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The word of “change” has been in Middle English, Anglo-French Latin dictionary since 13th century. But history of change goes much longer way back in time. Philosophies of Change have been a perennial theme during ancient Greeks. Based on Burke’s research (2007), the first organization change recorded in the Old Testament which dealt with what we call a loosely coupled system today. Change management has its roots in efforts to better understand how humans experience change and the dynamics of human systems. It was not until the late-nineteenth and early twentieth centuries that the discipline of change management entered the business vernacular and the first comprehensive change theories were articulated. Since then, the body of knowledge known, adopted and respected as “change management” has grown tremendously and received more and more visibility and credibility. Today, Change Management is one of the most recognized academic disciplines in social science and change is a ubiquitous staple in organizational life. It will likely remain as such beyond the 21st century.

The first decade of the new millennium has been forecasted to be a period of tremendous change in the workplace. Leading global corporations, governmental entities, institutions and non-profit organizations are all adopting change management as an organizational competency, viewing it as a competitive advantage in our ever-changing business world. Organizational change has become more necessity for survival in today’s business environment. Corporations have had to deal with change on an increasingly rapid scale. As the rate of change continues to accelerate, the premium on organizations’ ability to change is likely to become even more important; therefore, organizations must strive to develop and implement change initiatives. Every organization needs to manage change in a better way than yesterday. Knowing how to adapt and change successfully has become a critical and timeless challenge for any organization in today’s business world and an interesting subject for many scholars.

There is an abundance of information available on organizational change. Researchers have written numerous articles, papers and books in this topic; business and professional publications were searched for reports about the success of various types of organizational change and they have several different approaches to how organizations should plan, coordinate, manage and maintain change. The impact of change management on business success is tremendous. Yet, despite the huge investment that companies have made in tools, training, and thousands of books (over 83,000 on Amazon), most studies still show a 60-70% failure rate for organizational change projects—a statistic that has stayed constant from the 1970s to the present. Therefore, any recent information is going to be appreciated highly by many people in this field including academics, managers, and consultants. Having a book that covers the most important parts and elements of change management and also combines different disciplines relevant to this topic will be a great guideline for academics, practitioners and all other interested readers of this topic.


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*Handbook of Research on Organizational Change Management Strategies* is both important and timely, because the popularity of change management is on the rise and change management is showing up more and more in literature. Consequently, it can be assumed that new information, recent studies, articles and programs on managing change become more necessity than ever. At this point, this book aims to help readers to more resourcefully cope with change by helping them understand the current models, trends, and theories and also bringing new perspectives to the change management. This book is a solid, research-based introduction to change management and a practical look at what it means to manage the change from micro and macro levels in a corporation, and gives the reader insight into best practices in this area with various examples. It explores the people-side of change with emphasize on human resource management, building executive strategies with new management frameworks and concepts, preparing communication plans and developing leadership roadmaps for managing change. This book discusses and addresses the importance of organizational change, and difficulties and challenges that organizations have faced in implementing change with providing some clear guidance to make any kind of organizational change as successful and effective as they can be.

This comprehensive and timely publication aims to be an essential reference source, building on the available literature in the field of change management while providing for further research opportunities in this dynamic field. Our book is addressed to practicing professionals and researchers, professionals in the academia, former researchers and Ph.D. students, and other specialists who have high interest in change management. This book is a collection of reviewed scholarly contributions written by highly respected and well known authors and experts in the discipline of change management. Every chapter contributes literature with recent research findings, supports their work with relevant, unique examples and introduces new models that hopefully will make this book engaging and applicable to readers’ work, research and change experience.

Rainer Erne’s *Change Management Revised* introduces three theses: Firstly, that current change management models revolve around the question how predefined change intentions can be effectively implemented. Secondly, that this current scope of change management neglects the fact that a considerable number of change management initiatives in organizations are either unnecessary or not feasible or both. Thirdly, that the scope of change management has to be extended towards selecting effective and feasible change initiatives. These three theses call for an alternative scope statement for change management as well as for a revised model of change management. Both aspects of the revised notion of change management are explicated in the chapter to follow, corroborated by a case study of a religious congregation.

Erkut Altunadığ’s chapter “Current Approaches in Change Management” includes modern management techniques which take part in the concept of Change Management and its applications. His reviews include John Kotter’s Eight Stages of Organizational Change, W. Chan Kim and Renée Mauborgne’s Blue Ocean Strategy, reengineering strategies, and Chaos Theory. He shares specific clues and tactics for the companies which want to be adopt change successfully.

David R. King’s *Management as a Limit to Organizational Change: Implications for Acquisitions chapter* explores how acquisitions both impose managerial limits and how they can be overcome by developing conditions that facilitate or hinder the use of acquisitions for organizational change. In developing these ideas, he uses multiple streams of existing research are referenced including: absorptive capacity; behavioral theory; employee socialization; organizational identity; founding conditions; learning curve; organizational culture and sensemaking/sensegiving. In drawing on this literature, factors that influence management’s ability to use acquisitions as a strategic change tool for change are explored.
In *The Power of Three: A blended approach of project-change management and Design Thinking*, Ute Riemann proposes that transformation projects can be supported in terms of organizational change, process changes and IT system landscape changes with the application of a blended methodology of project management, organizational change management and Design Thinking in terms of helping to overcome some of the various sorts of resistances. This chapter offers a number of useful methodological design principles, techniques and processes that, when applied to the “organization in transit” improves the rate for a successful transformation dramatically and emphasizes the importance of Design Thinking in organizational change management.

Zeynep T. Şimşit, Noyan S. Günay and Özalp Vayvay’s chapter, *Organizational Learning to Managing Change: Key Player of Continuous Improvement in the 21st Century* aims to present a research about effects of organizational learning on managing change. For this purpose, organizational learning is considered as a key player of continuous improvement and the authors suggests a set of tools which describe approaches for implementing learning management to get efficient change management.

Organizations as social networks: The role of the compliance officer as agent of change in implementing rules and codes of conduct by Robert J. Blomme and Jan Morsch examines the role of the change manager in implementing compliance rules and codes of conduct within organizations. Various lines of enquiry from sociology and constructivist psychology are used to develop a perspective on organizations and organizational change and the role of the change manager is then discussed based on this perspective. This chapter suggests that the implementation of rules and codes of conduct is not an activity generic to an organization, but a set of interventions generally specifically targeted at the individual, with the group serving as a point of leverage for change.

Melanie De Ruiter, Robert J. Blomme and René Schalk’s *Reducing the Negative Effects of Psychological Contract Breach during Management-imposed Change: A Trickle-down Model of Management Practices* explains that employees’ experiences of psychological contract breach (PCB) contribute substantially to the failure of change initiatives. Consequently, if organizational leaders want to successfully implement change efforts, it is imperative that they attend to these negative perceptions. Existing approaches to managing top-down change initiatives offer recommendations regarding leadership, communication and interpersonal and informational justice. Yet, by failing to consider the negative effect middle managers’ competing roles have on their inclination or ability to address employee experiences of PCB; these suggestions are limited in scope. Drawing upon the literature on trickle-down effects, authors suggest that senior managers play an important, albeit indirect role in reducing the negative effects of PCB.

Kijpokin Kasemsap’s the *Role of Organizational Change Management and Resistance to Change in the Modern Business World* introduces the roles of organizational change management (OCM) and resistance to change (RTC) in the modern business world, thus explaining the theoretical and practical concepts of OCM and RTC; strategies for driving organizational change; the application of sources of organizational resistance and inertia; the obstacles of organizational change; and the management of RTC in modern organizations.

Saba Çolakoğlu, Yun Chung and Ayşe Buyçe Tarhan’s *Strategic Human Resource Management in Facilitating Organizational Change* chapter reviews strategic human resource management (SHRM) theory and research and draws actionable implications for facilitating organizational change based on the main theoretical tenets of SHRM. Specifically, based on arguments related to achieving internal fit among mutually supportive HR practices and achieving external fit through aligning HR systems with an organization’s context, it is argued that organizations can design strategically-anchored HR systems that emphasize, elicit, reward, and reinforce employee behaviors required by change initiatives. Integrating
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these SHRM arguments with well-established models of change management, this chapter establishes possible links between these two important areas of research. The chapter concludes with providing organizational examples that illustrate SHRM principles and different ways in which they can be applied to different forms of change management initiatives.

*The Role of HR Strategies in Change* by Ashish Malik reviews the commonly understood tasks of change and the role an organization’s human resource management (HRM) function plays in designing and implementing effective change management. Highlighting the key HRM practices, this chapter outlines the relationship between various HR strategies for managing change. This chapter develops a framework of key HRM practices that underpin the commonly understood tasks of successful change management. Drawing upon examples of successful case studies and the author’s research on the dynamic and changing high-technology information technology (IT) industry in India, this chapter provides examples of linking strategy, HRM practices and change, thus developing a framework and identifying implications for theory and practice. The chapter also identifies several future research propositions linking the HRM and change management literatures.

*Role of Human Resources in Change* by Mürşide Özgeldi suggests that success of change is dependent upon the attitudes and behaviours of employees, and Human Resources strategies, policies and practices conforming to the requirements of the change. Planning, staffing, performance assessment, training and development, remuneration and rewarding, culture, communication, ensuring participation and engagement, and similar areas of Human Resources (HR), as well as establishing communication with the change within the organisation, represent the areas, in which the change needs to be reflected and as a whole HR is a strategic factor in the success of the change, and that it should play a proactive role in the change.

N. Gökhan Torlak’s *Improving the Role of Organisational Culture in Change Management through a Systems Approach* reviews that organisational culture cannot often be treated coherently by managers in change management that ultimately leads to ineffectiveness and failure. In order to make organisational culture a powerful managerial instrument in change management resulting in high organisational performance, this chapter elaborates chief characteristics of organisational culture in order to underline its value; portrays significance of interpreting and managing organisational milieu; and emphasises necessity and difficulty of organisational culture change. It also offers a systems approach called two strands model of soft systems methodology to improve the effect of corporate culture on organisational performance with an application.

Uğur Zel’s *Leadership in Change Management Change* emphasizes the importance of leadership in managing change and mainly focuses on leader’s roles in change process and gives behavioral directions related with “transition” which effects the success of a change effort more in organizations. The things which should be planned and executed by leaders are examined and formatted with a process based approach.

*Internal Communication Failure in Times of Change* by Jean-Loup Richet explores internal communication failure that occurs during changes related to total quality management implementation. The author undertakes a review of the literature on internal communication during such organizational change, with particular focus on failure factors. The chapter’s contribution is to highlight the complexity of internal communication and provide best practices for practitioners. This literature review synthesized key research on internal communication strategies and provides an interesting reference base for academics and practitioners with an interest in communication in times of change.
Evangelos-Vagelis Dedousis and R. Nathan Rutter’s Workforce Localisation and Change Management: The view from the Gulf focuses on issues of workforce localisation and implications for the organizational change management process. Although the focus is on the organizational level, given the dominant position of Gulf Coast Countries (GCC) governments as employers and the crucial role their support plays in any attempt towards workforce localisation, it is appropriate to view changes in GCC organizations within the broader context. This chapter draws attention to the impact of micro and macro level of external forces on change management with two GCC country examples.

Role of Strategic Change Management in Emerging Markets: Ghanaian Perspective by G. Kofi Amoako, G. Kwasi Adjaison and Noble Osei-Bonsu focuses on how change management is influencing organizations in emerging markets, Africa and Ghana. It highlights the need for good leadership in Africa for sustained development through effective strategic change management. Observations from this research highlight the significant challenges faced by businesses in emerging markets due to difficulty in obtaining critical resources and the fast-growing competitive global business environment and also discover that strategic Change management is a very important practice used over the years to enhance the achievement of organisational goals.

M. Eymen Eryilmaz and Filiz Eryilmaz’s Change Emphasis in Mission and Vision Statements of the First 1000 Turkish Organizations: A Content Analysis explains that literature on organizational change has a consensus to a large extent about that change is a necessity for organizations in many situations and organizations can use mission and vision statements as a tool to change. This chapter investigates how organizations emphasize change in their mission and vision statements and whether there are some differences in change emphasis in terms of sector, industry and rank and how much organizations obtain benefit from their mission and vision statements to emphasize the importance which they give to phenomenon of change.

The chapter, Organizational Routines: Developing a Duality Model to Explain the Effects of Strategic Change Initiatives, written by Theo Kishna, Robert J. Blomme, and Jack A.A. van der Veen, presents an integrated duality model to understand how changes in core processes caused by strategic interventions are related with views on human conduct, organizational routines and embedded organizations, particularly in today’s society that is characterized by fluidity and continuous change. This model is developed from a Deweyian perspective on human conduct including the interplay between habits, cognition and emotion. Using this duality model, the current chapter discusses why top-down strategic plans and initiatives will result in resistance amongst organizational members. Finally, it discusses directions for further theoretical development and empirical research.