



# Organisatie, Technologie en Verandering

Summary 2019

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## Chapter 1: Exploring strategic change: an introduction

Change is all over the place. The pressures on organisations to compete in a more global arena are leading to the need for different ways of organising and competing. Rapid technological change is forcing organisations to adopt new technologies and change the way they both work and interface with their suppliers and customers. Although change is necessary, the failure rate of change programmes implemented is around 70 per cent.

The senior manager role in strategic change has two components:

- / **External:** Devise strategies that promise strategic fit with the external environment and some form of competitive advantage
- / **Internal:** Working internally to bring the organization in line with that promise.

Strategic or transformational change is defined as 'descriptive of magnitude in alteration in, for example, the culture, strategy, and structure of the firm, recognising the second order effects, or multiple consequences of any such change'.

Broadly there are two schools of thought about how change occurs in organisations. The first sees change as continuous, with organisations transforming on an on-going basis to keep pace with their changing environment. The second sees change as a process of punctuated equilibrium.

For change agents to be effective at strategic acting, they need to develop their analytical and judgemental skills, but also skills in translation and implementation.

Change kaleidoscope is developed to be a way of pulling together and codifying the wide range of contextual features and implementation options that require consideration during change. The kaleidoscope contains an outer ring which is concerned with the features of the change context that can either enable or constrain change, and an inner ring that contains the menu of implementation options open to change agents.

- / The organisational strategic change context refers to the broader strategic analysis conducted to determine why the organisation should change and what it should change to. This analysis is typically the focus of texts on developing strategy.
- / The change contextual features are aspects of the organisation to do with its culture, competences and current situation, which change agents should consider before selecting the change approach. These features can be extracted from the broader organisational strategic context, and can be used by change agents to help determine the appropriateness of any change approach for a particular context. It is these features that are examined as part of the contextual analysis.

- / The design choices are the range of options a change agent needs to choose from when selecting an appropriate change approach. For example, what type of change path is best here? Is it necessary to do something radical and fast? Or would it be more effective in the long term if it were a staged change process, planned over time? Where should the change start-point be? Should the change be organised so that it cascades down from the senior management, or would it be better if it was piloted on the edges of the organisation first?

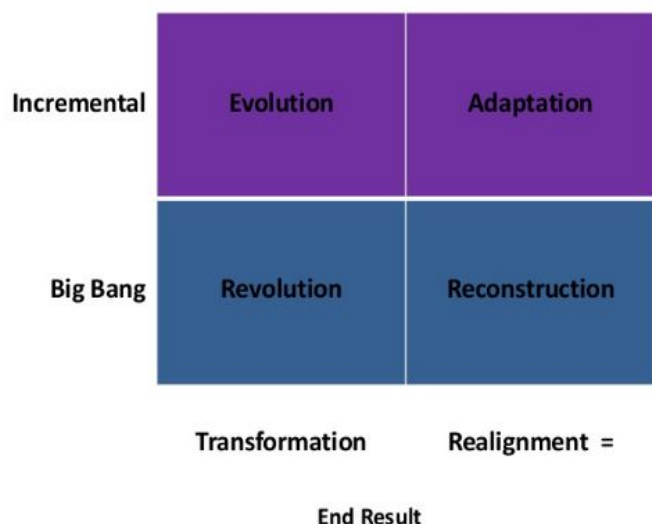
## Chapter 2: Understanding implementation choices: the change path

The change kaleidoscope separates the array of choices that need to be made on any implementation approach into six categories, within which there are a range of alternatives. The six categories are outlined below.

- / **Change path:** the type of change to be undertaken in terms of the nature of the change and the desired end result. This category is referred to as change path as distinct from change type, as in some circumstances it is necessary to undertake an enabling phase of change before it is possible to undertake the actual changes required.
- / **Change start-point:** where the change is initiated and developed, which could be summarised simplistically as top-down or bottom-up, but there are other choices.
- / **Change style:** the management style of the implementation, such as highly collaborative or more directive.
- / **Change target:** the target of the change interventions, in terms of people's attitudes and values, behaviours or outputs.
- / **Change levers:** the range of levers and interventions to be deployed across four subsystems – technical, political, cultural and interpersonal.
- / **Change roles:** who is responsible for leading and implementing the change.

This chapter focuses just on the change path, since it is the most fundamental of all the choices. There are four types of change: adaption, reconstruction, evolution and revolution.

The four main types of change are defined in terms of two dimensions – the end result of change and the nature of change. These two dimensions provide the explanation for the four different types of change. Thus before we consider these different types of change we need to define the **end result of change** and the **nature of change**. The end result is about the extent of change desired and is more complicated to assess. Change can involve a **transformation** of the organisation or a **re-alignment**.



**Transformation** is 'a redefinition of mission and purpose, and a substantial shift in goals, to reflect a

new direction and therefore encompassing a fundamental shift in the business model of the organisation, touching all cultural, structural and process aspects.'

**Re-alignment** is 'a change to the way of doing things that does not involve a fundamental re-appraisal of the central assumptions and beliefs within the organisation, although it may still involve substantial change like a major restructuring.'

Realignment encompasses two types of non-transformational change; adaptation and reconstruction.

- / Adaptation is less fundamental change implemented slowly through staged initiatives.
- / Reconstruction is a less fundamental change undertaken to re-align the way organisation operates, but in a much faster and dramatic fashion than adaptation. Often forced and reactive due to a changing competitive context.

Transformations are difficult to effect. There has to be a compelling strategic reason for a transformation. They can either be in the form of an evolution or a revolution.

- / Evolution is transformational change implemented gradually through different stages and interrelated initiatives. It is likely to be planned, pro-active transformation, in which change is undertaken by managers in response to their anticipation of the need for future change.
- / Revolution is transformational change that occurs via simultaneous initiatives on many fronts, and often in a relatively short space of time. More likely to be forced and reactive, due to the changing competitive conditions the organisation is facing.

The **nature of change** is the way change is implemented, either in an all-at-once, big-bang fashion over a period of say, a year to 18 months, or in a more step-by-step, stage-by-stage incremental fashion.

A key challenge in identifying the dimensions for the type of change is differentiating between transformation and realignment. The framework used in this text to diagnose the extent of change is the culture web. The culture web can be used as an analytical device to understand the relationship between strategy and organisational culture. Its purpose is not to audit organisation culture per se, but to reveal how existing strategies (the current realised strategy of an organisation) are embedded in the taken-for-granted assumptions and beliefs in an organisation, its environment, how it competes and the way things are done in the organisation.

The cultural web reflects the definition of culture as to do with the taken-for-granted assumptions and beliefs in the way it is constructed. The assumptions and beliefs are held in the central paradigm, and are hedged around

and connected to everyday visible behaviour by the other aspects of the web surrounding the paradigm, namely tangible aspects of the organisation such as structures and control systems. But also harder to define such as formal and informal power structures, symbols, stories and myths, and routines and rituals.

The change path may involve more than one type of change, for example an enabling phase of adaptation or reconstruction, followed by evolution or revolution, to resolve aspects of context that make the end result of change required not immediately possible.



## Chapter 3: Understanding implementation choices: the additional options to consider

In chapter 2 'change of path' is discussed. Chapter 3 discusses the five remaining choices:

1. **Change start-point:** where the change is initiated and developed, which could be summarised simplistically as top-down or bottom-up, but there are other choices.
2. **Change style:** the management style of the implementation, such as highly collaborative or more directive.
3. **Change target:** the target of the change interventions, in terms of people's attitudes and values, behaviours or outputs.
4. **Change levers:** the range of levers and interventions to be deployed across four subsystems – technical, political, cultural and interpersonal.
5. **Change roles:** who is responsible for leading and implementing the change.

1. Change start-point refers to where the change is initiated and developed, or rather the locus of control and influence. There are three main approaches – top-down, bottom-up or 'pockets of good practice'. In addition, whatever the start-point selected, change can also be implemented organisation-wide simultaneously, or more gradually via **pilot sites**.

- / Top-down change: the direction, control and initiation of the changes come from the strategic apex of the organisation. It usually involves a program of change determined and implemented by the most senior executives or their representatives.
- / Bottom-up change: responsibility is passed downwards into the organisation to encourage ownership
- / Pockets of good practice: change is initiated in one part of an organisation by an individual or individuals within that department or division to, for example, take advantage of a new business opportunity, or to implement new best practices in terms of processes and systems. The department then becomes a pocket of good practice and provides a role model to the rest of the organisation.

Whichever approach is selected, this can be combined with an organisation-wide approach to change, or change based on pilot sites.

The advantages of pilot sites are:

- / It is possible to test out the impact of new systems and procedures, and iron out any unforeseen faults or problems before the changes are made throughout the organisation.
- / A successful pilot can be used to mobilise awareness of the need for change and support for the changes in an environment where change awareness is low.
- / Pilot sites followed by a gradual rollout programme reduce the amount of change management expertise and resources needed at any one time. A change team can move from site to site.

There are also disadvantages:

- / Each site and department involved in an implementation may be different. Changes made to the implementation approach to mitigate against the problems identified in one site may not be suitable for another site.
- / The time it takes to run a pilot may give opponents of change more time to build their resistance, particularly if there is not a strong and powerful backer of changes.
- / The use of pilot sites creates a prolonged period of change, and therefore uncertainty for staff, and the need for the use of parallel systems and processes for the organisation.
- / Organisations have found it difficult to transfer changes made at new Greenfield sites to existing sites and departments.

## 2. Change style

<b>Style</b>	<b>Description</b>	<b>Advantages</b>	<b>Disadvantages</b>
Education and delegation	Convincing employees of the need for change through, for example, training, in order to develop their understanding, get their commitment and delegate change to them.	Spreads support for change goals and encourages ownership in those the design of change is delegated to. Also ensures a wide base of understanding.	High time investment and cost. May be difficult to create commitment to action. Employees may appreciate training but may not want to act.
Collaboration	Widespread involvement of the employees on decisions about what and how to change. Asks employees for	Spreads support and ownership of change by increasing levels of involvement. Can be used to bypass resistance and	Time consuming. Little control by senior management over decisions made. Potential to create negative reactions

	contribution to both setting and achieving goals	create awareness of need for change.	when employee suggestions are not taken up. May lead to within paradigm change.
Participation	Involvement of employees in how to deliver the desired changes. May also include limited collaboration over aspects as opposed to the 'what' of change.	Again, spreads ownership and support for change, but within a more controlled framework. Easier to shape decisions.	Can be perceived as manipulation. May be time consuming but less so than collaboration.
Direction	Change leaders make the majority of decisions about what to change and how. Differentiates 'thinkers' from 'doers'. Use of authority to direct change. Employees only invited to contribute in a limited way.	Less time consuming. Provides a clear change of direction and focus. More control over direction and content of change.	Potentially less support and commitment, and therefore proposed changes may be resisted. Change may only be rhetoric and not embraced through behaviours.
Coercion	Use of power to impose change	Allows for prompt action. Can be the most efficient solution in situation of crisis.	Unlikely to achieve buy-in without a crisis. May promote change superficially rather than enabling actual change.

### 3. Change target

- a. Outputs: the outcome of what people do
  - i. Useful when high level of autonomy are required
  - ii. Useful when rapid performance improvements are needed
  - iii. Hard output performance targets alone are often inadequate to achieve desired outcomes.

- b. Behaviours: what people do and the way they do it
  - i. Change should be aimed at individuals and their attitudes
  - ii. Individuals can only change if the organisational system is changed.
  - iii. May be useful in a crisis situation where there is little time, since value change can take a long while to develop.
- c. Values: the way people think about their work
  - i. Requires an intensive focus on personal development programmes supported by organisation-wide change.

#### 4. Change levers

Organisations are composed of a number of interconnected and inter-dependent parts or subsystems. Given this interdependency of subsystems, it is difficult to change one part in isolation. The culture web can be of help in this situation. A comparison of a new and old web gives managers a feel for the extent of change (realignment or transformation) to be undertaken. In the book they reduce the six subsystems in the web to three – a technical subsystem to do with organisation structures and control systems; a political subsystem to do with both formal and informal power structures; and a cultural subsystem to do with symbols, stories, and routines and rituals. There is a fourth subsystem of change levers to consider; the interpersonal to do with communication, training, education and personal development. This fourth subsystem is necessary as all forms of change typically require some level of communication and training, which cannot be captured in the technical, political and cultural subsystems.

It is also likely that earlier decisions about design choices will determine what range of levers should be used. There is a link between the range of levers and mechanisms to use and the change target.

- / If the target is **change outcomes** then it is likely that this can be achieved by changing rewards and performance measures and targets in the technical subsystem, particularly since this is only likely to be an appropriate intervention target if existing organisational values do not need to be challenged.
- / If the target is **change behaviours** then this is about putting in place interventions to do with at least organisation structure (particularly roles and responsibilities), performance management, control systems to support and measure the behavioural changes occurring, and supportive training to supplement technical subsystem changes with interventions in the interpersonal subsystem.
- / If the target is **change values or assumptions and beliefs**, then the range of interventions to use has to include intensive communication, education, training, and personal development, to help employees understand exactly what is expected of them in the new culture.

### 5. Change roles

Change is only likely to succeed if someone is responsible for leading that change, although it is also accepted that this responsibility may not reside with just one person. The primary change agent roles are:

- / Change champion (leadership)
- / External facilitation (consultants)
- / Change action team
- / Functional delegation

	Pros	Cons
Leadership	Can create drive, determination, and strong focus on the change project	May not be credible/believed, not deliver promises, lack time given other operational duties, lack change management skills
External consultants	Have experience. Can be objective – carry no organisational baggage Can be used as a scapegoat for bad news. Can facilitate, to open up conversations about the need for change. Can overcome organisational barriers / politics. Dedicated resource	Cost a lot Cannot lead change as not seen as having any stake in organisation's future No accountability May not know the business well No ownership and need to deliver
Change action team	Good ownership for change initiatives. Knowledge of organisation and issues. Potentially influential with their peer groups. Sustainability and follow-through. Can involve individuals with change expertise (e.g. organisation development specialists)	Can make design long-winded owing to multiple inputs/perspectives. Can be time consuming Can lead to compromises in design. May lack power.

Functional delegation	Use of expertise (human resources, organisation development). Knowledge of area Individuals may identify more strongly with their immediate manager	Individuals may lack power required to intervene in other parts of organisation. May be biased in favour of their part of the organisation. May focus only on their area at expense of others. May lack expertise.
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## Chapter 4: Analysing the change context: how context affects choice

Chapter 1-3 have introduced the concept of the change kaleidoscope. Chapters 2 and 3 have explained the different design choices from the kaleidoscope and the options within each choice. Chapter 4 builds on chapters 2 and 3 by providing an understanding of how to 'read' the context, how to analyse the contextual features in the middle ring of the kaleidoscope, and use an understanding of these contextual features to make context-sensitive design choices. The eight contextual features are as outlined below.

<b>Time</b>	<p>How quickly is change needed? Is the organisation in crisis or is it concerned with longer-term strategic development?</p> <p>How much time to deliver change: long-term vs. short term</p>
<b>Scope</b>	<p>What degree of change is needed? Realignment or transformation? Does the change affect the whole organisation or only a part of it?</p> <p>How much change?</p> <ul style="list-style-type: none"><li>/ Breadth: whole organisation or just one part?</li><li>/ Depth: transformation or realignment?</li></ul>
<b>Preservation</b>	<p>What organisational assets, characteristics and practices need to be maintained and protected during change because they contribute to competitive advantage in some way?</p> <p>Tangible and intangible resources/competences?</p> <ul style="list-style-type: none"><li>/ Which to destroy?</li><li>/ Which to preserve?</li></ul>
<b>Diversity</b>	<p>Are the different staff / professional groups and divisions within the organisation relatively homogeneous or more diverse in terms of values, norms and attitudes? Are there multiple cultures within the organisation or mainly one?</p>

Uniformity versus diversity?

- / Sources of diversity – national cultures, subcultures, professional groups
- / Impact on loyalty and identity
- / Need to increase or decrease diversity

**Capability**

What is the level of organisational, managerial and personal capability to implement change? How much experience is there within the workforce of handling a comparable change?

Two levels: (1) Individual: personal and managerial and (2) organisation

**Capacity**

How much resource can the organisation invest in the proposed change in terms of cash, people and time?

Availability for: cash, time, people, trust

**Readiness for change**

How ready for change are the employees within the organisation? Are they both aware of the need for change and motivated to deliver the changes?

Two levels: (1) awareness and (2) commitment

**Power**

Where is power vested within the organisation? How much latitude of discretion does the unit needing to change and the change leader possess? Or are they constrained in their actions by other powerful stakeholder groups such as trade unions or shareholders?

Stakeholders and sources of power?

- / Autonomy of change agent/organisation/others



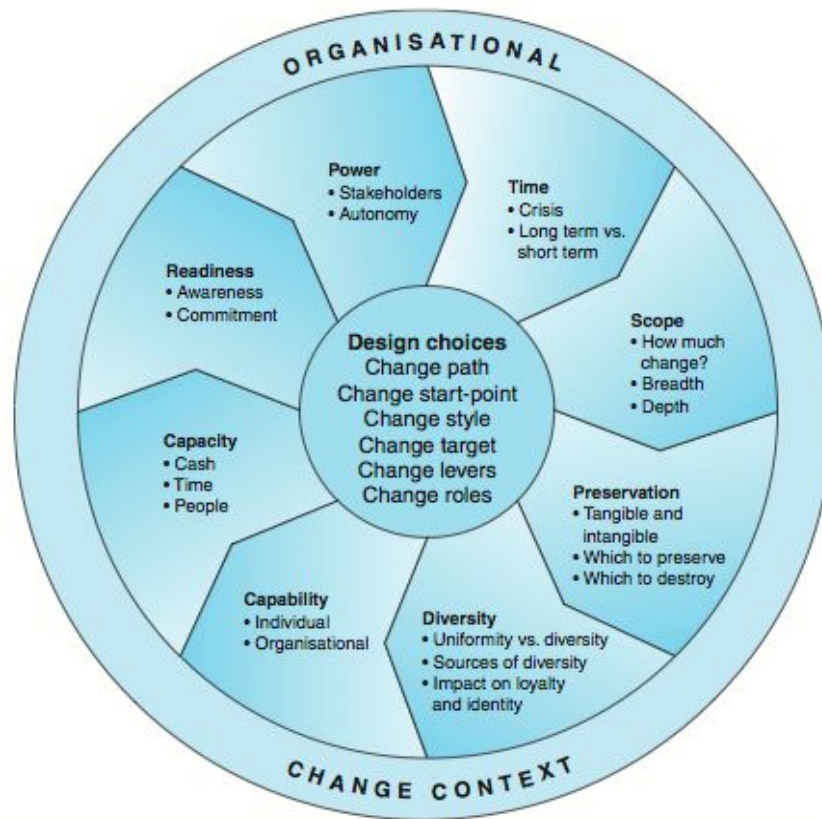
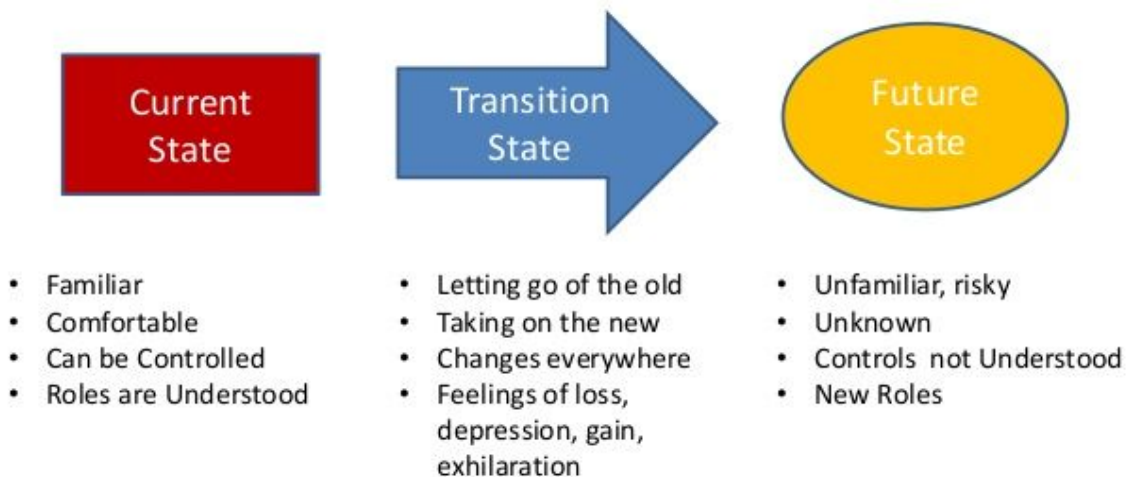


Figure 1: The Change Kaleidoscope

## Chapter 5: Designing the transition: the implementation path



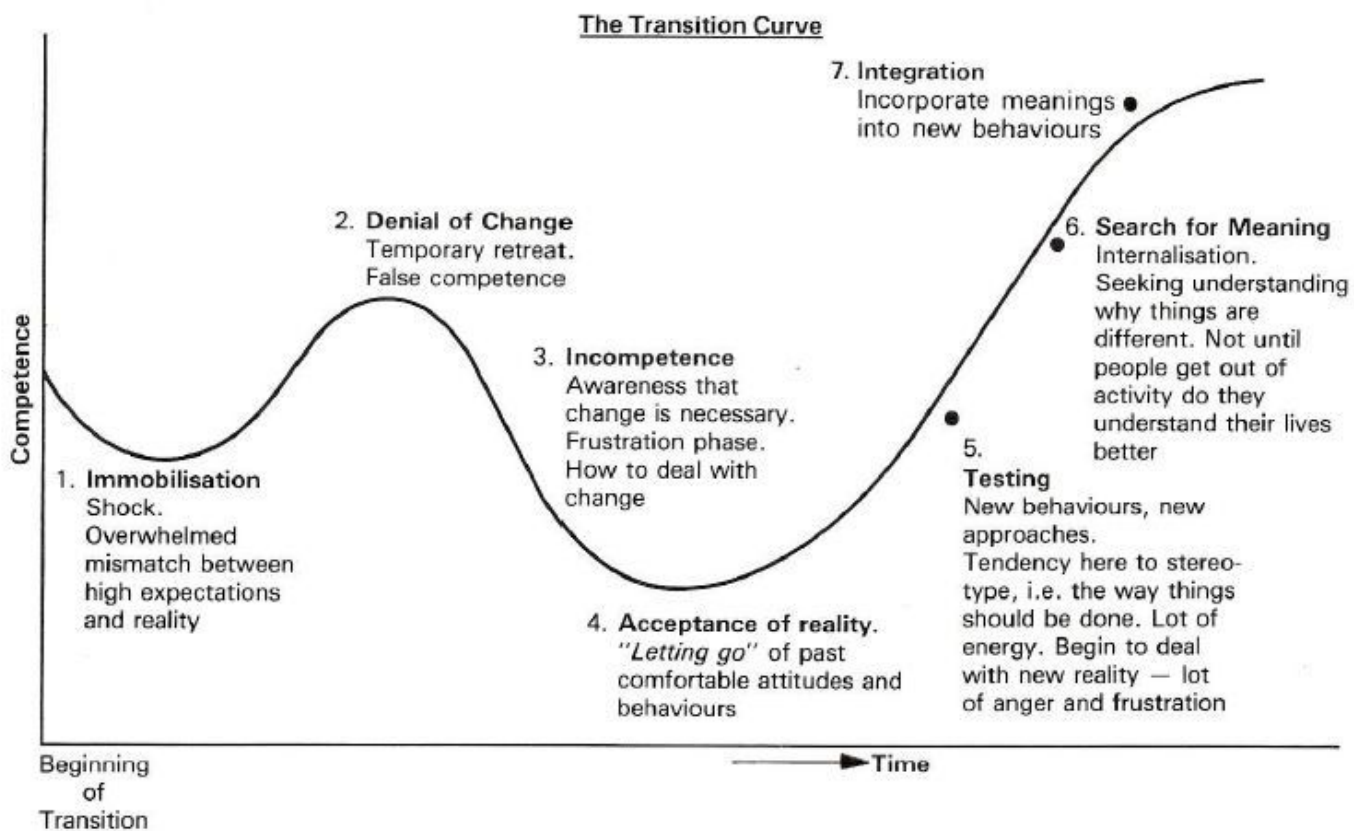
The transition state requires explicit consideration of how it is to be designed and managed. To be able to design the change levers and interventions, it is necessary to ensure that there is a vision of the desired future state. The understanding of the desired future state can also be used to diagnose potential barriers to change.

The transition state can be conceived of in terms of three change phases – **mobilise, move and sustain**. However, it must be recognized that in any organizational transition, the process of individual change and the transition curve underpins these three phases. Organisations can only change what they do if the people within them change. This model is based on the one devised by Lewin: unfreezing, moving, and refreezing.

- / Unfreezing: making people within an organisation ready for change, by raising awareness of the need for change to create dissatisfaction with the existing ways of working.
- / Moving: implementation of the needed changes through the selected range of levers and mechanisms.
- / Refreezing: embedding the changes throughout the organisation to ensure members do not relapse into patterns of old behaviour.

Some of the levers and interventions to be deployed will be identified when a tool such as the cultural web is used to formulate the picture of the desired future organisation. Others will be identified by a consideration of how to deal with the barriers to change and how to achieve readiness for change. Others may have been identified as part of the original change lever design choices (technical, political, cultural and interpersonal). However, additional interventions, particularly in terms of communication, education, training, personal development, human resource systems and resistance management, also require consideration.

To help complete the design of the levers and interventions, and decide how to sequence the chosen interventions, it is useful to use the four organisational subsystems that are part of the design choices within the mobilise, move and sustain phases. These four subsystems help to focus attention on the additional levers and interventions needed to help individuals through change and facilitate the development of the appropriate organisational changes.



Organisations only change if the individuals within that organisation change. The transition curve describes the process individuals go through during change, and is depicted in the figure below.

The concept of the transition curve can be combined with the mobilise, move and sustain model to help remind designers of change what interventions in these phases are trying to achieve for the individual recipients.

- / The stages of **shock** and **denial**, moving into **awareness**, accompanied by feelings of loss, fits with **mobilisation**. Interventions aimed at helping individuals to come to terms with the need for change and to let go of the past should, therefore, be built into the mobilisation phase through the

types of mobilisation tactics discussed below. The mobilisation tactic(s) adopted do need to match the context and the selected design choices.

- / The experience of individuals as they move through **awareness** to **acceptance, testing and search** will underpin the **move** phase. Thus interventions such as education and training, personal development, new work procedures and systems, and new management styles, which help individuals through these stages, should all be included in the move phase.
- / The **sustain** phase is about helping the **integration** process. Interventions that can be particularly helpful in this phase when the **change target** is **behaviours** or **values** include reward mechanisms to reinforce and support behavioural change undertaken by staff. Symbolic interventions can also be helpful here to reinforce change.

## Chapter 6: Transition management: building enabling conditions for change

This chapter examines the different roles that senior executives and middle managers play as change agents, and the role of the HR function in facilitating change.

### **Senior executive**

The ability to manage change is fast becoming a mainstream competence for senior executives. This is driven by the pace and nature of organisational change, rather than any fashion pushed by business schools or consultancies.

#### **/ Reading and rewriting the context**

The idea of putting change strategy into practice through 'reading' but also 'rewriting' organisational contexts in order to make them more receptive for change. This art of 'situation sensing' requires leaders to develop behaviours that allow them to adapt to any organisation, workplace and situation. Senior leaders must use their own leadership behaviour, or 'lead by example', in order to transform rather than just react to a context. Stories of successful change are full of leaders who use their own behaviour to construct a new social reality and a new mindset.

#### **/ Relational leadership for successful change**

As well as reading and rewriting the change contexts, senior managers also need to demonstrate a more relational style which demonstrates a genuine concern for other both in terms of benevolence and also integrity. A relational style of leadership is one in which the power of leaders resides in the existence of strong, sustainable, trustworthy relationships with employees as well as external stakeholders or shareholders.

	Relational mindset	Transactional mindset
Interpersonal orientation	Groups and social collective	Individual
Source of success	Shared accomplishments and group performance	Individual achievement
Temporal orientation	Long term	Short term
Definition of self	In interdependence with others	Independently through oneself
Leadership style	Collective and shared	Red-cape

**/ Building credibility**

A relational leadership style contributes to the ability of senior executives to build credibility in the eyes of the rest of the organisation. Credibility is enhanced through the construction and communication of a coherent and credible narrative for change that engages others. To be successful, narrators must (a) convince the listener that their narrative is plausible within a given context and (b) bring about a different way of viewing things. Credibility requires both narrator and narrative credibility.

**/ Leadership practices and successful change**

A recent study of 30 successful leaders of change emphasises the importance of leaders being extremely self-aware of their own behaviours. This enables them to use their behaviour to lead by example and role model the new ways of behaving for the rest of the organisation as we discuss above. There are four different leadership practices in order to make change successful. These are grouped into: attractor, edge and tension, container and transforming space.

<p><b>Attractor</b> Leadership that embodies the change it seeks to create while creating a vision that can be widely shared by the organisation. These practices also define how leaders give meaning to people's experience during change while caring about the wider good of the organisation and seeking to establish an emotional connection with others.</p>	<p><b>Edge and tension</b> Leadership that includes calling out the taken-for-granted assumptions that characterise an organisation while making sure that the change process stays 'on course'. Specific actions here include providing feedback, rewarding positive change behaviours of others and addressing dysfunctional behaviours appropriately</p>
<p><b>Container</b> Leadership practices that help to manage the anxiety of others during times of change by channelling possible tensions into a positive force. This requires self-confidence from leaders, being accessible and setting a framework of boundaries and</p>	<p><b>Transforming space</b> Leadership that develops an appreciation of the moment by not getting caught up in the daily 'hustle and bustle' that often characterises situation of change. This requires leaders to develop self-awareness, engage in open and often unstructured dialogue</p>

rules which people can orientate themselves around but still move feely within. It also requires leaders to have 'though conversations' with others built on mutual respect and trust.	with others while continuing to support the change agents that they have appointed in their journey.
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These practices are important to building and maintaining relationships with others. Attractor practices create a magnetic pull and a sense of energy among members of the organisation. Edge and tension practices enable senior executives to have open and honest conversations about challenging topics. Through container practices leaders can create a platform for social networks that help the adoption of new ideas. When adopting transforming space practices, leaders enable understanding in others.

### **Middle managers**

Developing and maintaining a relationship with middle managers is a critical task for senior executives because, particularly in the large and geographically distributed organisations commonplace today, middle managers play a key leadership role, taking on the mantle of senior managers and therefore becoming change leaders locally in their parts of the organisation. There is evidence showing that organisations are failing to motivate middle managers to become the change ambassadors that the senior teams desperately need them to be. This points to the need for middle managers to be:

- / Engaged in designing change implementation so that it makes sense at a local level;
- / Leaders of change – and indeed to adopt the senior manager mantle in geographically distributed organisations, since senior managers are likely to be too remote;
- / Supported and acknowledged for their critical and emotionally demanding role in implementing change by their seniors.

The middle manager change role is complex and demanding. They face certain challenges:

- / Communication and interpretation of plans: a translation task;
- / Reconciliation of divergent demands and activities from strategic and operational levels: a mediation task;
- / Shock absorbers for (emotional/negative) impact on others: a buffering task;
- / Are recipients themselves: a negotiation task.

		Nature of activity	
		Sensemaking	Cordination and management
Orientation	Peers/self	Undertaking personal change	Keeping the business going
	Team	Helping others through change	Implementing changes to departments

Figure 2: Interpretation as the key middle manager task

The critical skill for middle managers lies in their political judgement and their ability to not just network, but to build networks or coalitions around their change agenda.

### **The role of HRM**

In addition to senior executive and middle managers, the HR function is crucial in creating and implementing the enabling conditions needed during the transition phase. HR professionals engage in a range of activities which influence individual and group behaviour within an organization during times of change. Research has shown that for transformational change to be successful and for firms to benefit financially from their change in strategy, there must be complementary change in HR strategies and systems.

The main components of a human resource system generally include the following:

- / Recruitment and selection
- / Performance evaluation
- / Reward
- / Training
- / Development
- / HR function and their partnership with line managers



## Chapter 7: Transition management: employee engagement, trust, justice and voice

This chapter is about the role of a positive organizational climate in facilitating these enabling conditions. Change leaders, both senior and middle managers, need to pay attention to this and seek to foster it through their leadership style and behaviours.

Organisational climate is different from culture. Organisational culture encompasses the norms and values within any entity which are communicated and enacted through the various dimensions of the cultural web, whereas climate is about the orientation of the workforce towards their work and their employer.

### **Employee engagement**

Employee engagement has emerged as a new concern in the change literature and amongst practitioners. There are some key characteristics defining engagement:

- / Vigour, when work is experienced as stimulating and employees want to devote time and effort to it;
- / Dedication, when work is perceived to be meaningful and significant
- / Absorption, when employees want to fully concentrate on their work and get immersed in it.

These characteristics can be translated directly into the design and implementation of the change programme in order for it to be experienced as engaging.

Four features that enhance employee engagement:

- / Having engaging line managers who facilitate and empower rather than control and restrict their staff
- / Managers and organisations displaying integrity: that is, behaviour that is consistent with the organisation's values
- / An overarching strategic narrative or Big Picture provided by the leadership of the organisation
- / An effective and empowered employee voice where employees are listened to and allowed to challenge where it is appropriate.

### **Trust**

Trust is defined as a psychological state where people are willing to take risks, to make changes in their behaviour or attitudes, because they believe that the person is fundamentally concerned about them and displays goodwill.

Trustworthiness of either an individual leader or an organisation is assessed through four criteria:

- / Ability: a measure of whether the trustor thinks the trustee is competent or able to do their job or fulfil their organisational purpose
- / Benevolence: the extent to which the trustor detect a concern in the trustee for the welfare of others beyond their own immediate personal concerns.
- / Integrity: whether the organisation or individual leader or manager has a moral code or set of values they identify with.
- / Predictability: can employees see a consistent pattern of behaviour in the organisation or leader in the decision they take, the values they uphold and the attitudes they adopt?

Previous research has identified various ways of how leaders can build trust with their employees:

- / Behaviour consistency
- / Behavioural integrity
- / Sharing and delegation of control
- / Communication
- / Demonstration of concern
- / Consulting team members when making decisions
- / Communicating a collective vision
- / Exhibiting shared values

### **Organisational justice**

The reactions of employees to the implementation of change programmes are also affected by how 'fair' or 'just' they perceive the management of change. There are four main forms of justice:

1. **Distributive justice:** perceptions of how fair the decisions or outcomes are – who gets the jobs, who gets the bonuses.
2. **Procedural justice:** perceptions of how fair the processes or procedures used to reach those decisions or outcomes are – such as the process used to select those for redundancy.
3. **Interactional justice:** perceptions of the actions and attitudes of those implementing these decisions towards those affected by the decisions.
4. **Anticipatory justice:** expectations to which future outcomes will reflect the other three forms of justice.

### ***Rethinking resistance***

There are a number of different reasons individuals resist change:

- / Self-interest and politics
- / Psychological reasons
- / Emotional reasons
- / Change approach
- / Recipient perceptions
- / Cultural bias
- / Historical organisational factors