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Project Thesis

**Managing Change and Challenges of Change Management
in a Multi-Cultural Environment**

**"The only thing that is constant is change"
– Heraclitus, Greek philosopher**

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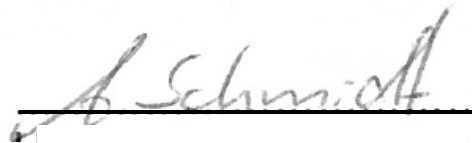
Semester: 5th Semester

Declaration of Authenticity

Regarding § 5 (2) of the „Conditions of Study and Examination regulations division of techniques“ from 18th May 2009.

I hereby certify this thesis is the result of my own work and investigation, except where otherwise stated. Other tools and sources are acknowledged by endnotes giving explicit references.

Santa Barbara, 9th December 2012

A handwritten signature in dark ink, appearing to read 'A. Schmidt', is written over a solid horizontal line.

(André Schmidt)

Preface

This paper was composed within the scope of a three years study at Baden Wuerttemberg Cooperative State University Stuttgart Horb with a major in business administration and engineering. It was written during the 5th semester within a term abroad at University of California Santa Barbara and is based on the official regulations and requirements of the Baden Wuerttemberg Cooperative State University Stuttgart. The topic was provided by Prof. Dipl.-Ing. mult. Rolf Richterich.

I would like to thank Prof. Dipl.-Ing. mult. Rolf Richterich for the provided topic and the support. Special thanks belong to Steven R. Van Hook, PhD for his literature recommendations concerning cross cultural topics.

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I List of Abbreviations

Abbreviation	Explanation
HR	Human Resource
VS	Versus

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1. Introduction

1.1 Problem Statement

The only thing that is constant is change

Heraclitus, Greek philosopher

*As the environment changes so should the company*¹

Thompson 1967

These two quotes perfectly describe why change management is important. Just as Heraclitus already realized hundreds of years ago, change will never stop. When combining this thought with Thompson's statement that the company should follow the environmental changes, the only conclusion is that organizations always have to change. But if organizations had changed incessantly ever since – why is change management still such a current and significant topic?

Apparently, one reason is the speed of change. New technologies increase the speed of the economy day after day. Product life-cycles become shorter and shorter, customers ask for change more frequently, and strategies of organizations have to be adjusted on a regular basis. Thus organizations do not have much time to change. When being too slow in adapting to the market, a company may pay for this by losing competitive advantage or it might even be pushed out of the market. In order to keep up with the required speed organizations thus have to improve their change processes constantly and they need to fulfill both fast and sustainable changes.²

A second reason for the fact that change management is important today is globalization. As the world became one huge marketplace with fewer borders for the trade of goods and the exchange of information, change processes have to face a range of new challenges. Today, organizations have to implement change processes

¹ C.f. Thompson, J. (1967)

² C.f. Albrecht, W./Sack, R. (2000), P.4

in facilities that are spread all over the world. However, there is no standard solution on how to globally realize change processes. Since employees are shaped and influenced by their culture, their reactions and behavior towards change processes may differ significantly across cultures.³

The sheer size of only one of those two challenges for change management would already represent an enormous risk for global organizations today. Yet, as they always occur combined, the change management teams absolutely have to prepare elaborate strategies in order to face fast organizational changes among different cultures.

1.2 Objective Statement

The objective of this work is to analyze the conceptual foundations of change management and to outline the challenges management has to face during change management processes in a multi-cultural environment. The paper is meant to outline important change management measurements that are needed to successfully implement global change projects. This information can help change managers to proactively focus on potential risks during change projects within different cultures. Thus it helps to process changes faster and to keep up with the speed required due to by both the environment and the competition.

1.3 Approach

The work is divided in two major parts. In the first part the terms change will be defined in general as well as change management will be defined. In a second step, the first part will answer the question how change management is covered in theory. After a well-grounded literature research, different selected change management approaches will be outlined and their practical relevance and adaptability will be discussed. This part shall furthermore give an overview of different steps and aspects that have to be covered during a change process as well as of the main decisions

³ C.f. Albrecht, W./Sack, R. (2000), P.4

that need to be made. As a closure to the first part of the paper, the author will analyze different reasons for resistance towards change processes.

In the second part of the work, the author will focus on change management in a global environment. The main focus will be on different cultural aspects. A projection of different cultures is needed in order to categorize their individual impacts on the change management process. Based on a general description of cultural differences, special challenges in terms of change management will be analyzed. The second part is thus meant to answer the question, which challenges the change management has to face globally and how they can proactively manage to provide failures.

2. Conceptual Foundations of Change Management

When it comes to the topic of change management, a wide range of theories and approaches of how organizations should behave exist. Therefore the first part of this work deals with the conceptual foundations of change management and introduces three significant change management approaches.

2.1 Definitions

A common understanding of author and reader as far as the definitions of change, change management as well as organizational change are concerned is a necessary basis for comprehending this paper. The following propaedeutic chapter thus serves to define the named terms and to semantically differentiate them from similarly used expressions.

2.1.1 Positioning Change

Humans feel most comfortable when all their expectations are met, as they are mainly control-orientated. The opposite state of 'change' is therefore when anything happens just as the individual expects it and is used to it. Yet, this balance shifts whenever expectations are disrupted and habits are no longer applicable. At this point change occurs. H. James Harrington accordingly defines change as a "disruption in your expectation"⁴. Change increases the stress level of the individual but opens up a lot of opportunities as well.⁵

When Esther Cameron and Mike Green talk about change they consider it to be a learning process. In their point of view, change scenarios force the individual to "learn something new, or to adjust to a new way of operating, or [even] unlearn something"⁶. It is obvious that "change happens everywhere"⁷. In order to avoid misunderstandings, however, it has to be clear that the term 'change' only refers to organizational change within this work.

Tupper Cawsey and Gene Deszca define organizational change as "a planned alteration of organizational components to improve the effectiveness of the

⁴ Harrington, J. (2006), P. 10

⁵ Cf. Harrington, J. (2006), PP. 10f

⁶ Cf. Cameron, E./Green, M. (2004), P. 11

⁷ Borbye L. (2010), P. 103

organization”⁸. Organizational components in this context “mean the organizational mission and vision, strategy, goals, structure, process or system, technology, and people in an organization.”⁹

When change occurs in organizations the stability falls and rising anxiety as well as increasing conflicts lead to a decrease of productivity. Yet, although some people do not like changes, it is – as Fred Smith, Founder and CEO of Federal Express, said – a shorthand for opportunity.¹⁰

2.1.2 Positioning Change Management

It is under any circumstances difficult to precisely define change management.¹¹ One approach to do so is expressed by Jaap Boonstra who defines change management as a “process of guidance and adjustment aimed at achieving the goals for change”¹². Sometimes change management is moreover described as simple as the process of helping a person, group, or organization change.

More precisely, the word ‘management’ implies an effort to plan the change and exert influence over other people in the process.”¹³ Anderson and Anderson accordingly define change management as “a set of principles, techniques, and prescriptions applied to the human aspects of executing major change initiatives in organizational settings. Its focus is [...] on ‘how’ to orchestrate the human infrastructure that surrounds key projects so that people are better prepared to absorb the implications affecting them.”¹⁴ Gustin, J. supports this definition as he defines change management as a term that “refers to a broad array of activities and initiatives”¹⁵. To sum it up, change management can thus be seen as a set of structures and tools that are required to keep change efforts under control, which aim at minimizing the distractions caused by the change and to supervise its impacts.¹⁶

According to the above mentioned definitions of acknowledged authors such as Anderson and Anderson, Gustin and Kotter and many others the author of this paper

⁸ Cawsey, T./Deszca, G. (2007), P. 2

⁹ Cawsey, T./Deszca, G. (2007), P. 2

¹⁰ Cf. Harrington, J. (2006), PP. 10f

¹¹ Cf. Holland, D./Skarke, G. (2003), P. 24

¹² Boonstra, J. (2004), P. 4

¹³ Rothwell, W./Stavros, J./Sullivan, R./Sullivan, A. (2009), P. 16

¹⁴ Anderson, D./Anderson, L. (2001), P. XXVIII

¹⁵ Gustin F. (2007), P. 209

¹⁶ Cf. Kotter, J. (2011)

uses the term change management as a description for as a set of instruments to plan and support change.

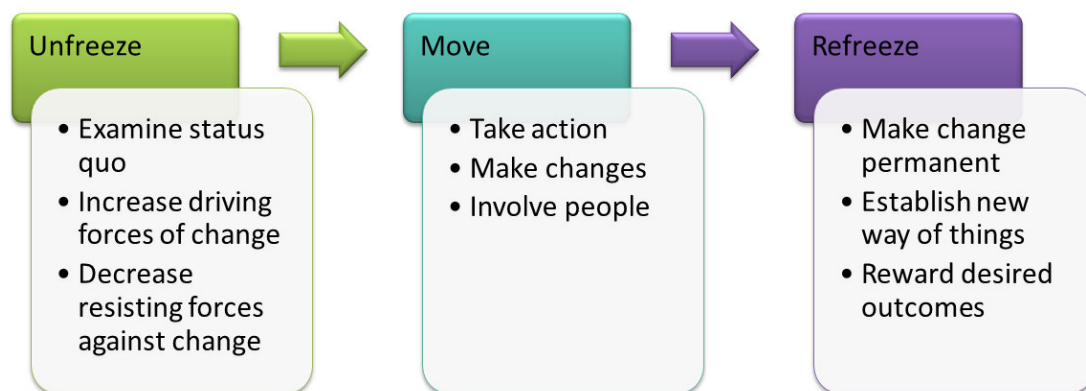
The term change agents or change managers are synonyms and describe the leader of a change process throughout this work.

2.2 Theoretic Approaches to Face Change Management

In the field of change management and organizational change a range of models and approaches have been developed. Many of them follow similar ideas and foundations. Three significant models of how management could face change are Kurt Lewin's three-step model introduced in 1940, Kotter's eight-step model and Peter Senge's approach of the learning organization.

2.2.1 Kurt Lewin's three-step model

Kurt Lewin's model and his ideas about organizational change are well known and often quoted by managers today.¹⁷ Lewin was one of the first theorists to deepen the understanding of action research as well as the understanding of groups, experiential learning and changes.¹⁸ His force field analysis and three stage theory of change is a basis for many similar three-step change management models today. The three steps of Lewin's theory are Unfreeze – Move – Refreeze.¹⁹



Graphic 1: Lewin's three-step model²⁰

The unfreeze phase

In the first phase Lewin's force field analysis explains why change happens. This analysis explains that in any change situation both driving and resisting forces exist. In order to trigger a change, the driving forces have to outweigh the resisting forces. An example for this case is the question whether a company should implement a new

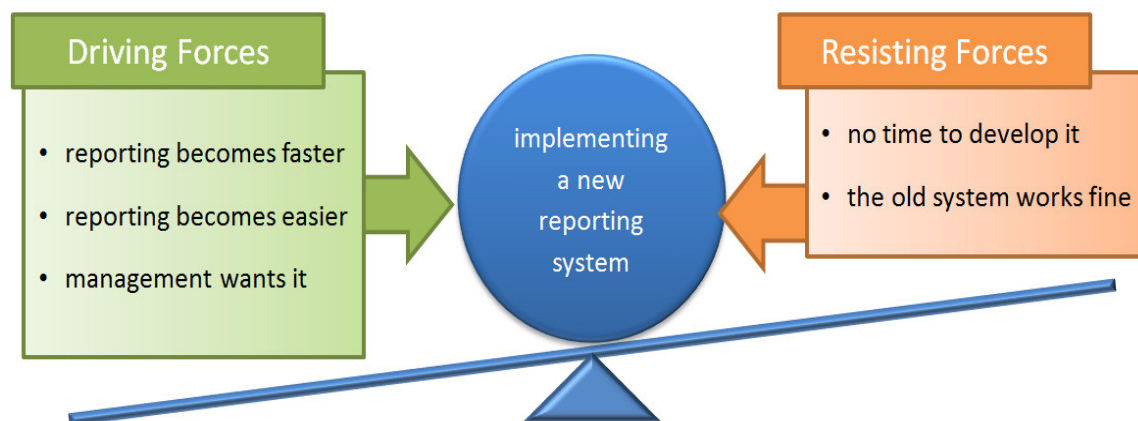
¹⁷ Cf. Cameron, E./Green, M. (2004), P.96

¹⁸ Cf. Smith, M. (2001)

¹⁹ Cf. Connely, M. (unknown), Change Management Models

²⁰ Cameron, E./Green, M. (2004), P. 98

reporting system in their office. There are a lot of arguments for the employees to keep their old, familiar system – these are the resisting forces. On the other hand driving forces promote the new reporting system. However, as long as more reasons for keeping the old system exist than for establishing a new one no change will actually happen.²¹



Graphic 2: Lewin's force field analysis²²

The unfreeze phase of Lewin's theory thus says that to trigger change one has to break the equilibrium of a current situation for the benefit of the driving forces. As soon as change is triggered one reaches the next phase.²³

The move phase

The move phase is also referred to as change or transition phase by various authors. Yet, although terms vary they always refer to the same contents.

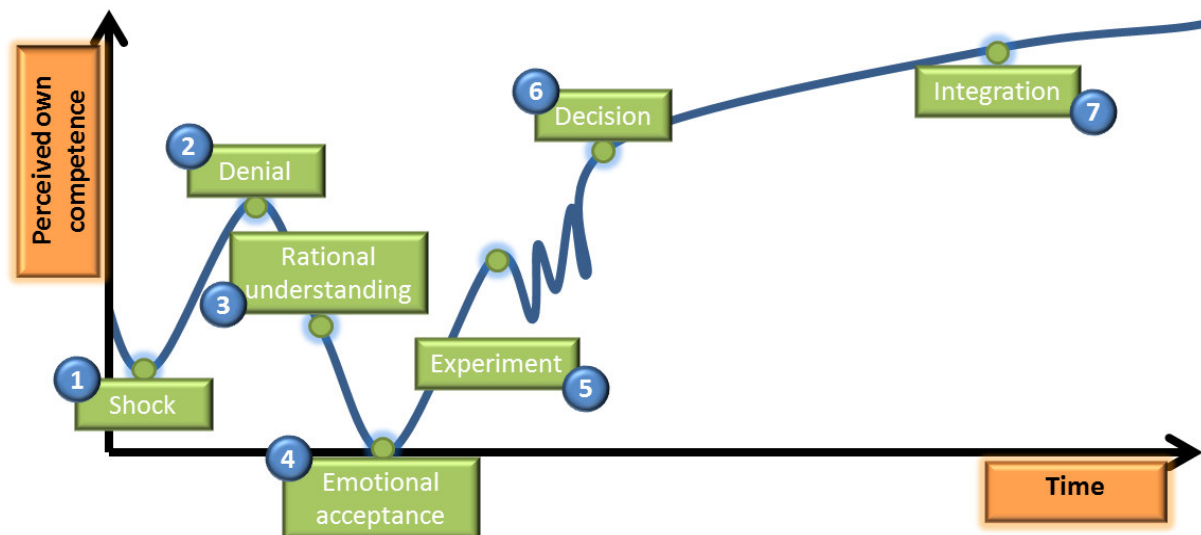
In this stage people start moving towards something new or at least different, they are unfrozen. The phase is described as one of the hardest stages within the whole change process, as people are unsure about the future and a lot of support is needed in order to reach the admired output. The move phase is generally divided into seven minor steps that show the difficulties faced while passing it.²⁴

²¹ C.f. Cameron, E./Green, M. (2004), P. 96

²² C.f. Cameron, E./Green, M. (2004), PP. 96-97

²³ C.f. Cameron, E./Green, M. (2004), PP. 96-97

²⁴ Cf. Connely, M. (unknown), Kurt Lewin Change Management Models



Graphic 3: Seven phases of a change process²⁵

The first step of the move phase is the feeling of **shock**. People are surprised and shocked because they have to face new conditions and a feeling of insecurity and missing competence arises. To avoid those feelings the next step is **denial**, as people start searching for evidences that no change is needed and want to go back to conditions they are used to. As the process of change goes on, people understand that a change is required. However, although they understood that something has to change they won't change themselves and still believe that they are not personally affected by the change. This step is called **rational understanding**. The next and most critical step is **emotional acceptance**. The people have to decide whether they really accept to be a part of the change and transform their own habits and values or whether they keep their denial attitude. Their self-confidence struggles and the performance is on the lowest point throughout the process.

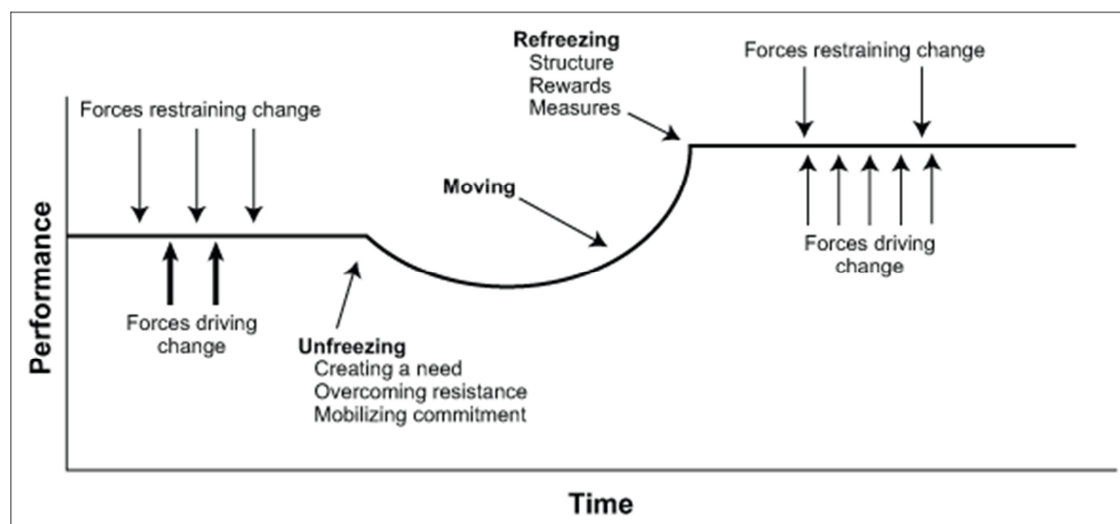
In the following **experiment** step the emotional acceptance leads to the willingness to challenge old patterns and admit new ones, as the participant's willingness to learn is activated. New ways of thinking and new behaviors are tested and practiced throughout the experiment step. Here the perceived own competence increases again. The next step is called the **decision** step, within people acquire and expand their repertoire of behavior by practicing. They become used to new structures and methods and their perceived own competence increases significantly. The learning

²⁵ C.f. Kostka, C. (unknown) Wandel und Karriere

effects thereby result from trial and error successes. The last stage is **integration**. The changed behavior is now completely integrated and increasingly run automatically and unconsciously. People's perception of their own competence continues to grow, but with decreasing growth rates.²⁶

The freezing phase

In this phase the ongoing change has to face the notion of homeostasis. Homeostasis is the feature of a system to maintain stable and to return to its equilibrium after a disruption.²⁷ Lewin argues that in the third phase of his model the new state of equilibrium has to be strengthened in order to prevent the system from its "natural tendency to adjust itself back to its original steady state"²⁸. In the freezing phase the new methods and behaviors have to become the state of the art. Driving and restraining forces are equal.



Graphic 4: Lewin's three-step model with force field analysis²⁹

²⁶ C.f. Kostka, C. (unknown) Wandel und Karriere

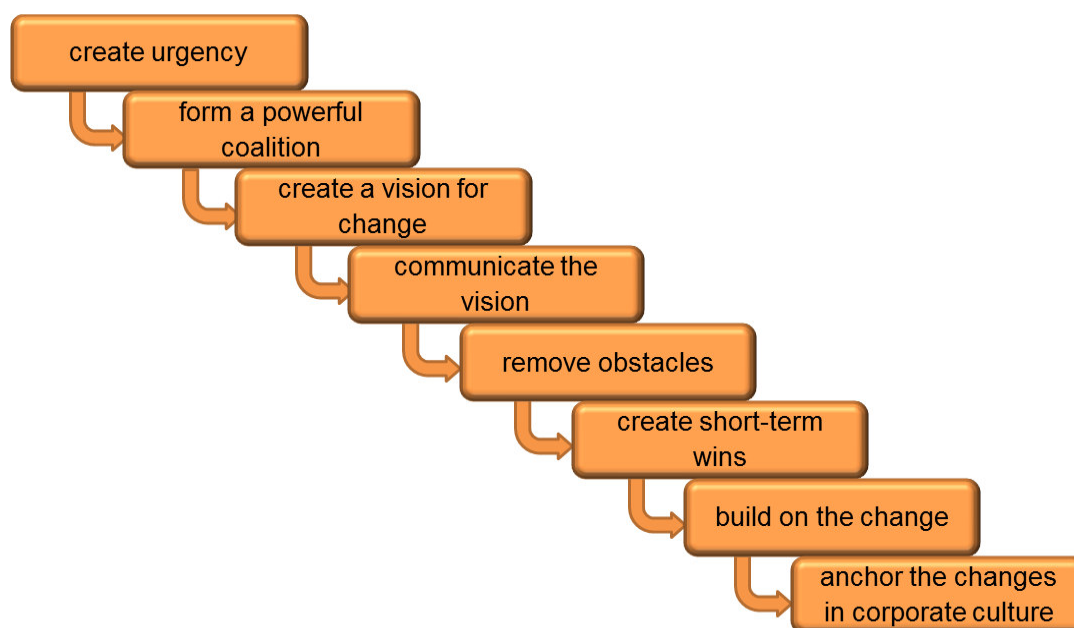
²⁷ C.f. Dictionary.com (unknown) homeostasis

²⁸ C.f. Cameron, E./Green, M. (2004), P. 97

²⁹ Thatte, D./Khandelwal, N. (2012), Grabbing Hold of the GRPI Model

2.2.2 Kotter's eight-step model

John Kotter is a former professor at Harvard Business School and consultant. In 1995, he published his book "Leading Change" and introduced his "eight steps of transforming your organization"³⁰. In comparison to Lewin's theory, Kotter's approach is much more practical. He defines eight key steps that are necessary to successfully implement a change. These eight-steps are: create urgency, form a powerful coalition, create a vision for change, communicate the vision, remove obstacles, create short-term wins, build on the change and anchor the changes in corporate culture.³¹



Graphic 5: Kotter's eight-step model of change management³²

Create urgency

If a whole company wants the change, it will help realizing it. This is what the first step of Kotter's model aims at.³³ According to Kotter, one has to start discussions about the competitive realities and look at the future. All participants need to be shown the opportunities and threats attached with the change and make them

³⁰ C.f. MindTools (unknown), Kotter's 8-Step Change Model

³¹ C.f. Cameron, E./Green, M. (2004), P. 101

³² C.f. Cameron, E./Green, M. (2004), P. 101

³³ C.f. MindTools (unknown), Kotter's 8-Step Change Model

understand that change is needed.³⁴ This could be the spark to start their initial motivation. Kotter suggests spending a lot of time on step one in order to persuade at least 75 percent of the organization that the change really is necessary. This will support the further process significantly.³⁵

Form a powerful coalition

In this phase Kotter suggests to assemble a leading team, guiding the change.³⁶ The team has to include influential people and it has to own the power of variety sources such as different hierarchy levels and departments. This team will continue building the sense of urgency and it will guide the change to success.³⁷

Create a vision for change

The powerful coalition has to set up a vision for the change, which should help everyone to understand the next steps and actions that have to be done.³⁸ A strategy for achieving this vision needs to be developed.³⁹

Communicate the vision

Communication during the process is very important to Kotter. Therefore it is not surprising that one of his eight steps is to communicate the defined vision. Kotter suggests communicating the vision in many different ways in order to reach and confront everyone with the new behavior and methods.⁴⁰

Remove obstacles

According to Kotter the next steps consists in removing existing obstacles against the change by analyzing these obstacles and people who resist to then help them see the advantages of the change.⁴¹ Within this stage, one should get rid of unhelpful

³⁴ C.f. Cameron, E./Green, M. (2004), P. 101

³⁵ C.f. MindTools (unknown), Kotter´s 8-Step Change Model

³⁶ C.f. Cameron, E./Green, M. (2004), P. 101

³⁷ C.f. MindTools ((unknown), Kotter´s 8-Step Change Model

³⁸ C.f. MindTools (unknown), Kotter´s 8-Step Change Model

³⁹ C.f. Cameron, E./Green, M. (2004), P. 101

⁴⁰ C.f. Cameron, E./Green, M. (2004), P. 101

⁴¹ C.f. MindTools ((unknown), Kotter´s 8-Step Change Model

structures and systems and empower as much people as possible to act according to the new vision.⁴²

Create short-term wins

This step is particularly necessary to motivate people and prevent critics and negative thinkers from hurting the change progress.⁴³ During this step, one should create short-term and visible improvements and advertise them. Moreover, people need to be publicly rewarded for improvements in order to show progress.

Build on the change

Once the change is in progress, Kotter suggests using this process of change by energizing it with new projects, change agents and resources.⁴⁴ The idea of continuous improvement, which is referred to as 'kaizen' is integrated in this phase.⁴⁵

Anchor the changes in corporate culture

In order to make the change stick, it should become a part of the corporate culture. The results of change can now be seen in the day to day work and everyone understands that the corporate success is supported by the new behavior. The successful execution of the change process needs to be communicated within this stage.

2.2.3 Senge's Learning Organization

A completely different approach to face sustainable change management was created by Peter Senge. Instead of trying to improve the performance by single changes, Senge formed the term of a learning organization.

According to him, learning organizations are "organizations where people continually expand their capacity to create the results they truly desire, where new and

⁴² C.f. Cameron, E./Green, M. (2004), P. 101

⁴³ C.f. MindTools (unknown), Kotter's 8-Step Change Model

⁴⁴ C.f. Cameron, E./Green, M. (2004), P. 101

⁴⁵ C.f. MindTools (unknown), Kotter's 8-Step Change Model

expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to see the whole together.”⁴⁶

Senge does not give basic solutions or manuals on how to actually realize a change. He rather provides ideas and suggestions how the equilibrium in organizational systems can be handled and how the balancing forces influence the equilibrium.⁴⁷ More precisely, Senge recommends creating the right basic conditions for the organization to become a learning organization. As soon as those conditions are realized, the learning organization will continuously change in order to enhance performance.⁴⁸

Senge only recommends a few guidelines for facing change:

- Start small
- Grow steadily
- Don't plan the whole thing
- Expect challenges – it will not go smoothly⁴⁹

Besides those guidelines, Senge defines seven obstacles one has to overcome and five disciplines one has to learn in order to become a learning organization. These obstacles are:

1. 'I am my position' – Most employees see themselves only as part of a system having no influence on it. They do their job but do not feel responsible for the final output.
2. 'The enemy is out there' – The reason for problems and difficulties is always external.
3. 'The illusion of taking charge' – Proactivity is the fashion. But real proactivity starts with evaluating your own impact on problems.
4. 'The fixation of events' – Most organization only react to events. Instead of just reacting they have to create the events in advance.
5. 'The parable of the boiled frog' – We are not able to recognize slow developments in our fast environment. Yet, we have to learn to slow down in order to recognize the slow progress.

⁴⁶ Senge, P. (1990), P.3

⁴⁷ C.f. Cameron, E./Green, M. (2004), P. 114

⁴⁸ C.f. Cameron, E./Green, M. (2004), PP. 112 ff

⁴⁹ C.f. Cameron, E./Green, M. (2004), P. 113

6. 'The delusion of learning from experience' – We learn by making experiences. However, most of the time we do not experience the impact of our decisions, because we leave positions before the impact is noticeable.
7. 'The myth of the management team' – Team members in the business environment spend a lot of time on turf battles. Thus solving complex problems is no longer focused and team spirits doesn't exist.⁵⁰

The five core disciplines of learning organizations according to Senge are illustrated in graphic 7.



Graphic 6: Senge's five disciplines of a learning organization⁵¹

Personal Mastery:

Personal mastery is the willingness of people to develop, to continuously question their own behavior and to autonomously improve themselves. Companies are interested in people who are capable of personal mastery, because it is the basis for the company to become a learning organization.

Mental Models:

Mental models are the explicit and implicit assumptions we have to explain the world around us. The aim of this discipline is to become aware of these assumptions in order to make them a subject of further development.

⁵⁰ Senge, P. (2006), PP. 18 ff

⁵¹ C.f. FH Koeln (unknown)

Shared Visioning:

Shared visions occur when all members of the organization understand and internalize the common goals. That is to say, everyone understands the purpose of the goal and is aware of his responsibility and job to achieve the common goal. Shared visions have a strong emotional component.

Team learning:

Team learning occurs when members of a group understand and learn together. It allows using synergy effects and the team thus becomes stronger than the sum of the strengths of its individuals.

System thinking:

When talking about system thinking, Senge refers to the skill to recognize dependencies and to have a holistic overview. Influencing factors and functional chains have to be analyzed in order to make sustainable decisions. The skill of system thinking is the central idea of Senge's theory.⁵²

2.2.4 Conclusion about Theoretic Approaches

It is useful to be aware of at least two different change management approaches. As each change management project is different from others by knowing different management approaches one is able to simply adapt the one that seems to fit best – or even an adequate mix of several approaches.

Lewin's ideas and his force field analysis are especially valuable at the start of an initiative of change. His model provides an excellent tool to detect driving and resisting forces and to involve them in the whole change management process. His approach clearly shows that as an initial spark all efforts are needed to minimize resisting forces and maximizing driving forces in order to unfreeze the current state. At the end of an organizational change Lewin advises that the field forces have to reach equilibrium for the change to stay. Although Lewin's approach clearly defines the start actions and also explains how to eventually save the changes, the necessary actions during change itself are not sufficiently described. That is where Kotter's eight-step model can score. His approach can guide an organization's

⁵² C.f. FH Koeln (unknown)

management through the change management process. Some critics claim that Kotter as he verbalized his last steps with straight words like “plan” or “consolidate” implies that he thinks of them being less important.⁵³ Yet, although the words he uses to describe the first steps, such as urgency and powerful, obviously imply more importance he never directly asserts that these steps are more important. Thus the critics are insignificant as long as the management is well aware of the importance of every single step.

The first two approaches are rather practical compared to Senge’s model of a learning organization. While Lewin and Kotter provide some kind of guideline that is meant to lead through organizational change, Senge presents a completely different projection. His approach is more long-term orientated and focused on developing the organization towards a continuous learning organization that constantly enhances its performance. However his advice is very hard to realize in the climate of quick results and maximum effectiveness that we have today.⁵⁴

The different approaches show very clearly that there is no one-fits-all solution. By keeping different models in mind, however, management could evaluate their situation better and guide the change to success.⁵⁵

⁵³ C.f. Cameron, E./Green, M. (2004), P. 101

⁵⁴ C.f. Cameron, E./Green, M. (2004), P. 120

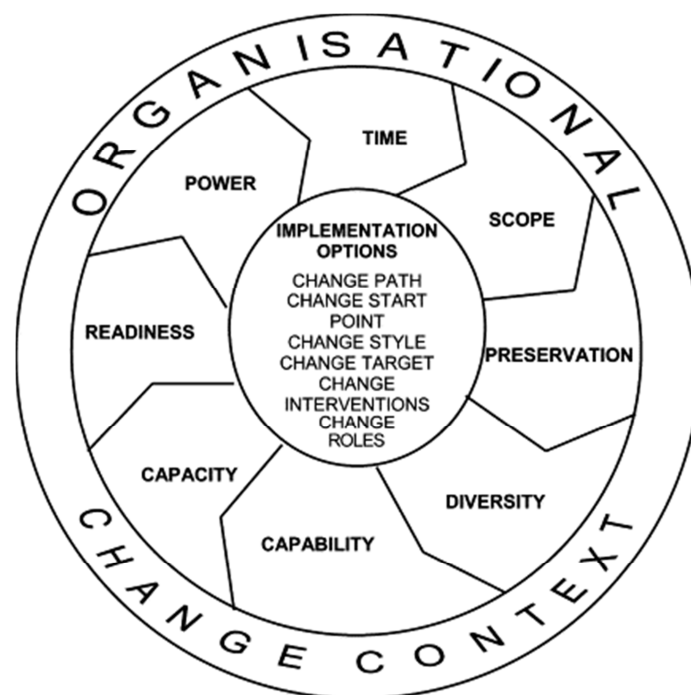
⁵⁵ C.f. Cameron, E./Green, M. (2004), PP. 96 ff

2.3 Organizational Change Context - Different types of Change

“Different kinds of change require different strategies and plans to effectively gain employee engagement and acceptance of change.”⁵⁶

To create an overview about the different aspects of change management the author focuses on Balogun and Hailey’s kaleidoscope. A kaleidoscope is a chart that displays “A series of changing phases or events”⁵⁷

With their kaleidoscope Balogun and Hailey display different aspects of change management and create a framework that tackles major change projects. Their kaleidoscope, as illustrated in graphic 8, contains three main rings. The outer ring is related to the organizational strategy in a broader sense and the actual change takes place inside this broader context. The middle ring refers to more specific features of the situation of change. The inner ring represents six significant applicable design choices the change manager has to face during the change process.⁵⁸



Graphic 7: Balogun and Hailey's kaleidoscope of change management⁵⁹

⁵⁶ C.f. Tucker, J. (2007) Types of Change

⁵⁷ TheFreeDictionary (unknown), kaleidoscope

⁵⁸ C.f. Balogun, J. (2001), P.5

⁵⁹ Balogun, J./Hailey, H. (1999)

While the outer ring is rather unspecific and individual the middle ring contains eight significant contextual features. These features are:

1. Time

The timeframe available for a change is of significant importance. Strategic organizational changes require a longer period of planning and realization and thus require more time. If organizations have to change reactively, for instance due to a crisis, they yet mostly do not have much time available. Change processes in this case are forced to be completed quickly.⁶⁰

2. Scope

The scope is the degree of the change within the organization. It also refers to the amount of people, teams, or departments that are involved in the change process. The change can be rather small, such as the change of only one team with no one else affected. However, it can also be a realignment or transformation of a whole department which affects not only the involved employees but the organization as a whole.⁶¹

3. Preservation

While the scope describes the amount and degree of change, the preservation describes the commodities and habits that have to stay untouched during the change process. The preservations can be classified into three major categories. The first category is the employees or teams the organization wants to retain. Particular groups who perform very well or are of strategic importance have to be retained. The second category includes certain ways of doing something, certain aspects of the organizational culture and how employees deal with special topics or works. The third and final category refers to organizational competencies that have to be preserved.⁶²

⁶⁰C.f. Balogun, J. (2001), P.5

⁶¹C.f. Balogun, J. (2001), P.6

⁶²C.f. Balogun, J. (2001), P.6

4. Diversity

In the context of an organizational change process, diversity refers to the different kinds of employees and employee subcultures that are affected by a change. If, for instance, only two teams are involved in a change process the diversity is relatively small and few subcultures are affected. On the contrary, a range of subcultures and even divisional cultures are affected if different departments are involved. The cultures of Research and Development and Sales for example can differ significantly and thus need a different kind of guidance. Diversity therefore is a significant factor when global organizational changes take place.⁶³

5. Capability

Capability can be classified into three major types: individual capability, managerial capability and organizational capability. Individual capability refers to the abilities of individuals and how they can cope with the change process. Thus, employees are in the focus of individual capability. The ability to guide individual employees through the process of organizational change and to manage the administration is part of managerial capability. Organizational capability does not focus on individuals or persons but on the organization as a whole. It reveals to the existence of resources in terms of knowledge and ability to manage the required types of change.⁶⁴

6. Capacity

The field of capacity refers to monetary resources, time and human resources that are available to fulfill a specific change process. Thus, three specific capacities are represented by this field. The first capacity is the money that is available for investment in the proposed change. The second capacity is the time that is spendable for the managers to fulfill the process of change. The third capacity is the labor force; that is to say the amount of people capable to support the change.⁶⁵

⁶³C.f. Balogun, J. (2001), P.6

⁶⁴C.f. Balogun, J. (2001), P.6

⁶⁵C.f. Balogun, J. (2001), P.6-7

7. Readiness

Readiness regards both the employees and all other involved parties. It describes their awareness of the need for the change and their persuasion and motivation to support the required changes.⁶⁶

8. Power

The power aspect focuses on the key change agents. It refers to their amount of autonomy or power to realize the change in the way they personally consider to be most suitable. Thus, the level of power describes the range in which a change agent can make decisions autonomously.⁶⁷

As soon as all the described features of the middle ring have been considered properly, one should focus on the inner ring as a second step. The inner ring provides six important design choices a change agent has to face according to Balogun and Hailey.⁶⁸ These design choices are:

1. Change path

The types of change in terms of speed and extent are referred to as the change path.

2. Change start-point

The change start-point deals with the question when and how a change is triggered

3. Change style

This design choice refers to the management style used for the implementation.

4. Change target

The overall goal of the triggered change process is the focus of this design choice.

5. Change levers

The change levers describe the interventions that can be used to push the change forward.

6. Change roles

This choice describes different change agents and their specific influence.⁶⁹

⁶⁶C.f. Balogun, J. (2001), P.7

⁶⁷C.f. Balogun, J. (2001), P.7

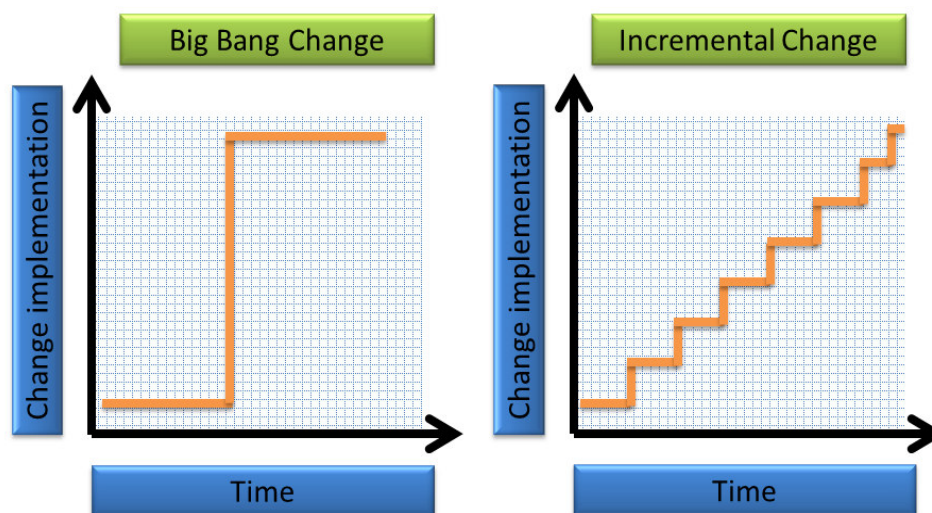
⁶⁸C.f. Balogun, J./Hailey, H. (2008), P.19

⁶⁹C.f. Balogun, J./Hailey, H. (2008), P.19

2.3.1 Change Path

Two crucial factors to classify changes are the required extent and the speed of the change process. Those aspects have a high impact on how change should be managed. Prior to the design of the “Change Path” a general decision concerning the process and the goal for the change process has to be aligned.⁷⁰

In terms of speed three ways of implementation are generally considerable: an all-at-once or big bang approach, a step-by-step or stage-by-stage incremental process, or any kind of implementation speed that is between of those two extremes, which are illustrated in graphic 9.⁷¹ In literature the all-at-once or big bang approach is often also called a one-step change, as it occurs rapidly or as a dramatic or radical change in one fell swoop.⁷²



Graphic 8: Big Bang change implementation vs. incremental change implementation⁷³

Similar to the speed of change, the extent of change is bordered by two extremes as well. Those extremes are transformation and realignment. If a current change can occur within an organization’s current culture it can be solved with a realignment strategy. That is to say that the fundamental assumptions within the organization stay untouched. Yet, if the current culture does not fit to the desired status, the change is transformational. A transformational change has an enormous impact on all the

⁷⁰ C.f. Balogun, J. (2001), P.3

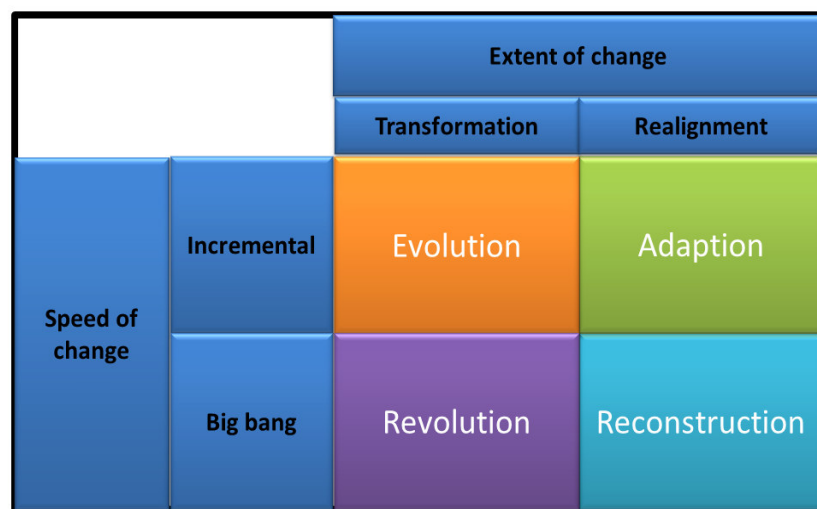
⁷¹ C.f. Balogun, J. (2001), P.3

⁷² C.f. Riley, J. (2012), Change Management – Types of Change

⁷³ C.f. Riley, J. (2012), Change Management – Types of Change

things that are generally taken for granted, namely all the shared assumptions and beliefs or paradigms within a company. Along with a transformational change the way of doing things within an organization will change significantly and thus the culture has to change as well.⁷⁴

Balogun and Hailey combine the extent-of-change-factors transformation and realignment with the speed-of-change-factors incremental and big bang. As a result four different types of strategic change arise.



Graphic 9: Balogun and Hailey's matrix of extent and speed of change⁷⁵

1. Adaption:

Adaption is the most common form of change. It is a change that will be implemented step by step and without a shift of organizational culture. Adaption realigns the way of operating within the organization.⁷⁶

2. Evolution:

This change is a transformation processed in several stages. The evolutionary change is often planned proactively in order to prepare the organization for future market situations. Analyzing the future manager can properly plan the change process and then initialize it as an incremental transformation. The

⁷⁴ C.f. Balogun, J./Hailey, H. (2008), PP. 20ff

⁷⁵ C.f. Balogun, J./Hailey, H. (2008), P. 20

⁷⁶ C.f. Balogun, J. (2001), P.4

evolution type can also be explained as a continuously learning organization changing its strategy as the environment changes.⁷⁷

3. Reconstruction

Reconstruction means a realignment of an organization's way of operating is progressed – including the simultaneous implementation of many initiatives within a very short timeframe. The reconstructional type of change often occurs when organizations have to face rapidly changing market conditions or poor financial performance and when major cost cutting programs are necessary.⁷⁸

4. Revolution:

Revolution describes a rapid but also major change. Within a revolutionary change, many initiatives occur simultaneously and on different fronts. It has a huge impact and affects the organizational culture. Just like a reconstruction, a revolution is often reactive and triggered by the changing environment or the competitive situation.⁷⁹

Balogun and Hailey named this design dimension "Change Path" because certain forms of change often appear in combination. After surviving a momentary crisis, for instance, an evolutionary change for the future should be triggered. Most frequently a reconstruction follows an evolution but it can also occur the other way round. In literature, the combination of different forms of change is strongly recommended to carry out the management of change in an optimal way.⁸⁰

⁷⁷ C.f. Balogun, J. (2001), P.4

⁷⁸ C.f. Balogun, J. (2001), P.4

⁷⁹ C.f. Balogun, J. (2001), P.4

⁸⁰ C.f. Balogun, J./Hailey, H. (2008), P. 23

2.3.2 Change Start-point

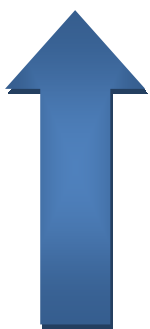
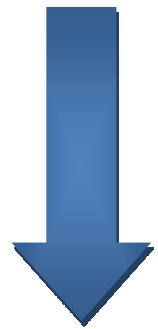
The start-point of change concerns the team or department where the change was triggered, developed and controlled as well as the teams that are affected by the change. It can be allocated to an external or an internal environment.

The **external environment** consists of stimuli outside of the organization causing a change. Stimuli can be of political, social, technological and economic background.⁸¹

The **internal environment** consists of an organization's management policies, styles, systems, procedures as well as of the attitude of the employees.⁸²

Within the company the start-point of change typically evolves from a top-down or bottom-up approach. Mixtures of the top-down and the bottom up approach for starting a change are the "pilot sites" as well as the so called "pockets of good practice" approaches'.

Using a top-down approach the initiative as well as control and management of the process is carried out by a strategic position within the company such as a member of the board of directors. The process is usually initiated and introduced by a top manager or even by employees in higher hierarchy level who may be supported by other managers or senior managers. The top-down approach is primarily used for change processes that have to be carried out quickly. An example for a situation in which this is necessary would be a financial crisis.⁸³



If changes shall be initialized in a bottom-up process, it is necessary that organizations not only delegate tasks downwards but also responsibilities. Otherwise a meaningful change triggered by the bottom-up approach is not possible. Although the bottom-up approach requires more time and is less predictable than the top-down approach it can change more aspects simultaneously – and often even in a more sustainable way.⁸⁴

Pockets of good practice are linked to individuals who take responsibility for initiating the changes that are appropriate in their department. As soon as a change is

⁸¹ C.f. CliffsNotes (unknown), Causes of Organizational Change

⁸² C.f. CliffsNotes (unknown), Causes of Organizational Change

⁸³ C.f. Balogun, J./ Hailey, H. (2002), P.10

⁸⁴ C.f. Moser, P. (2009), P. 92

initialized in one department, this will serve as guide for other departments and encourage them to introduce these “best practice” methods themselves, if they are proven and recommended. However this process cannot be used to start a fast organization wide-change. It rather leads to a gradual adaptation and can be supported by the managers in order to become a continuous self-improvement process.⁸⁵

Independent of the approach that was chosen to start a change, “pilot sites” refers to introducing a change only to a small part of the organization. This part can then be used as a testing ground for the change process. Later the proven process can be rolled out throughout the organization as a whole. The method of pilot sites as small scale test environments is recommended to assess potential risks of certain change projects.⁸⁶

2.3.3 Change Style

The style of an organizational change refers to the different styles of management that can be used. According to Balogun and Hailey different management approaches are likely to be chosen by organizations in order to manage change processes. Yet, although the management style should be decided on consideration of the individual requirements and surroundings attached to the change, this decision is often a subject to management preferences.

The key difference between various management styles is the degree of collaboration of the employees. Employees may be fully involved in the change management process – but they might as well be completely neglected.

Although there is a broad spectrum of levels of employee collaboration, five significant management styles can be defined from which management can chose according to situational factors.⁸⁷



Graphic 10: Change management styles degree of employee involvement in the decision process⁸⁸

⁸⁵ C.f. Balogun, J./ Hailey, H. (2002), P. 10

⁸⁶ C.f. Balogun, J./ Hailey, H. (2002), P. 10

⁸⁷ C.f. Changing Minds (unknown), Styles of Change

The management style of **education and delegation** is the one that enables most collaboration on part of the employees. Instead of guiding the employees towards the target of the organizational change process, it strongly focuses on the beginning of the change. It emphasizes, that employees have to understand the reasons and means for a change and need to be persuaded by facts. With the help of group discussions, benchmarking or training of employees and stakeholders they should thus be convinced of the need for change. This encourages involvement and understanding and enables the delegation of change measures. Although this change style does have the clear advantage of the reduction of retaining forces and is leading to a stronger commitment on part of all participants, it may take a long time to deliver results. Furthermore a lot of effort might be needed to persuade enough employees to trigger a change.⁸⁹

The **collaborative** style of change means involving the people that are affected by the change rather than imposing the change upon them. However in difference to the education and delegation approach, collaboration is limited to the involvement of employees in the decision-making process. Thus employees should understand the decision-making process in order to strengthen their support towards the change process. To ensure that their decisions will be involved in the change process, employees should regularly be asked about the progress of their objectives and methods. Similar to the education and delegation change style the collaboration style is considered to be very time consuming and therefore provides only little short-term benefit in urgent need for change.⁹⁰

The change style of **participation** can be distinguished from the other styles of change due to the fact that the affected employees are only involved in terms of influencing how the change should be realized. Therefore they can interfere in the change process but as the target is already fixed by the management their collaboration is limited to the realization process. This approach gives the management the possibility to determine the outcome of the change in advance according to the general objective. When using this participation style management

⁸⁸ C.f. Changing Minds (unknown), Styles of Change
C.f. Balogun, J./ Hailey, H. (2002), P. 10

⁸⁹ C.f. Balogun, J./Hailey, H. (2008), P. 37f

⁹⁰ C.f. Changing Minds (unknown), Styles of Change

faces the risk that “participation” can be perceived as manipulation by the affected employees as their influence is limited and the result is almost determined.⁹¹

When using a **directive** approach, there still is a high level of communication between the management and the affected employees but it is largely one-way communication. The control of the steps of organizational change is on part of the management and the risk of variation in the plan is removed. The management pushes the change and dictates how the change will be processed. With this approach management often has to face resistance to the change. Therefore a publicized schedule and a very high level of communication are extremely important. In difference to all above mentioned change styles this approach can lead to the desired change a lot faster and the results can be pre-determined on a much higher degree before the actual change.⁹²

The most extreme approach is the **coercive** approach. Management at least pays barely attention to the ideas or the needs of the people that are affected. Changes are implemented in a strict and mechanical way. Management decides completely autonomously. This approach faces the most resistance on part of the employees and therefore its use is mainly limited to extreme situations, such as a crisis. A huge advantage for the coercive style is the aspect of time. Management can implement a change very quickly in order to react to the economy very fast.⁹³

Having a closer look at these management styles one can clearly see that they have to be chosen in relation to other factors of the change. A revolution for example cannot be implemented by an education and delegation management style since this management approach simply cannot support a fast change process. However, the coercive approach might be too impulsive for an adaption change and does not support the bottom-up approach neither. Therefore change styles have to be aligned with the change start point and the change path as well as with the other change options that follow.

⁹¹ C.f. Balogun, J./Hailey, H. (2008), PP. 38ff

⁹² C.f. Changing Minds (unknown), Styles of Change

⁹³ C.f. Changing Minds (unknown), Styles of Change

2.3.4 Change Target

The desired results and objectives of an organizational change should be set before a change is initiated. The target elements of change can be categorized into four major classes.⁹⁴

1. Organizational Arrangements

Elements of this category are policies, procedures, roles, structures, rewards and physical settings.

2. People

Knowledge, abilities, attitudes, motivation and behavior are features of people that can be target of an organizational change

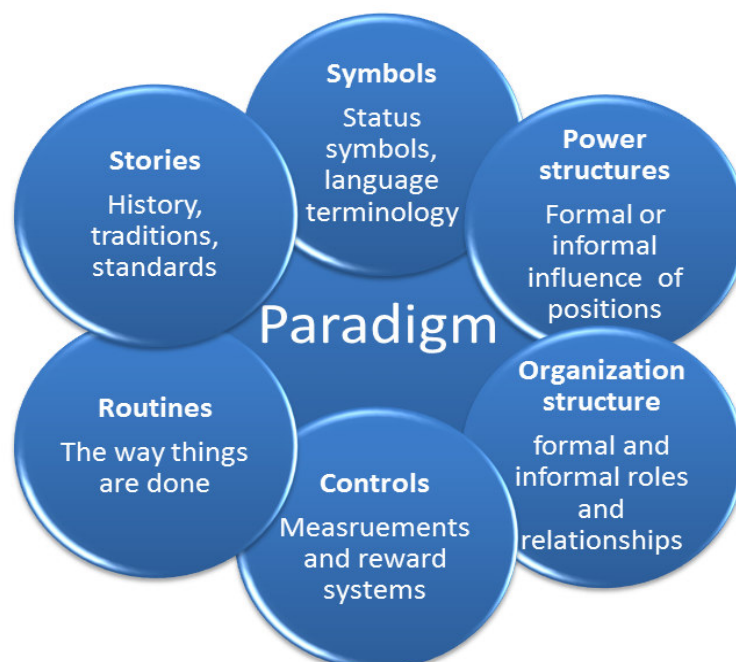
3. Methods

Processes within the organization, the work flow, job design and technology are elements of the category methods.

4. Social factors

The last category represents elements such as the organization culture, group processes, interpersonal interactions, communication and leadership.⁹⁵

2.3.5 Change Levers



Graphic 11: Influences for organizational paradigms – the cultural web⁹⁶

⁹⁴ C.f. Knicki, A./Kreitner, R. (2008), Chapter 16

⁹⁵ C.f. Knicki, A./Kreitner, R. (2008), Chapter 16

⁹⁶ C.f. Johnson, G./Scholes, K. (199), PP. 138ff

Change levers describe the interventions that can be used by the change agent to lead the organizational change process. In order to be aware of the kind of levers that are available, one has to face the paradigm of the organization. According to the business dictionary a paradigm is an “Intellectual perception or view, accepted by an individual or a society as a clear example, model, or pattern of how things work in the world”⁹⁷. In terms of organizations paradigms are things that are taken for granted, shared beliefs or assumptions about the organization.⁹⁸ Paradigms in organizations are shaped by power structures, organizational structures, controls, routines, stories, and symbols.

When the paradigms are figured out there are four main levers for change.

1. Technical interventions (structures and systems)
2. Political interventions
3. Cultural interventions (symbols, stories, rituals, routines)
4. Interpersonal interventions (education, communication, training, personal development)⁹⁹

The suitable levers have to be chosen in accordance to the change target. If one wants to reach an economic target, for instance, it is highly recommended to mainly use technical intervention. The paradigms for technical intervention include the structures and systems that are taken for granted. By adjusting those paradigms the economic performance can be increased. If a change in the behavior is desired technical and political interventions can help. Political interventions refer to the formal or informal power special persons and structures have within the organization. If the organization needs a change in its core values and in the point of view of their employees it has to use all interventions in a considered ratio. Cultural interventions refer to special symbols and stories that form the cultural as well as determined rituals and routines within the company. The interpersonal interventions are based on education and training of employees to personally develop them. As far as interpersonal interventions are concerned, improved communication is a very important aspect as well.¹⁰⁰

⁹⁷ C.f. Business Dictionary (unknown) Paradigm

⁹⁸ C.f. Johnson, G./Scholes, K. (199), P. 138

⁹⁹ C.f. Balogun, J. (2001), P. 7

¹⁰⁰ C.f. Balogun, J./Hailey, H. (2008), P. 50-54

As soon as the situation has been analyzed properly, the different intervention types are a useful tool kit to guide the change process towards the right direction.

2.3.6 Change Roles

During a change process managers and supervisors have to fulfill five main roles facing their employees. One role is the role as a **communicator**. The supervisor is the key conduit of information about the organization. Employees will ask for information on how the change goes on and on the intended next steps. Managers have to communicate such information about the change with direct reports. Moreover, managers have to demonstrate their support in active and observable ways in order to activate the employees to act in the same way. Therefore the supervisors have to act as an **advocate** showing their support of the change. Besides, the role of a **coach** involves supporting employees during the change process. This is especially of huge importance if the change affects their day-to-day work. As the managers act as an interface between the change project team and the people and teams that are directly affected by the change they have also the role called **liaison**. That means they have to engage with and provide support to the project team by giving them information on how the change goes on in the working teams and throughout their members. As the managers and supervisors are the closest persons to possible arising resistance against the change, they also have to act as **resistance manager**. That is to say that they have to identify sources of resistance and find ways to solve it.¹⁰¹

1. Communicator – Communicate with direct reports about the change
2. Advocate – Demonstrate support for the change
3. Coach – Coach employees through the change process
4. Liaison – Engage with and provide support to the project team
5. Resistance manager – Identify and manage resistance¹⁰²

All change processes need a primary bearer of responsibility in order to become successful. Without this person the chances that the whole change process will be fulfilled successfully are relatively low. Anyway, the primary bearer of responsibility,

¹⁰¹ C.f. Learning Center (unknown), Change Management

¹⁰² C.f. Learning Center (unknown), Change Management

who is also called the change agent, is supported by different additional change agents most of the time. Especially for larger change projects a range of change agents is needed. Blogun and Hailey defined four main groups of change agents.¹⁰³

The first group is the change champion. He is the key bearer of responsibility and mostly a manager of the board of executives or a senior manager. In larger projects even the key role of the change champion may be spread among several persons. Change champions have the job to focus on the change, to motivate and to push forward the project. If this role is fulfilled by a team, there is the risk that not all of the team members embody the exact same change targets.¹⁰⁴

External consultants make up another group of change agents. They often support the in-house change agent team and provide new thoughts and approaches. As they are not as involved by the organization their point of view can be completely different. External consultants often have a lot of experience in guiding change, but they are also cost intensive.¹⁰⁵

Change action teams support the change champions in the implementation process. The members of a change action team have inside knowledge of the organization and a lot of influence as well. They can initiate the change although they are not as focused on the organization as the change champions.¹⁰⁶

The functional delegation supports the change agents with knowledge and abilities. A functional delegation could be, for example, the HR department. If a change requires the reorganization of teams and employees that are involved, the HR department can provide knowledge about the legal situation and is an important assistant to the change agent.¹⁰⁷

Management should teach managers the five key roles they have facing their employees as discussed above and it has to decide on how the change agent team is made up of the different roles.

¹⁰³ C.f. Balogun, J./Hailey, H. (2008), P. 56

¹⁰⁴ C.f. Balogun, J./Hailey, H. (2008), P. 57

¹⁰⁵ C.f. Balogun, J./Hailey, H. (2008), P. 56-57

¹⁰⁶ C.f. Balogun, J./Hailey, H. (2008), P. 56-57

¹⁰⁷ C.f. Balogun, J./Hailey, H. (2008), P. 56-57

2.4 Resistance to Change

When organizational changes are needed, resistance is always a risk that can delay, stop or even ruin the change process. Resistance to change is the action taken by individuals or groups who perceive that an occurring change is a threat to them.¹⁰⁸ The use of the word 'perceive' in this definition implies that the threat does not necessarily need to be large or even real for resistance to occur. Resistance can have many forms. It can rather be active or passive, overt or covert, individual or organized, aggressive or timid.¹⁰⁹

The different reasons for resistance can be categorized in three classes.

2.4.1 Psychological Resistance

Individuals resist change processes because of psychological reasons. Reasons for resistance in terms of psychology are **fear of the unknown** and **uncertainty** and the **fear of failure**.¹¹⁰ In fact, they fear how their life and work will be affected by the proposed change. Even if the employees are not satisfied with their current work situation, they learned what responsibilities they have and what behavior they can expect from their administrators and associates.¹¹¹ However no one can exactly foresee the consequences of a change and this uncertainty creates discomfort among people and causes negative reactions, which can encourage resisting the change. Another psychological explanation for resistance is the fear of failure. Advanced skills and abilities might be required for a change and they may go beyond the capabilities of the employee. Thus they feel that their power, status or interests regarding jobs are in danger, which lead them to resist the change.¹¹² The **trust in administration** affects the appearance of resistance as well. If the employees feel they cannot trust the administration of the organization changes face resistance more

¹⁰⁸ C.f. Changing Minds (unknown) b, Resistance to Change

¹⁰⁹ C.f. Changing Minds (unknown) b, Resistance to Change

¹¹⁰ C.f. Rawat, S. (2008), Type of Resistance to Change

¹¹¹ C.f. Lunenburg, F. (2010), P. 4

¹¹² C.f. Rawat, S. (2008), Type of Resistance to Change

frequently. Employees assume that the change will bring some planned negative effects for them or that they eventually will lose their jobs.¹¹³

2.4.2 Logical Resistance

Reasons for logical resistance to change are **power conflicts** or **misinterpretations** of change, **concerns over personal loss**, and **disagreement with the impact of change**.¹¹⁴ Power conflicts can occur when a change shifts responsibilities from one department or team to another. People might think they can become less important if their responsibilities changes. This concern over personal loss can make employees feel that their decision-making authority or the accessibility to information diminishes and furthermore lead to loss of power, prestige, salary, or other benefits.¹¹⁵ Not understanding a change often leads to resistance as well. Moreover, if the proposed change is not communicated properly and employees do not know or understand the key targets of the change and only are enforced to act, this might also lead to resistance. Employees want to know what is going on in the organization, especially when it is related to their jobs. Another logical resistance reason occurs when the employees do not agree with the impact of the change. An example for this would be if they felt that duties and working hours increase while benefits and rewards are not adequately adjusted.¹¹⁶

2.4.3 Sociological Resistance

This category refers to **group norms** and **disturbance in established patterns**. Interpersonal understanding and relationships are developed between members of a group. If a change might alter interpersonal relations and coordination within the group the employees are more likely to resist the change. This behavior is equal as far as developed working patterns are affected. If employees recognize that the proposed change

¹¹³ C.f. Brookings, M. (unknown), What Causes Resistance to Change in an Organization?

¹¹⁴ C.f. Rawat, S. (2008), Type of Resistance to Change

¹¹⁵ C.f. Lunenburg, F. (2010), P. 4

¹¹⁶ C.f. Rawat, S. (2008), Type of Resistance to Change

can force them to modify their way of doing things they are thus more likely to resist the change as well.¹¹⁷

When an organization faces resistance towards a change it has to analyze the source of the resistance first. In a second step change agents and managers have to find a way to solve the resistance. Most of the time a lack of communication and understanding leads to resistance. Therefore a high level of communication and persuasion can solve most of the resistances. The change agents have to align all the change designs in order to prevent resistance in all change stages.¹¹⁸

¹¹⁷ C.f. Rawat, S. (2008), Type of Resistance to Change

¹¹⁸ C.f. Bryant, B. (unknown), How to Overcome Resistance to Change in an Organization

3. Change Management in Multi-Cultural Settings

Numerous studies in management literature presenting classifications of cultural dimensions exist. The most influential and regarded study of cross-cultural values was presented by Geert Hofstede.¹¹⁹ Therefore the author of this work concentrates on the approach of Geert Hofstede to analyze challenges in multi-cultural change management projects. In the first part of this chapter the work of Hofstede is introduced. In the second part challenges of multi-cultural and global change management according to Hofstede's theory will be discussed.

3.1 *Geert Hofstede's Cultural Dimensions*

Geert Hofstede is a dutch psychologist, management researcher, and culture expert.¹²⁰ He analyzes national cultures and with his four dimensions of culture he created a measurable method to describe them. To create this model he concentrated on the multinational corporation IBM and did a large research project across the subsidiaries of IBM in over 70 countries.¹²¹ His four cultural dimensions are based on the result of this first research project between 1967 and 1973.¹²² Later other scientists identified and validated the four dimensions of Hofstede by subsequent studies and a fifth dimension was added as well.¹²³ His research is based on a questionnaire of over 116,000 IBM employees about job and work setting. The responses formed the four dimensions power distance, individualism versus collectivism, uncertainty avoidance, and masculinity versus femininity.¹²⁴ Years later Hofstede adjusted his theory and added the fifth dimension, which is long-term versus short-term orientation.¹²⁵

¹¹⁹ C.f. Michalak, J. (2010), P. 31

¹²⁰ C.f. Ghemawat, P./Reiche, S. (2011), P.1

¹²¹ C.f. ClearlyCultural (2009), Geert Hofstede cultural dimensions

¹²² C.f. Geert-Hofstede.com (unknown), Research

¹²³ C.f. ClearlyCultural (2009), Geert Hofstede cultural dimensions

¹²⁴ C.f. Ghemawat, P./Reiche, S. (2011), P.3

¹²⁵ C.f. Geert Hofstede (2011), P.13

3.1.1 Power Distance

Often referred to as the most important dimension of Hofstede's research it describes the power distance between different hierarchy levels. That is to say it describes the degree to which power is distributed unevenly within the society and to what degree this is accepted. Members of high power distance cultures, such as Malaysia, show much more respect towards hierarchies and status differences. Those status differences can be based on the organizational hierarchy but can also be based on age, social class, or family roles. However a high power distance does not imply that high level individuals treat people on a lower level without dignity. Low power distance cultures such as Denmark are characterized by more participation of different hierarchy levels in the decision-making process.¹²⁶

3.1.2 Individualism vs. Collectivism

The second dimension focuses on individualistic versus collectivistic behavior of different cultures. Individualistic cultures such as the United Kingdom show a preference for the individual instead of the group. Furthermore loose social structures characterized by independence, recognition of personal initiative and achievement as well as the importance of individuals' rights are of significant importance for them. Collectivist cultures such as Venezuela display the contrast to individualistic cultures. They rank group loyalty and the overall good as more important than their individual success. Furthermore they distinguish strictly between in-groups and out-groups and individual interests are less important than group benefits. A correlation between low power distance and individualistic cultures was cognizable in Hofstede's result.¹²⁷

3.1.3 Uncertainty Avoidance

The degree to which members of a culture accept and deal with ambiguous or risky situations is reflected in the third dimension of Hofstede's theory called uncertainty avoidance. Cultures with a high level of uncertainty

¹²⁶ C.f. Ghemawat, P./Reiche, S. (2011), P.3

¹²⁷ C.f. Ghemawat, P./Reiche, S. (2011), P.3

avoidance, such as Greece, need structures and predictability. Therefore they have explicit rules of behavior and strict laws and as a result they tend to be risk averse towards changes, changing employers, new approaches, or entrepreneurial activities. Singapore is an example for a culture with a low level of uncertainty avoidance. Such cultures are much more comfortable with unstructured situations and ambiguity. This leads to a higher willingness to take risks, e.g. by starting new businesses, and a more open minded attitude towards innovations as well as the acceptance of different views.¹²⁸

3.1.4 Masculinity vs. Femininity

In his fourth dimension Hofstede describes the attitude of cultures towards masculinity versus femininity. Though values, such as achievement, assertiveness, material success and competition are almost universally associated with male roles. In rather masculine cultures like Japan those though values dominate. Values that in general seem to be more feminine for instance are personal relationships, care for others, and quality of life. Besides, the gender roles are less distinctive in feminine cultures. In cultures that are rather feminine, such as Sweden organizations focus more on an overall employee well-being than on bottom-line performance compared to organizations in masculine cultures.¹²⁹

3.1.5 Long-term versus Short-term Orientation

The added fifth dimension of long-term versus short-term orientation is rather self-explanatory. Long-term orientated cultures are often interpreted as dealing with society's search for virtue while societies with a short-term orientation generally have a strong concern to establish the absolute truth. Short-term cultures, such as the USA, are rather reserved to save for the future and have a focus on achieving quick results. In contrast to that, long-term orientated cultures, such as China, show an ability to adapt traditions to changed conditions and make more efforts to save and invest in the future.¹³⁰

¹²⁸ C.f. Ghemawat, P./Reiche, S. (2011), P.3

¹²⁹ C.f. Ghemawat, P./Reiche, S. (2011), P.3

¹³⁰ C.f. Geert-Hofstede.com (unknown), Dimensions

Country	Power Distance	Individualism vs. Collectivism	Masculinity vs. Femininity	Uncertainty Avoidance	Long-term vs. short-term orientation
Norway	31	69	8	50	35
Germany	35	67	66	65	83
Australia	36	90	61	51	21
U.S.A.	40	91	62	46	26
Japan	54	46	95	92	88
Spain	57	51	42	86	48
Greece	60	35	57	112	45
Korea South	60	18	39	85	100
Portugal	63	27	31	104	28
Hong Kong	68	25	57	29	61
Singapore	74	20	48	8	72
China	80	20	66	30	87
Venezuela	81	12	73	76	16
Russia	93	39	36	95	81
Malaysia	104	26	50	36	41

Highest value of the selection

Lowest value of the selection

Table 1: Selected countries and their dimension's value¹³¹

When working with the theory of Hofstede managers have to keep in mind that the results are based on empiric studies. Therefore the five dimensions describe an average in the behavior of individuals of different cultures. That means that the theory cannot foresee the behavior of individuals of different cultures but it rather can give tendencies. When the management is aware of those tendencies it can use this awareness to smooth the change process.¹³²

¹³¹ C.f. Hofstede, G. (unknown)

¹³² C.f. Michalak, J. (2010), P. 32

3.2 *Analyzing Change Management Risks in Multi-Cultural Settings*

In this part of the work the author will relate Geert Hofstede's dimensions to the change management process. Challenges and risks according to the different dimension will be outlined and possible solutions will be described.

3.2.1 Power Distance

Power distance refers to the role of authority and distance between hierarchy levels. In high power distance cultures the managers have much more influence on the restraining and driving forces according to Lewin's three step model. Kotter's eight-step model recommends creating urgency for the change as the first step. As the management has much more power in high power distance cultures those first steps can be realized more easily. However, the difficulty in terms of change management is not to initialize the first steps of change in high power distance cultures but in low power distance cultures. In these cultures announced changes are more likely to be questioned by lower hierarchy levels. Therefore management has to spend much more time on preparation on creating the awareness of urgency as well as on creating driving forces that overweigh resisting ones. During the change process much more efforts are needed to persuade the affected persons to support the change and therefore the change process might need more time in low power distance cultures. Kotter's second step is about forming a powerful coalition. When dealing with high power cultures it is obvious that this means that representatives of higher hierarchy levels should be included.

Focusing on the middle ring of Balogun and Hailey's kaleidoscope the dimension of power distance has impact on three categories: Time, Readiness and Power. It is self-explanatory that the dimension power distance directly defines the power a change agent owns when he belongs to a higher hierarchy level. And as it was described according to Kotter's and Lewin's approach a higher amount of power may need less effort to reach readiness for the change and therefore can save a lot of time. Having a closer look at the change choices of the kaleidoscope the change path occurs first. As the power distance has direct impact on the factors power, readiness and time the change paths revolution and reconstruction might be harder to realize in low distance cultures than in high distance ones.

In terms of the change start point a bottom-up initiative might not be possible in a high distance culture. Because of the high level of respect between different hierarchy levels no employee would criticize the current ways of doing things or structures. This approach of kick off would thus rather work in cultures in which employees and managers have a much smaller power distance. As there is a direct link between power distance and change styles it is obvious that low power distance cultures rather prefer an education and delegation as well as a collaborative change style and high power distance cultures rather are used to and expect a directive or even coercive management style. The most effective change lever for the high power distance cultures might be the political interventions while a more balanced application of the different interventions can be more effective for low power distance cultures. For the change roles in cultures with a high level of power distance it is more important to give key roles, such as the change champion, to employees on higher hierarchy levels.

3.2.2 Individualism versus Collectivism

Cultures that rank high on this dimension seem to be rather individualistic. For the unfreezing process retaining and driving forces therefore rather have to be analyzed on an individual level, while for collectivistic cultures the forces for larger groups might be more equal. Thus, if the driving forces for a group once overweigh, the change progress can start with the support of the whole group. In rather individualistic cultures, on the contrary, several different driving and retaining forces have to be considered and even then individuals might not be unfrozen and aware of the urgency. When group thinking is established, teams might also be in the same phase of their change process which makes it easier for the management to give the right impulses. In individualistic cultures managers have to focus on single individuals and might interact in different ways with different members of their team because they are in different change phases. This can be of significant importance, if some individuals of a team already reached the emotional acceptance and others still stay in the denial phase. Managers have to make sure that the “denials” do not develop the ones that are in phases ahead back towards the stage of denial. In all steps and phases the management of a rather collectivistic culture can address its efforts to groups and teams because it will develop as a team whilst everyone rather changes

on his own than within the group in individualistic cultures. As Senge's five core disciplines of a learning organization include team learning, shared visioning and system thinking it is obvious that collectivistic cultures generally tend to be closer to the goal of a learning organization than individualistic cultures. However it is not implied whether they will be more successful in establishing it or not. Having a closer look at the kaleidoscope, the second dimension has less impact on the change process than the first dimension has. In reference to the change start point a bottom-up initiative seems to be more likely to be successful in a collectivistic culture. As group thinking is a basic value of collectivistic cultures the group will adjust towards what is best for the group as a whole and if this is compatible with the organizational strategy, the change process will take place without much intervention of the managers. On the contrary, everyone is focused on his own benefit in rather individualistic cultures and a bottom-up approach might initialize changes that only improve the situation of the strongest individuals in those cultures. Therefore more analysis and intervention of the managers is needed in order to figure out what is best for the group.

According to the category of sociological resistance, stronger resistance will more likely occur in collectivist cultures than in individualism cultures. Sociological resistance includes the disturbance of established group norms and patterns. Because collectivist cultures are characterized by stronger group thinking their patterns and norms might be more distinctive and therefore a stronger resistance can be expected if those norms and patterns are concerned. In contrast, collectivistic cultures bear the risk of strong single resistances, and many different resistance reasons might be a risk of individualistic cultures as the individuals are more focused on their personal benefit.

3.2.3 Uncertainty Avoidance

If cultures tend to strongly avoid uncertainty, the management has to face strong retaining forces. It is in the nature of change processes that they bring a specific level of uncertainty. In order to decrease the retaining forces, a lot of communication is necessary. The change leaders have to provide as much information as possible in order to minimize uncertainty. Using Kotter's eight-step model can support uncertainty avoidance by creating a clear vision, a high level of communication and

short-term wins. In contrast, Senge's recommends not planning the whole thing in his approach of a learning organization. Therefore high uncertainty avoidance cultures might have significant disadvantages when they try to develop towards a learning organization. Cultures with low uncertainty avoidance on the other hand might be more comfortable with Senge's ideas and way of development. They also will not face that much rejection towards a change process and the upcoming uncertainty. However this could be a disadvantage as well. When no fear of uncertainty exists, old patterns might dissolve before the change target or new patterns have been determined properly. The change agents have to keep that in mind. When it comes to change styles a rather coercive or directive management style can show that the change process is directed and guided by the management and reduce the fear of uncertainty. A top-down starting point can have the same effect. To use a consultancy in terms of change roles can increase the trust of the employees in the change agent team. The most significant characteristic of high uncertainty avoidance cultures is their resistance against the change. Uncertainty is a form of psychological resistance that is positioned deep in the peoples mind. Huge effort of the change agents is needed to decrease and abolish this form of resistance.

3.2.4 Masculinity versus Femininity

Rather masculine cultures are described as focused on tough values while feminine cultures are aid to care about the overall welfare rather than the bottom line performance. The impact of this dimension on the change process is not as clear as it is as far as other dimensions are concerned. Cultures that seem to be more feminine could show slight similarities in their characteristics to collectivism cultures. Special impacts of this dimension on the change choices of the kaleidoscope are not obvious. Masculinity and femininity might rather have an impact on the organizational culture and the paradigms. Therefore change agents have to be aware of it when using the change levers. This dimension can also be important when it comes to the resistance against the change. In masculinity cultures the change might occur harsher and stronger than in feminine cultures.

3.2.5 Long-term versus Short-term Orientation

As time is significant for the change process the fifth dimension has a huge impact on the change management process. Short-term orientated cultures might tend to avoid long-term strategy changes or loose motivation during the change process. The bigger the organizational change the more time is needed to refreeze the change. In short-term orientated cultures the time could be underestimated which leads to the effect described as homeostasis by Lewin. Kotter recommends one of the most important measures for the change management when it comes to short-term orientated cultures. The sixth step of his model of change management suggests creating short-term wins. Those short-term wins can be used by the change agent in order to guide the organization towards their overall change target while the employees only face short-term targets. When dealing with long-term orientated cultures necessary short-term changes might not be supported because they only focus on the long-term strategy. Senge's approach focuses on a long-term solution. However his solution has no defined target but the goal to constantly improve and change the organization. Therefore no special impact of long-term versus short-term cultures can be recognized. In terms of the change path the long-term cultures might be less problematic to guide through an incremental change than the short-term cultures. Evolution and Adaption might be more appropriate to long-term orientated cultures and revolution and reconstruction seem to fit better for short-term orientated cultures. Because bottom-up changes could last very long they might be more easily realizable in long-term orientated cultures. As a natural psychological resistance reason is the trust in administration, the change leader in cultures with a long-term attitude should have long-term existence.

When focusing on the single dimensions, different challenges could be analyzed, such as the disadvantages of the usage of a bottom-up start in cultures with a high level of power distance or high resistance against change in cultures with a high level of uncertainty avoidance. Each culture has a distinctive composition of the five dimensions. Therefore the change agent should analyze the impact of the different dimensions properly in order to create a holistic view. In a second step measures and risks can be derived by the cultures characteristics. In the global economy as of today changes can also affect different cultures. The change agents face a very difficult task when trying to realize an appropriate change process that affects many

different cultures. They have to analyze all the involved cultures, derive risks and measures that are necessary for the change process in each culture and define a change strategy that fits to all involved cultures. Some cultures are that oppositional in their dimensions that a change process should be divided and organized differently in each culture.

4. Summary and Future Prospects

The fact that change is a disruption of expectations and habits shape the basis for the definition of change management in terms of a set of instruments to plan and support change processes. As a widespread research in recent standard literature has shown, Kurt Lewin's, John Kotter's, and Peter Senge's theoretic approaches to change management are very significant.

The model of Lewin describes three major steps of change: In the unfreeze phase management should increase driving forces, it should then take action in the move phase, and establish the change as permanent in the following refreeze phase. Kotter's approach can support Lewin's rather weak description of the move phase by introducing eight steps management has to follow in order to successfully realize a change, which strongly focus on creating awareness for the urgency of change and on constant communication throughout the change process. Senge's approach is less practical than the ones of Lewin and Kotter. He introduces the learning organization and the barriers management has to abolish to create a continuously self-improving organization.

In order to consider the whole range of change projects the author also introduced the kaleidoscope of Balogun and Hailey. Their work gives a practical overview of major aspects of change and the main choices the change agent faces. These main decisions are about the path, start-point, style, target, levers and roles of change.

Another aspect that change agents have to keep in mind is the possible resistance towards change, which may be psychological, logical, or sociological. Regardless of the specific type of resistance, high levels of communication and persuasion efforts are the most effective ways to face resistance on part of the employees.

Change management is especially challenging in a multi-cultural environment, Geert Hofstede's model of cultural dimensions can help to categorize different challenges and to point out different culture-specific traits. Hofstede's five dimensions power distance, individualism versus collectivism, uncertainty avoidance, masculinity versus femininity, and long-term versus short-term orientation thus represent a framework to create general rules for global change management. This can help management in various key situations.

To pass the unfreeze phase in a low power distance culture can cost much more efforts than for high power distance cultures. Furthermore a bottom up process is less recommended and less participation of the employees in decision processes is expected. This enables the possibility to pass changes faster in cultures that rank high in the first dimension. For rather collectivistic cultures the change agents can more likely expect useful results through a bottom up approach but have to be aware of special group effects in terms of resistance. Rather individualistic cultures could require more efforts of the management in the unfreeze phase. The dimension uncertainty avoidance is an important indicator for the resistance that could be expected. It has to be eliminated with a high level of communication by the change leaders. While masculinity versus femininity seems to be less important in terms of special treatment during change processes long-term versus short-term orientation is very significant. Short-term orientated cultures need a lot of short-term targets to stay motivated. The overall strategic target has to be derived in small steps and needs to be introduced to the employees. When change managers face global change projects they thus have to consider the rank of each involved culture in each dimension and figure out special treatments.

However, when dealing with those dimensions and cultural aspects, one has to bear in mind that they represent tendencies determined and based on empiric studies. Therefore they do not foresee the exact development and management should only use them to proactively avoid problems that may occur with a higher probability.

Along with the increasing speed of the economy, organizations are forced to improve their change processes in order to stay competitive. Thus the demand of change management will further increase in the future. As it becomes a continuous process, organizations will start to institutionalize change management and formalized processes will be invented. To support changes within the company could be the main task of completely new departments within organizations. The ability to quickly process changes, especially in globally acting organizations, will be a significant competitive advantage in the economy. Therefore it is of huge importance to invest in the future by establishing global change management as a core competency of the organization.¹³³

¹³³ C.f. Guy, G./Beaman, K. (2005) , P.26

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