch over.
- Steps for improvement: Better and two way communication with focus on feedback will help out. Planning each and everything beforehand. Training plays vital role because right now the attitude is that “It’s not our problem it’s their problem if they do not train us well they will face the consequences.”
- Bottlenecks: Role of management and over all structure of organization is the major bottleneck and everything revolves around this issue.
- The new generation of family may will be able to handle issues better.

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Interviewee 6:
Date of Interview: 29 February 2016
Total Duration: 45 Min

- One man controlled organization in which suggestion of other are not considered normally. Top management looks like puppet in his hands. In my opinion “Only two types of persons are happy in this organization; one who goes with the flow and the other who flatters his superior”
- Yes. Lack of cooperation from top management and from most of the concerned employees in the organization.
- What do you think are the bottle necks or short comings during any change management initiatives?
- Main bottle neck is top management itself. If it does not support the project team then how project team can get results from the concerned employees.
- In our organization strict instructions from top management to concerned people for cooperation with project team are required.
- In a small project normally lower staff resist to the change. So
  i) Project should be started with the concern of top management.
  ii) Proper evaluation and planning of the required. Defining the boundaries of change.
  iii) Training should be provided with good communication and feedback.
  iv) Full financial, moral and managerial support from top management should be available.
- Yes I was part of Computerization of the data. It was initiated in which concerned employees didn’t cooperate and on complaint top management took no action. Project was also initiated by top management.
- Change was organized by top management and a manager was supposed to take care without any support in an organization even from top management.
- Yes change projects can be successful if proper attention is given on above mentioned points.

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Interviewee 7:
Date of Interview: 4 March 2016
Total Duration: 35 Min

- Traditional medium size one man organization. Authoritarian style of management. Very restrictive environment.

- Yes, I was involved in one project but it succeeded partially but most of goals very not achieved.
- Openness, communication, use of modern technology, appropriate job assignments and defined work scope and job roles. Focus on Human capital.
- Dynamic, aggressive and coordinated management with well defined SOPS and their timely /proper implementation with more frequent and regular intercommunication. Evaluation of whatever project is done.
- Partially yes, there is chance of improvement but Results will be delayed and less than expectations. Management has to focus on their in-capabilities so that to improve.
- Proper funding, committed qualified and responsible human resource, selection and encouragement of right personal.

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Interviewee 8:
Date of Interview: 09 March 2016
Total Duration: 55 Min

- Unlike with many other medium size institutions in Pakistan, the culture here is different and unique because company is Public limited and has to follow many different set of rules defined by law. But yet it is being organized as family with set of own rules and systems. Very old fashioned management practices.
- Yes. Development & implementation of MIT systems, but that project failed due to resistance of employees and non-cooperative behavior and no support from top management.
- Employees' inertia was the biggest issue I faced. They are not motivated and always discouraged to take initiative. Their roles are not defined when asked them about their status in the company most employees have the view "My work is to make my superior happy."
- Well, planning is the key to success. I know the value of planning. Perfect planning is the first step to success. So write the plans well ahead according to the importance of the work. Take advice from outside and follow the bench marks. Learn from mistakes and mitigate chances of its repetition.
- Yes, to an extent if done through proper planning. But important for the company to check resources beforehand. Resources should be utilized properly and meaningfully.
- Organizations can train employees but can't make them responsible and loyal; if in an unfortunate scenario, they are not. But their involvement and engagement is very important. It is very important that the management is loyal to the employees too. To my mind, indulging the sense of responsibility into the employees mind may be considered as success factor for any organization.

Communicating well and in time, Taking feedback regularly, defining the scope and evaluating change at all possible intervals are important factors to be practiced.

- Change occurs all at once, on a large scale and often in response to crisis. These approaches assume that people need to be jolted out of complacency to embrace new ideas and practices. But at this point and atmosphere it is important not jolt but to evolve. To make that happen, i was asked to involve senior management, middle management and lower staff too and then create a sense of urgency and take dramatic action to trigger change.

Appendix 7. Field notes Data 1:

Field Notes 2

Aggregated Percentage of Important Elements in Questionnaire

	1. Strongly Disagree	2. Partially Disagree	3. Neutral	4. Partially Agree	5. Strongly Agree
	%	%	%	%	%
Organization has clear plan for change management	38	12	25	25	0
Management takes ownership of change management project.	13	25	25	37	0
Feedback is taken.	25	37	13	25	0
All stakeholders are involved.	0	50	37	13	0
Employees are encouraged to speak and take part.	50	13	12	13	12
People issues (like motivation & threat to career) are addressed.	63	12	13	12	0
Organization really needs change.	0	0	13	37	50
Change management project is given importance.	13	0	50	25	12

Appendix 8. Field notes Data 1:

Field Notes 1

Aggregated Percentage of Important Elements in Field Survey

	1. Strongly Disagree	2. Partially Disagree	3. Neutral	4. Partially Agree	5. Strongly Agree
	%	%	%	%	%
Enough Training is provided.	79	14	7	0	0
Training programs were successful.	29	29	14	21	7
The change Project is communicated well to all employees.	58	21	14	7	0
Everyone is involved and feedback taken.	72	14	14	0	0
Do you get encouragement for participation?	50	7	36	7	0
Do you trust the management?	50	22	21	0	7
Continuous support is provided during a change process.	71	0	7	22	0
Organization is ready for change.	58	28	0	14	0
Past change projects Succeeded.	50	7	7	36	0
Future change projects will succeed.	86	7	7	0	0

Appendix 9. Field notes Data 2. Interviews

Answers to Questions

Question 1: What is the role of top management in Planning for change?

Answers:

Interviewee 1: Important role is to evaluate the change and get feedback constantly.

Interviewee 2: Motivating middle managers to take part in planning to help come up with better plans. Decentralize its power and delegate it to a team.

Interviewee 3: Before even planning management should draft a vision and strategy for change and communicate it in a way that everyone is on board.

Interviewee 4: The only way they get things right is to support, encourage, motivate. Defining change is also important. This is the only way to get feedback (which is the most important). This will help also involve and engage.

……

Question 2: What steps should management take to start the process of change?

Answers:

Interviewee 1: Define change, its boundaries and limitations. Make a team which will specifically perform this task. Support that team and give authority.

Interviewee 2: Evaluate the need for change. Communicate and motivate all stakeholders. If necessary make a team of individuals which are responsible for it. Good Training plays vital role for involving every one.

Interviewee 3: Define change & its parameters. Create visions for it and try to make sure to create sense of urgency or Importance.

Interviewee 4: Employees should be taken in confidence so that they own whatever is happening around them. Engage them through training and different rewards.

……

Question 3: How should management support implementation of change?

Answers:

Interviewee 1: If it's a big change then an implementation team (say a team of IT consultants for some IT project) should be hired or evolved. Plan it thoroughly; train the employees well and ahead of implementation starts.

Interviewee 2: Do not rush for implementation. Make sure all the steps necessary are taken already e.g. training, communicating and motivating employees.

Interviewee 3: Building capacity for change implementation. Make short term goals and rewards systems. Support employees in times of difficulty.

Interviewee 4: Planning implementation of change, Training properly, constant monitoring and evaluation are important. Fully support to change implementation team and employees is the key to boost the morale of whole organization.

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Appendix 10. Field notes Data 2: Telephonic Discussions

Improvements in Conceptual framework were discussed.

Questions asked:

How can an open environment be ensured?

How the employees will take more interest in the change process? How they can be involved in the process?

Does reward system play a role in engagement of employees?

Discussion 1:

It is important to check whether the company needs changes or not. Unnecessary changes will lead to extra burden on employees and management too. Company is still working in the past so it should take time to bring about changes. Too many changes may have negative impact.

Open environment can only be ensured through openness of the management. Communication plays important role. May be a system of feedback will help to boost employees involvement and give them courage to speak up and eventually take interest. Reward system is part of the solution but not the solution itself so partly yes it plays its role in engaging employees.

Discussion 2:

Planning the changes is important, Giving responsibility, systematic communication and training is very important. In past management never trained employees properly and then put responsibility of failure on employees. Management style should first be changed to more open and soft, where everyone is heard and everyone is given importance. Motivation can only be achieved through communication so they should be attached. As you mentioned that one of my colleague advised to add defrost stage on the left column of your proposal.

Open environment can be achieved by giving responsibility and trusting sub-ordinates. This should start from the top and should become culture of organization. This is the way employees will take more interest in everything and will walk shoulder to shoulder with management. Reward system will definitely play a vital role in engagement of employees.

Discussion 3:

Company needs many changes but management has to take right path to achieve goals. In the present style of management nothing can be achieved. Proposed framework is good only if status quo is shaken and brought to minimum level. This will remove the dust and defrost the overall frozen state of affairs.

Management style has to be open to make environment open. Also taking employees in confidence and making sure to resolve employees' issues is also important. This way they will take more interest. If they are communicated well about the changes brought then the will become part of it. Yes, reward system will help employees to engage.

Discussion 4:

After discussing with colleagues it is noted that proposed framework needs few adjustments. There should be a defrost stage to help come out of frozen state of affairs. There should be a team which should be fully responsible for the upcoming changes.

Open environment can be ensured by showing respect to everyone and giving responsibility. People issue should be taken care of and a two way communication should be started to get people involved. Paying rewards to those who are hard workers will surely create a sense of engagement.

Discussion 5:

At this point of time not framework will work. It is because the company is being run by few individuals who are stubborn and they have created an environment of army. This is a business organization and can only be run by flexible behavior towards helping employees so that they will organization to achieve goals. If there is a change in overall management style then this framework is good enough to implement changes. May be those adjustments are good which are advised by my colleagues as mentioned by you.

Open environment can be ensured by helping employees to grow. Communicating and taking anonymous feedback is very important so that people can openly write about their issues. Involvement can be achieved by training and constant implementation of previous feedback. Rewards play a small share of its role but it is important to recognize all who are working hard and with devotion.

Appendix 11. Field Notes Data 3

Skype Meetings for the purpose of validation of proposed framework and recommendation for change management.

Skype Meeting 1.

Participants	Manager Procurement, (Member board of directors) Finance Manager, HR Manager Assistant Manager IT Member Board of directors Researcher Participants are numbered so that to ensure confidentiality as promised. They are not numbered as per above order.
Date of the Meeting	03.05.2016
Duration	1 Hour 10 minutes

Field notes

Topics Discussed	**Field notes**
	Researcher opened the discussion by introducing the cause of study in brief. The proposed framework & recommendation were described once again. It was told that validation is the basic purpose of this meeting.
Proposed Framework	Participant 1. - ”We are observing that employees are feeling positive about management just because they were contacted to conduct this study. We are sure that the outcome of this initiative will have a positive impact on how the organization will work in future” - Proposed Framework is really nice and the sequence in this framework is good. In my opinion there should also be ‘change need analysis’ should be added - Normal communication is important but putting

	feedback on various stages is important. The feedback plan may be a good source of information to adjust things while the change process is ongoing. Participant 2. - Framework is good and now its responsibility of the CEO to start initiating things based on this framework - I agree to add feedback at different stages of the process - A checklist could also be prepared to which should be methodological this can easily compliment this framework - The process of change management should must improve with the passage of time through continuous consultation with all stakeholders Participant 3. - This framework should be taken as first step towards improving the processes and must be improved or adjusted. - Feedback and consultation important but I do not see a need for methodological check list. - Management should set example by following processes and rules. This framework could be a starting point. Participant 4. - The output of this project is excellent. This surely will help to improve not only change process but other management tasks too. So the whole management should try to enforce it as soon as possible. - Feedback must be added at different levels and

	made sure to be taken. - Methodological checklist is also important as for some people understanding a numbered list is easy. Participant 5. - continuous improvement is the key to success so this should be deemed as initial framework for change management must be improved with passage of time - Methodological check list will help ensure better enforcement of this framework - Feedback should must be added at all possible intervals of the process
Recommendations	Participant 1. - Recommendations are not only for change management as most of them relate to overall management issues too. - These recommendations can be further described into sub heading so that these are understood and easy to implement. - In my opinion monitoring and evaluation should also be included as recommendation so that to emphasize their importance - These recommendations should also be improved with time. Participant 2. - Good recommendations and must be adopted in organizational culture. - In my opinion E3 recommendation should be amended and should be ‘engagement through rewards’ because as per your framework these positive gestures are directly related to management’s positive or negative behavior. - Yes, Sub-heading of these recommendations will

	help easy understanding and implementation of the change. Participant 3. - In my humble opinion these recommendations were not necessary as the proposed framework is itself enough and guide the management to better change management. Also these recommendations somehow or the other way are part of proposed framework of change management. Participant 4. - Very good recommendations as these tell that better management will lead to better change management. - I also agree to include 'monitoring and evaluation' as 7th recommendation and recommendation E3 should be changed to 'engagement through rewards' - Including sub-headings to these recommendations will ensure better enforcement and easy understanding Participant 5. - Only Continuous improvement can ensure better change management. - I agree to the points mentioned earlier in this meeting that is to explain these recommendations, to introduce the 7th recommendation and to amend E3 recommendation - Evaluation should be added and included in all important steps - These recommendations are good steps and will help the induction of new values in the organizational culture.

Skype Meeting 2. This meeting was decided and called to further discuss the proposed recommendations and framework in the light of Skype meeting 1.

Participants	HR Manager Member Board of directors Researcher
Date of Meeting	09.05.2016
Duration	53 minutes

Fields notes

Topics Discussed	**Field notes**
	In the light of first Skype meeting the following were decided in the 2nd Skype meeting. Methodological list was also discussed and improved in this meeting Most of points from Skype meeting 1 were repeated so those are not mentioned
Recommendations	These improvement should be made in the recommendations - Recommendations should be explained in steps - 7th recommendation should be added - E3 recommendation should be improved
Proposed Framework	- Induction of Feedback on possible levels - if possible, Further suggestions to improve this - Suggestions for improving management style
Checklist	- Important to introduce methodological checklist so that whoever is not familiar with pictorial models can follow that check list. This checklist will complement the framework of change management - It is very important to introduce evaluation on all possible steps so that next phase starts with the evaluation of first phase.

Appendix 12. Field notes Data 1 Observations

Visits to head office

- People are quite welcoming
- Most of people do not want to talk about the issues if asked. Rather they were try to bypass your questions
- Environment is quite restricted
- Take a lot of time to get confidence that everything is confidential
- People love to flatter more than talk or act on the exact issue.
- People are mostly either really ignorant or pretend to be ignorant of the management issue

Visit to Production plant

- People seemed tired
- they do not open up
- They are not happy. The talk behind the back
- Most of people are suspicious of your movements and actions
- Mostly asked question, Change for what??
- Production plant itself was state of the art technology but otherwise the building and facility was very old
- Type writers are still used. Information and decision were taken over telephonic conversations

Short meeting with CEO

- Very old and working only few hours a day.
- He himself thinks that things will remain same and so not further action is required
- Very authoritative and holds his view
- More speaking than listing
- Thinks literature of management can serve good but experience is the key to everything and very proud of his experience