

**'The enduring challenge of change management - new perspectives from  
nonprofit healthcare practice'**

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**A thesis submitted in fulfilment of the degree of**

**Doctor of Philosophy**

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I would like to dedicate this thesis to my patient and supportive wife, Narelle Scott who handled my research-fuelled discussions admirably whilst unsuccessfully hiding the fact that she was never really listening to my rants, and to my inspirational children, Dr. Eva Rosenbaum MD, and Dr. Simon Rosenbaum PhD, who both focused their attention on keeping me grounded, despite them both being over-achievers in their own unique ways.

This thesis marks a long journey to the starting point.

## **Declaration**

I certify that the work in this thesis 'The enduring challenge of change management - new perspectives from nonprofit healthcare practice' has not previously been submitted for a degree nor has it been submitted as part of requirements for a degree to any other university or institution other than Macquarie University.

I also certify that the thesis is an original piece of research and it has been written by me. Any help that I have received in my research work and the preparation of the thesis itself have been appropriately acknowledged.

In addition, I certify that all information sources and literature used are indicated in the thesis.

The research presented in this thesis was initially approved by the Australian Catholic University's Human Research Ethics Committee, reference number N2011 26 on 26 May 2011 (and subsequently accepted by Macquarie University) and the Sydney Adventist Hospital Human Research Ethics Committee reference number 2011-010 on 6 June 2011.

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## **Abstract**

The management of change has been, and continues to be, a popular research subject, attracting the attention of academics for much of the last 60 years. It has underpinned the publication of thousands of books, hundreds of thousands of journal articles, and tens of thousands of conference submissions. It has also been and continues to be the subject of many undergraduate and post-graduate subjects at tertiary institutions around the world. Despite this immense growth in knowledge, or perhaps because of it, researchers and practitioners still grapple with the requirements, both at the organisational level as well as the personal level, of what are the ingredients of successful change management.

For the most part this historic and ongoing research has substantially focused organisations in the commercial sector, which has led to the integration of knowledge associated with organisational communication, organisational structures, as well as organisational change resistance and readiness. More recent research has focused attention on the individual perspective of change, focusing on personal attributes and the impact of coping with, and therefore addressing, change. This has been undertaken against an ongoing questioning of both the ability to generalise the application of change and the ability to even manage change.

The overwhelming focus of this scholarship on organisations in the private sector has neglected the uniqueness of the nonprofit sector and the impact this may have on managing change. The nonprofit sector is characterised by complex revenue generation models for those nonprofits operating in commercial and quasi-commercial activities, the application of hybrid performance measurement criteria, political bias, dichotomy of mission and organizational sustainability in religious-based nonprofits, as well as the challenges of recruitment for nonprofit organisations.

The research for this thesis seeks to add to the body of knowledge on change management from the perspective of the nonprofit sector. Accordingly, it investigates change management as viewed through the personal experiences of change recipients. Results point to the impact of four key characteristics that require a more substantial focus in planned changed models when applied to nonprofits. These include formal reflection for change agents and change recipients, development of trust and confidence in organisations before the actual change, focusing on the individual experience of change, and the sequencing of events from a planning perspective.

The findings, embodied in this thesis, originating from a single case study, may have broader implications for a wider cross-section of nonprofit organisations, and, accordingly, warrant further research amongst a broader population of nonprofit organisations. Possible implications may also exist for further investigation of the implications of these findings for the commercial sector.

Whilst change management has a long and rich research history, we may not have yet reached the end point. This thesis hopefully contributes in small part along the journey.

## Acknowledgements

I am indebted to Macquarie University and the faculty of Business and Economics to have had the opportunity of transferring my candidature and research from another tertiary institution.

Special thanks go to my supervisors who have been with me for different parts of this journey. Specifically, Professor Elizabeth More AM, who started this journey with me back in 2010. Professor More recognised the importance of this research when she held the position of Director at the Macquarie Graduate School of Management and when initially approached to consider my research proposal and identify an appropriate supervisor from amongst the MGSM Faculty, expressed keen interest to undertake the supervisor role herself. Without her guidance and somewhat gentle persuasive manner, my research path may have proven more difficult. As many PhD candidates are acutely aware, following good supervisors wherever they go is a fundamental ingredient to success and this has proven the case with Professor More who has been with me throughout this journey and hopefully will remain an important research partner in my post-PhD experiences.

Additionally, thanks go to Professor Peter Steane who co-supervised whilst at the previous institution. Professor Steane's knowledge of the research methodology used in this research proved invaluable, and his publishing experience provided insightful input which aided my publications path, not to mention his very direct manner which always made me think about content, structure and detail.

My sincere gratitude goes to Professor Lucy Taksa who agreed to support my research upon transferring to Macquarie University towards the end stages of my research. Her fresh eyes also proved invaluable and I am indebted to her for her willingness to add to her workload and for being integral in ensuring my focus was maintained.

Finally, I would like to express my sincere gratitude to the management and staff of the Sydney Adventist Hospital for their willingness in allowing me the opportunity of undertaking this research on their premises and for affording me unrestricted access to a wide range of Hospital staff. Their time and input was a fundamental ingredient to the outcomes of this research.

## **Published Articles and Refereed Conference Papers**

### **Published articles**

- Rosenbaum, D., More, E. Steane, P. (2017). Planned Organisational Change Management – Forward to the Past. *Journal of Organizational Change Management, (Accepted 11 July 2017)*
- Rosenbaum, D., More, E. Steane, P. (2016). Applying Grounded Theory to investigating Change Management in the Nonprofit Sector. *Sage Open, October-December 2016, 1-11, doi:10.1177/2158244016679209*
- Rosenbaum, D., More, E. Steane, P. (2016). A longitudinal qualitative case study of change in nonprofits: Suggesting a new approach to the management of change. *Journal of Management & Organisation, 1-18, doi:10.1017/jom.2016.6*
- Rosenbaum, D., More, E., Steane, P. (2013). Action Learning Intervention as a Change Management Strategy in the Disability Services Sector – A Case Study. *Action Learning Action Research Journal, 2, 7-36*

### **Articles under review**

- Rosenbaum, D., Taksa, L. More, E. (2017). The Role of Reflection in Planned Organizational Change. *Journal of General Management, (Submission Reference Number JOGM-20175-0038)*

## Refereed Conference Papers

- ‘Change management in the non-profit sector – lessons from organisations challenged by dramatic generational shifts in long-standing business models’. *Full proposal accepted for presentation at the Organization Studies Conference, Konstanz, Germany, 2018*
- ‘Structured reflection and organisational change: Connecting organisational boundaries to enhance change outcomes in nonprofit sector organisations’. *Full Paper presentation at the Forum for Economists International 9<sup>th</sup> Global Conference, Amsterdam, Holland 2017*
- ‘Emphasising the Role of Personal Reflection in Planned Organisational Change: Reflective Practice in Change Management’. *Full Paper presentation at the 17<sup>th</sup> International Conference on Knowledge, Culture and Change in Organizations and the Organization knowledge community, Darwin, Australia 2017*
- ‘A Longitudinal Qualitative Case Study in Change in Nonprofits: Can a Longitudinal Case Study Provide Evidence of Process Differentiation with Existing Change Management Models?’ *Full Paper presentation at On the Organization Conference, University of California, Berkeley, USA 2015*
- ‘Action Learning Interventions in the Disability Services Sector – A Case Study’. *Full Paper presentation at the British Academy of Management Conference, Liverpool, UK, 2013*
- ‘Change Management in the Hospital Not-For-Profit Sector - What Is New and Unique?’ *Doctoral Symposium presentation at the Academy of Management Conference, Boston, USA, 2012*
- ‘How is Changed Managed in Australian Not-for-Profit Hospitals?’ *Doctoral Symposium presentation at the XVI International Research Society for Public Management Conference, Rome, Italy, 2012*



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## Preface to Thesis

This is a thesis by publication which conforms with the requirements of Macquarie University as stated in their Higher Degree Research Policies as “... *includes relevant papers, which have been published, accepted, submitted or prepared for publication for which at least half of the research has been undertaken during enrolment. The papers form a coherent and integrated body of work, which are focused on a single thesis project or set of related questions or propositions. These papers are one part of the thesis, rather than a separate component.*”

This research originated from my desire to understand the process of organisational change within the nonprofit sector in Australia, stemming from my professional background in both the commercial and the nonprofit worlds, as well as my consulting experiences in the latter. This experience coupled with personal anecdotal evidence suggested that the application of numerous approaches to change management appeared to be different between these sectors. Whilst this notion of sectoral differences is prevalent amongst a portion of practitioners, further academic research is required to better understand the management of change in nonprofits. My aim is to enhance such understanding in order to assist a sector which has a substantial economic and social impact on Australia, and potentially beyond.

The structure of this thesis includes 7 chapters, individually published, other than the Introduction (Chapter 1) and the Conclusion (Chapter 7). Together they represent a coherent body of work that supports the research findings. This structure is presented in the following diagram.

Ch.1 - Introduces the research, the context and the case study setting
Ch.2 - Provides the foundations for this research into the nonprofit sector
Ch.3 - Provides the literature review that supports this research
Ch.4 - Presents the methodology used in this research
Ch.5 - Presents the key findings of the research
Ch.6 - Provides further depth relating to a specific key finding
Ch.7 - Presents the conclusion and recommendations from this research

Chapter 1 introduces the nonprofit focus of the research, the research question, its significance, an overview of the methodology, possible limitations and delimitations of the research, and definitions used throughout.

Chapter 2 contains an article published in the '*Action Learning Action Research Journal, (2012), Vol. 18, Issue 2, 7-36*'. It marks the starting point for an understanding of the nonprofit sector and the challenges of change management. It lays the groundwork for my interest in this topic through the application of a specific practitioner approach to change in this sector. The published article is titled "*Action learning intervention as a change management strategy in the disability services sector - A case study*". The analysis undertaken in chapter 2, in relation to a nonprofit disability service organisation, provided a number of foundational elements for this thesis on change management in the Australian nonprofit sector and informed the approach and subsequent analysis of the case study of the nonprofit hospital. Whilst a contextualised approach to Lewin's three-step model focuses attention on, amongst other matters, the inclusion of action research, the similarities between action learning and action research are purely at the iterative nature of these approaches. Accordingly, Chapter 2 indicates the commencement of my research journey and the process by which the thesis was framed conceptually and methodologically.

Chapter 3 contains an article that has been accepted for publication in the '*Journal of Organizational Change Management*', 11 July 2017, Submission Number JOCM-06-2015-0089.R4 The purpose of this paper is to identify the development of planned organisational change models (POCMs) since Lewin's three step model and highlights key linkages between them. The chapter contains the literature review that supports the thesis development and focuses on the historical development of change management scholarship from its founding roots in Lewin through to the present. The published article is entitled "*Planned organisational change management –forward to the past? An exploratory literature review*"

Chapter 4 contains an article published in *Sage Open*, October-December 2016, 1-11, doi:10.1177/2158244016679209 It explains the methodological approach of grounded theory as applied to this research and identifies how an ongoing development of grounded theory as applied to this research informs future development of this methodology. This chapter discusses the methodology used to support the research findings. The published article is entitled "*Applying grounded theory to investigating change management in the nonprofit sector*"

Chapter 5 contains an article published in '*Journal of Management & Organization* (2016), 1-18'. It identifies the key findings from this research, being the subject of this thesis, pointing to four key characteristics that suggest the need for a more substantial focus in planned change models when applied to nonprofits. The findings revolve around Planned Reflection, Actor Confidence, Personal Recognition, and Change Sequencing. The published article is entitled "*A longitudinal qualitative case study of change in nonprofits: Suggesting a new approach to the management of change*"

Chapter 6 contains an article submitted to the '*Journal of General Management*' in June 2017 Submission Number JOGM-2017-0038. It further expands on one of the key findings identified in Chapter 5, and highlights the role that structured personal reflection plays in supporting planned organisational change in nonprofits. The submitted article is entitled "*The role of reflection in planned organizational change*"

## **Chapter 7 – Conclusion**

This Chapter presents the conclusions of this research by responding to the research question, identifying the implications of the research, how it contributes to knowledge in change

management in the nonprofit sector, identifying the limitations of the current research and suggesting further research to consolidate the findings.



## Chapter 1 Introduction

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“ENLIGHTENMENT IS MAN’S EMERGENCE FROM HIS SELF-INCURRED IMMATURITY. IMMATURITY IS THE INABILITY TO USE ONE’S OWN UNDERSTANDING WITHOUT THE GUIDANCE OF ANOTHER. THIS IMMATURITY IS SELF-INCURRED IN ITS CAUSE ... IS LACK OF RESOLUTION AND COURAGE TO USE IT WITHOUT THE GUIDANCE OF ANOTHER. THE MOTTO OF ENLIGHTENMENT IS THEREFORE ... HAVE COURAGE TO USE YOUR OWN UNDERSTANDING.”

IMMANUEL KANT 1724 - 1804

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### Introducing the Research

The research process undertaken for this thesis reflects my personal aim of linking academic research with practitioner application. This aim has been informed by my professional activities as a management consultant within the nonprofit sector. At the outset of the research process a pathway was defined and subsequently developed further through ongoing iterations during the course of the research, in keeping with the methodology used. As will be elaborated in subsequent chapters, this process led to the adoption of grounded theory as the qualitative methodology and a longitudinal single case study analysis, the rationale for which stemmed from my interest in understanding change through the eyes of those experiencing it, and the need to see change through its full processes, being before the change was implemented, during the implementation phases, and after the change was completed.

The research path as been depicted in Figure 1 below contains a number of essential elements which are supported throughout this thesis in terms of the research questions, the research methodology and the research findings.

The research originated out of my professional activities as a management consultant within the nonprofit sector, where I focus on strategic risk management, strategic planning and change

management. My work with a large number nonprofit organisations, of varied sizes, provided anecdotal evidence to support my view that the management of change presented unique challenges that were, to some extent, different from commercial organisations, from which much of the change management research and literature historically originated.

This led to the development of a range of questions that flowed from the consulting activities, such as the characteristics of employees within the sector, their readiness for change, their adaptability to change, the extent to which the organisational missions and values impacted their response to change and the managerial actions that supported successful change and those that may inhibit such positive outcomes. Implications associated with leadership characteristics and behaviours, together with those of internal change agents were also noted throughout these activities. The breadth and depth of these issues, and the limited scholarship to-date on the nonprofit sector highlighted a gap in knowledge and the need for further research with regards the management of change in this sector. By its very nature, such research needed to respond to very focused questions, such as the primary research question addressed by this thesis and discussed further below, notably ‘What is unique about the management of change in a nonprofit organisation’ and the subsidiary question of ‘what nonprofit specific enhancements to recognised change management models could be beneficial to this sector’?

Grounded theory and qualitative methodology were selected as the most appropriate for an investigation of the recipients of change, the change agents and change sponsors, which focused on obtaining responses from those experiencing and managing the change. This methodology makes it possible to elicit their views, their attitudes and their emotional responses to their experiences. In this context, qualitative research has a dual purpose. On the one hand it seeks to uncover what reality may be, whilst on the other hand, it seeks to determine how that reality is perceived by the change actors. This dual purpose can be fulfilled through the collection and interpretation of wide-ranging data and information, sourced from multiple perspectives, and assessed through the application of multiple methods. On this basis, researchers obtain insights into meaning in particular life setting scenarios. For the purposes of this study, and its research questions, grounded theory provided the most advantageous approach as it supported interactions between the researcher and all the relevant change actors.

Grounded theory represents a key qualitative research method. It allows the researcher to identify a range of essential elements that, when combined, offer a consolidated framework within which wide ranging data is gathered, assessed, and subsequently used in developing

theory, based on what has been observed. These essential elements include the coding and categorisation of data, concurrent data collection and analysis, the writing of memos, theoretical sampling, constant comparative analysis using inductive and abductive logic, the application of theoretical sensitivity, the development of intermediate coding practices and routines, the selection of core categories from the data, and the application of theoretical saturation.

A longitudinal approach was decided on as the best approach for obtaining clarity regarding the change management issues and processes within a nonprofit organisation because this approach enables a ‘before, during, and after-the-change’ analysis to be undertaken. The Seventh Day Adventist Hospital, which was launching its change initiative when this PhD research began provided an opportune case study of a nonprofit organisation with which to apply this approach. The Hospital provided permission for me to involve myself in the ‘before-the-change’ analysis and to maintain contact with interviewees throughout their change process journey.

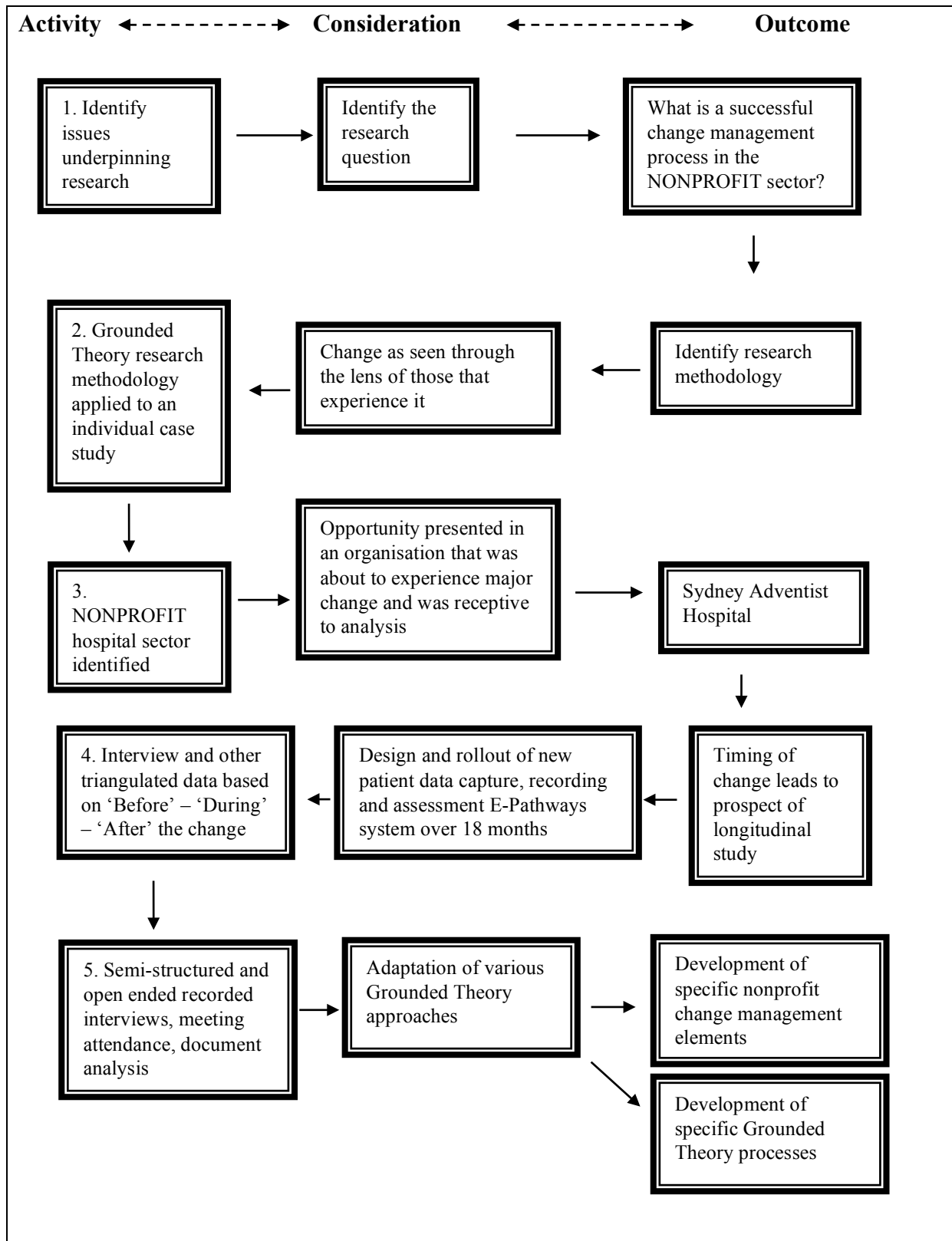
Interviews were undertaken at the hospital’s premises as nurses and allied health staff were either commencing their shifts or completing them. All interviews were conducted in staff rooms, offices, hospital cafes, or vacant ward rooms, depending on the shift which the interviewee was completing or about to commence. With permission of each of the interviewees, all interviews were recorded, subsequently transcribed and used for purposes of data analysis.

Interviews were undertaken at the hospital’s premises as nurses and allied health staff were either commencing their shifts or completing them. All interviews were conducted in staff rooms, offices, hospital cafes, or vacant ward rooms, depending on the shift which the interviewee was completing or about to commence. With permission of each of the interviewees, a recording device was used from which transcripts were created and used for purposes of data analysis.

Interviewees included representatives from all ward nursing staff, ward nursing managers, allied health professionals, managerial staff involved in designing the Electronic Patient Management System as well as those tasked with implementing the system, including the internally designated change agent. Members of the Hospital’s executive team, including the

chief executive officer, were also interviewed. This wide source of interviews ensured that interview data was obtained a wide range of people who were directly and indirectly impacted by the changes. In keeping with theoretical sampling principles that are central to the methodology adopted, these interviews were used to develop an iterative framework as data analysis informed ongoing interviews.

The above path that was developed for this research is highlighted in Figure 1 below, and reflects my personal aims of linking academic research with practitioner application, given my professional activities as a management consultant within the nonprofit sector. Whilst this path was defined at the onset of the process, it was also the product of ongoing iterations during the course of the research, in keeping with the methodology used.



**Figure 1 - The research path**

The structure of this thesis in terms of published and submitted papers is presented in Figure 2 as follows:

<b>Chapter 1</b>	<b>Introduction</b>
<b>Chapter 2</b>	<b>Published paper</b> entitled - Action learning intervention as a change management strategy in the disability services sector – A case study
<b>Chapter 3</b>	<b>Published paper</b> entitled - Planned organisational change management – forward to the past? An exploratory literature review
<b>Chapter 4</b>	<b>Published paper</b> entitled - Applying grounded theory to investigating change management in the nonprofit sector
<b>Chapter 5</b>	<b>Published paper</b> entitled - A longitudinal qualitative case study of change in nonprofits: Suggesting a new approach to the management of change
<b>Chapter 6</b>	<b>Paper currently under review</b> entitled - The role of reflection in planned organisational change
<b>Chapter 7</b>	<b>Conclusion</b>

**Figure 2 – Structure of this Thesis**

### **Nonprofit Focus**

The aim of this research is to investigate how the challenges of change management are addressed in the nonprofit healthcare sector. The focus of bridging academic research and practitioner application is consistent with my personal research aims and objectives, and with similar views within the established research community (Bansal, Bertels, Ewart, MacConnachie, & O'Brien, 2012; Busi, 2013).

Evidence suggests that such sector specific considerations are also socially and economically important (Speckbacher, 2003; Steane, 2008; Van Til, 2008). A snapshot of Australian statistics further reinforces this view and provides a basis for such research. As indicated in the 2010 Productivity Commission Report, and based on 2006-07 census data, of 600,000 registered nonprofits, 59,000 were considered as economically significant (60,755 as of July 2014 (ACPNS, August 2014)), contributing \$AUD 43 billion to Australia's gross domestic product (\$AUD 54 in 2012/2013 (ACPNS, August 2014)) and employing 8% of the workforce. In addition, Australian nonprofits in 2010 accounted for 4.6 million volunteers with a wage equivalent of \$AUD 15 billion. This is in the context of growth of this sector averaging 7.7% annually between 1999-2000 and 2006-07.

The nonprofit sector is represented by diverse organisational interests including culture and recreation, education and research, hospitals, health, social services, environment, religion and associations. As indicated in the Research Path at Figure 1, I sought to interpret change from the viewpoint of those who experienced it. This aim suggested a need for a longitudinal perspective to ensure adequate coverage, viewing the process of preparing for the change, experiencing the change, and reflecting on the change. A longitudinal approach provides an opportunity to see the change unfold and deliver potentially new insights into the management of the process (Caldwell, 2011).

The research for this study focused on an Australian nonprofit private hospital. Generally, Australian nonprofit organisations need to address many issues that directly affect their strategic and operational capacity, which impacts their expansion capabilities. This further challenges their long term sustainability, as well as their very reason for existence (Ball, 2011).

A single case study approach was deemed appropriate for reasons identified in the Methodology section of this chapter and more fully discussed in Chapter 4 of this thesis. To facilitate this, I sought an organisation that would enable me to coordinate such longitudinal research encompassing these three stages, at a time that was conducive to effective ‘real-time’ analysis. This search resulted in the research opportunity at the Sydney Adventist Hospital. The research was undertaken over a 3-year period during which the Hospital underwent the implementation of an in-house designed E-Pathways system that sought to replace an existing paper-based patient records process with an integrated on-line pathways-based platform. My appreciation of the substantial changes that the Australian hospital sector was undergoing and the relative placement of nonprofit hospitals in this market, further underpinned the decision to utilize this organisation as the case study in this research.

The Seventh Day Adventist Hospital has been in existence since 1903, and, at the date of this research, employed in excess of 2,200 staff in varying capacities, accounted for 700 accredited medical specialists, catered to an average of 50,000 in-patients and 160,000 out-patients per annum, in addition to some 20,000 Emergency Care admissions. In the context of the overall statistics highlighted earlier, of the 59,000 identified economically significant nonprofit organisations in the Productivity Commission Report, 102 of these were hospital organisations with a value-add to gross domestic product of \$AUD 3.5 billion (8.6% of the total), employing 55,700 personnel and accounting for 41,400 volunteers. Further characteristics of the Seventh

Day Adventist Hospital, in the context of this research, are presented and discussed in Chapter 4 of this thesis.

The research questions discussed in a subsequent section of this chapter further develops this link between the study of the management of change and the Australian nonprofit hospital sector.

Many of these challenges are shared by international nonprofit organisations. Examples include issues of revenue generation models in the United States (Eikenberry & Kluver, 2004; Skloot, 1983); performance management difficulties in the United States (Manville & Greatbanks, 2013) and New Zealand (Macpherson, 2001), the United Kingdom (Moxham & Boaden, 2007) and Europe (Speckbacher, 2003); leadership and management ideological challenges in Scandinavian countries (Klausen & Selle, 1996), and governance related challenges, especially within nonprofit hospitals in the United States (Amundson, Hageman, & Umbdenstock, 1990). Whilst not exhaustive, this comparative list places Australian nonprofits within a global context.

The ability to attract, maintain, and develop human resources, places ongoing strains and stresses on the constancy of programme and service delivery for nonprofit organisations. This issue specifically threatens those nonprofits operating in the broader human service sectors of disability, mental health, and aged care (Productivity-Commission, 2010). Additionally, the use and application of hybrid performance measurement criteria for those nonprofits operating commercial and quasi commercial activities, in competition with for-profit organisations, test their management capabilities at both executive and board levels (Ball, 2011; Lyons, 2001).

The demanding business environment that many in this sector have faced over extended periods of time, has jeopardized ongoing program funding, and placed heavy demands on service delivery, threatening the continuity of segments of their operations (Drucker, 1990). This has been further compounded by a unique reliance on a diverse volunteer pool (Lyons, 2001) which challenges many in managerial and leadership functions within this sector, and places significant strain on their organization's abilities to achieve strategic and operational goals, within given timeframes. Further, constriction of public spending since the financial crisis of 2008 has simultaneously redirecting service provision through the nonprofit sector largely on a default basis (Manville & Greatbanks, 2013).



The shifting regulatory framework, the product of an expanding array of government legislation (Steane, 2008), has refocused operational planning. The resulting compliance burden potentially exposes nonprofits to a duality of issues. On the one hand, there is the resulting increase in compliance costs. On the other, an often widening gap exists between government funding structures and actual service provision costs. This issue appears most evident in the community services sector (Productivity Commission, 2010).

In this context, the need to understand and deal with large, varied, and dispersed external and internal stakeholder groups (Myers & Sacks, 2001) continues to strain nonprofit human, financial, and capital resources, placing even further management constraints on these organisations, and potentially focusing attention away from their predominant service and program delivery objectives. Moreover, these organisations tend to have complex revenue generation models which reflect the varied sources of funds that need to be managed within a complex and often multi-skilled environment (Lyons, 2001; Steane, 2001), where their ability to attract the full gamut of skills is already under sharp focus.

Additionally, Australian nonprofit organisations tend to operate within areas of human need (Steane, 2008) that can be reactive to political imperatives and biases as governments of various political persuasions deal with ever increasing demands on the social budget, which places further pressure on their existing stretched service delivery resources. Compounding these range of factors, the ability to effectively manage the ongoing conflict between issues of mission, and practicalities of operational and organisational sustainability (Steane, 2001) within religious based nonprofits, further extends the substantial list of challenges faced by these organisations, which in many ways differentiate them from their commercial counterparts.

In amongst these nonprofit organisational issues is the multi-dimensional focus of nonprofit management, which must have more than a unilateral view on purely bottom-line and associated shareholder value outcomes (Bois, Jegers, Schepers, & Pepermans, 2003; Marcuello, 2001).

These internal and external characteristics impact the broad environment of nonprofits that are largely mission and values focused as distinct to being purely market focused. Such a focus is, in part, reflected in the nature and characteristics of nonprofit workforces which place a higher emphasis on passion for the cause and contribution to a community, rather than profit (Bradach, Tierney, & Stone, 2009; Manville & Greatbanks, 2013). This provides an opportunity to view

such sectoral attributes, and consider the resulting impacts on the study of change management and, by doing so, it raise possible awareness as to how the management of change may be differentiated between the nonprofit and the commercial sectors.

The development and application of wide-ranging aids to the management of nonprofit organisations have had, as their source, the broader commercial world, from which many of these tools and techniques have originated. Yet the publicized uniqueness of this sector, in areas of mission and values, human and financial resources, volunteering, performance evaluation, and accountabilities more generally (Lyons, 2001; Ott, 2011) have meant that the nonprofit sector is heavily reliant on the commercial sector for the development of such management aids (Groeneveld & Van De Walle, 2011; Lyons, 2001). However, the uniqueness of the nature and challenges faced by the nonprofit sector has not necessarily translated into sector specific research leading to the development of sector specific management aids (Myers & Sacks, 2001; Weerawardena, McDonald, & Mort, 2010).

## **Definitions**

As the study of change and the development of theory from a qualitative study forms the basis of this research, defining key terms, to some extent, assists in the determination of the boundaries of the research and, therefore, of this thesis. Relevant definitions are discussed in the next section.

Whilst many concepts are discussed in this thesis, key-term definitions in the context of usage may prove helpful in interpreting the findings. ‘Change’, ‘change management’, ‘change management models’, and ‘nonprofit organisations’, are further discussed in this context.

### **Change**

It has been suggested that *“If we are to build a robust causal model of change, we need a robust definition of change in order to provide testability.”* (Beer & Nohria, 2000:452).

Throughout the literature, change is constantly discussed and yet the meaning of change is often assumed. Its multi-dimensional characteristics was identified in some of the earlier literature (Biggart, 1977; Brewer, 1995; Ford & Ford, 1994; Kanter, 1983; Lewin, 1946; Van de Ven & Poole, 1995; Wilson, 1992).

The definitional framework applied in this research aligns with the destruction paradigm identified by Biggart, who suggested that:

*“It is not generally recognised that change is an act of destruction as much as creation. Because most organizations do change slowly, experimenting with and selectively incorporating new forms, the destruction of old forms and methods is relatively obscured. But the destructive processes must either precede or exist simultaneously with the creative. This act of undoing and dismantling is important theoretically: reorganization presumes the rejection or supercession of old methods in favour of the new and the organization must systematically destroy former, competing structures before it can successfully implant the new.”* (Biggart, 1977:410).

### **Change Management**

The concept of change management has also been used in a very broad context in the prevailing literature with much reference to what characterises it rather than what defines it (Baker, 2007; Hughes, 2011; Smith, 2011). In the context of considering change as a form of destruction (Biggart, 1977), defining change management becomes a contextual matter rather than a definitional one. The context suggests that to manage change means to effectively address and deal with the numerous aspects that both characterise change and impact on its successful implementation. These can be interpreted from the change recipient’s perspective as emotions, commitment, perceptions, trust and personal values and ethics. It can also be interpreted from the organisational perspective of readiness, communication, culture, leadership, politics and power, strategy and vision.

Accordingly for the purposes of this thesis, I define change management as the tools, techniques, and organisational processes that are designed and implemented to deal with both the individual and organisational inhibitors and enhancers of change, all aimed at producing a change that is in keeping with the unique organisational outcomes sought within each change strategy.

### **Change Management Models**

Two key criteria must be prevalent in order to characterise working models which are able to be applied as frameworks within which action can be planned and undertaken. These criteria however, can be considered at odds with each other. On the one hand, there must be a high

enough degree of complexity in order to fully account for its application in the real world. On the other hand, the model itself must be simple enough to use and apply.

The definition of a model adopted here is based on accurately describing what is happening within a given set of circumstances and understanding the preconditions for replication. According to Egan (1985:5) a model is:

*“ ... a framework or visual portrayal of how things actually work or how they might work under ideal conditions. Such a model is a kind of cognitive map that shows people how something is put together or illustrates the steps in a process, showing how one step follows from another. A working model is one that enables the user to achieve concrete and specific goals and to do so efficiently.”*

In this manner, a change management model, as defined in this thesis, represents a framework that identifies how change management worked within the bounds of the case study. The extent to which this may be generalised, with specified assumptions and identified conditions, in other similar characterised organisations within the Australian nonprofit sector, could be the basis for future research.

### **Nonprofit Organisations**

Definitions of nonprofit organisations have tended to reflect more of what such organisations do not do, or cannot do, rather than what they can do (Ball, 2011; Crampton et al., 2001; Ott, 2011). Recognition of the place of nonprofits as one of four pieces to the overall problem solving puzzle of society in terms of service provision namely, government, business, nonprofits and an informal mixture of family and neighbourhood (Van Til, 2008) has also provided a broader framework within which nonprofits are identified, suggesting nonprofit organisations form part of a country's social, political and economic life (Crampton et al., 2001), whilst to some extent being the linchpin for filling service gaps within economic systems that have resulted as a direct product of our Western economic structures (Ott, 2011).

Another approach is to view nonprofits in terms of their focus on societal outputs where internal financial parameters are considered purely from a resource perspective whilst their value to groups within society form the basis for measurement of success (Crampton et al., 2001). This approach sees nonprofits as change agents, forming the basis for sustainable social platforms

in the provision of services to a wide stakeholder group (Drucker, 1990; Manville & Greatbanks, 2013).

Overarching these considerations is the recognition that nonprofit organisations are vast in terms of the spectrum of activities they cover as well as the sizes of organisations that exist. They range from enormous hospitals and religious-based service organisations with a revenue base in excess of \$AUD 1 billion, incorporating quasi commercial activities at one end of the spectrum, to small legally incorporated suburban based community services organisations fully reliant on government grants and a revenue base of less than \$AUD 100,000 at the other end of the spectrum.

Mindful of these issues relating to nonprofit characteristics, the definition applied in this thesis recognises the need to identify a key legislative restriction, referred to as the ‘non-distribution constraint’. This relates to restrictions on the distribution of profits to owners, and more broadly, the focus on financial sustainability to maintain service delivery rather than on profit per se. Accordingly, I have adopted an extended version of Drucker’s (1990) human change agency approach and suggest that nonprofit organizations are those that are entirely directed towards improving people’s lives as a key outcome measure for their organisations, an objective they seek to fulfil through the allocation of all of their financial and other assets.

Chapter 2 represents the genesis of this research as it considers the nonprofit sector from a specific perspective, namely the disability services sector, and seeks to understand the implications of a specific practitioner approach to change management, in the form of action learning. By doing so, it establishes the groundwork for both understanding the broader challenges of nonprofits, as well as the challenges of change management within that environment. This thesis aims to provide new perspectives on the management of change within the nonprofit healthcare sector, through an in-depth focus on a specific case study. Subsequent chapters in this thesis outline the start of my research journey, an analysis of the prevailing literature on change management, the methodological framework adopted for this study, as well as the key findings from the research, which provide detailed responses to the research questions addressed and a possible roadmap to future research on this important topic, embodied in specific recommendations contained in Chapter 7.

## Research Question

The management of change has been widely researched. The literature often references the challenges associated with understanding the sequencing attributes of change (Amis, Slack, & Hinings, 2004; Bartunek, Balogun, & Do, 2011), the inability of generalizing the application of change (Schaffer & McCreight, 2004), and questioning the ability to even manage change (Balogun & Jenkins, 2003; Brewer, 1995).

This thesis responds to some of these challenges, specifically in the nonprofit sector, by seeking to understand factors that contribute to the management of change in a nonprofit organisation. Accordingly, this research focused its attention on differentiating what has been discovered in this case study from elements of existing models, all of which have had their genesis in the commercial sector. In this manner, this research has focused on interpreting relevant processes in the context of everyday activities of those who experienced change in their daily routines and work programs. This approach was considered most appropriate given my desire to understand participants' behaviours and experiences as well as actions, motives, beliefs, values and attitudes, and how these impacted their perception of the change process (Foddy, 1993; Kvale, 1996; Walker, 1985).

Hence the primary question which drove this research was: **What is unique about the management of change in a nonprofit organisation?** This was supported by the subsidiary question of: **What nonprofit specific enhancements to recognised change management models could be beneficial to this sector?**

The next section identifies how these research questions can help to advance the theory of change management and its practitioner application.

## Significance of the Research Question

The nature of the sector within which this research is being undertaken, as well as the unique challenges of managing change, underscore the relevance and importance of the research questions.

The nonprofit sector is heavily reliant on what it can learn from organisations in the commercial sector. This knowledge transference, however, should be cognizant of the practical application challenges that will invariably unfold as a direct result of the different cultural contexts within which the two sectors operate (Myers & Sacks, 2001; Sarros et al., 2011; Speckbacher, 2003).

The focus on mission, rather than markets, becomes the conduit for attracting appropriate people (Akingbola, 2013; Bradach et al., 2009), whilst a differentiating focus on inputs, outputs and outcomes further highlights the differences (Collins, 2005).

A range of legal parameters guide the existence and management of nonprofit organisations, amongst which the non-distribution constraint is one of the most often discussed and quoted (Crampton, Woodward, & Dowell, 2001). The more esoteric notion of being human change agents (Balassiano et al. 2010; Drucker, 1990) however, which relates closely with Collins' identification of a sector that focuses on outputs (Collins, 2005), provides a clearer focus to better understand the reasons why employees are attracted to this sector.

The relative importance of the nonprofit sector, in terms of overall economic activity, as well as its broader social impact, further underpins the relevance of this research. The sector supports government initiatives in bridging service provision gaps, whilst in more recent times it is becoming the conscience of the commercial sector, with companies within it developing an increasing awareness of the value generated by focusing on strategic relationships between the two. The interest in conceptualizing shared value between the nonprofit sector and large-scale commercial enterprises evidences this shift in both economic and management thinking (Porter & Kramer, 2011).

The nonprofit sector is, therefore, central to service provision outcomes (Ott, 2011) and, accordingly, now relies on the growing awareness of the commercial sector for mutually beneficial relationships that will frame service provision into the future. In the context of the economic and social building blocks for overall service provision that responds to society's needs, the nonprofit sector is pivotal (Ebrahim, 2010; Van Til, 2008). Given such reliance, the challenge of managing change in many of these organisations becomes a potential hurdle that requires research that can enhance understanding and ultimately improve management practice.

Whilst much has been written regarding the management of change, extensive research has also been undertaken with regard to the failure of change in organisations within the private sector (Burnes, 2011; Gill, 2003; Hughes, 2011; Kotter & Schlesinger, 2008; Nasim & Sushil, 2011; Pfeifer, Schmitt, & Voigt, 2005). The extent to which such failure is recognised, impacts on the understanding of the consequences of change failure, often highlighted in a wide range of organisational performance measures.

Given the earlier discussion of the varied challenges faced by organisations in the nonprofit sector, deleterious impacts of poorly executed change programs may jeopardise elements of this sector. A flow-on effect could negatively impact elements of service provision, further harming the economic and social building blocks referred to earlier. The relevance of the research question is therefore two-fold. On the one hand there is a continuing need to expand our theoretical knowledge of change within an under-researched sector in which a range of unique organisational and resource factors make it appropriate and worthwhile for such research attention. On the other hand, two important considerations regarding the positioning of the nonprofit sector as an important social and community service provider are worth noting. New models of engagement, as well as structural changes to service provision (Groeneveld & Van De Walle, 2011; Lyons, 2001), reinforce the need for rigorous scholarly research and analysis that can help to expand sector specific management skills and expertise in the application of organisational change.

Given the research context and question, consideration was given to the most appropriate methodological approach to be adopted, and this is further outlined in the next section.

## **Methodology**

The scope of the research has been restricted to investigate the processes of change as seen through the eyes of those experiencing it, thereby identifying a range of participant perceptions before, during, and after the change. Such delimitation recognises that change has many attributes and characteristics including sequencing, context and process (Amis et al., 2004; Beer & Nohria, 2000), incrementalism (Burnes, 2004), continuous and planned change (Todnem By, 2007), deficit and constructionist-based (Keller & Aiken, 2009), and the fluid and open-ended nature of change (Tsoukas & Chia, 2002). Such varied attributes can be considered in a broad investigative framework. Whilst my research seeks to consider these in terms of overall context, it does so from the vantage point of participant interview perspectives and their perceptions throughout the change process.

The parameters associated with data sources and collection have been characterized by the pre-determined need to synchronize interviews with the scheduling activities of the hospital through the various wards and units, in keeping with the before, during, and after change processes. The coordination of this timing, given the unplanned delays that actually occurred, provided data analysis opportunities that enabled member-checking processes to be appropriately developed and undertaken for verification, and therefore validity purposes. The



sourcing of data from face-to-face interviews was supported by reviewing relevant hospital documentation as well as my attending a range of hospital in-house group meetings involving systems users, system designers and in-house change agents, as well as senior and executive managers. The results of this broad approach to data acquisition is consistent with recognised qualitative research methods where data triangulation adds to both the understanding of the overall data as well as to the validity of the research outcomes (Trent, 2012), whilst strengthening resulting findings (Eisenhardt, 1989).

With a research focus on interpreting change through the eyes of those that experience it, Grounded Theory was chosen as the appropriate method for pursuing the thesis aims. The ingredients of symbolic interactionism underpinned the development of Grounded Theory, whose purpose has been directed to understand and interpret patterns of human behaviour (Chenitz & Swanson, 1986). It is these patterns that are being studied and provide the foundation for the inductive approach to the development of theory.

As described in more detail throughout this thesis, the specific application of grounded theory to the study of change management in the nonprofit sector, using a longitudinal case study, was structured in a manner consistent with the principles developed by its founders (B. G. Glaser & Strauss, 1970), as well as those that underpinned variations to the original application (B.G. Glaser, 2001).

The importance of understanding change through the lens of those experiencing it was viewed as a pivotal approach, especially in the context of studying change management where historical approaches have viewed change from an organisational perspective, with limited research on the views, thoughts, and feelings of actors immersed in the process (Fox-Wolfgramm, Boal, & Hunt, 1998; Oreg & Berson, 2011; Oreg, Michel, & By, 2013; Smith & Graetz, 2011). In addition, in order to account for the impact of change on organisational actors over time, a longitudinal approach (van den Broek, Boselie, & Paauwe, 2013) was adopted to facilitate the assessment of participants' views of their changing environment, and their feelings towards these events, and a consideration of how such views and feelings would impact on the success or otherwise of the change program (Bartunek, Rousseau, Rudolph, & DePalma, 2006).

A single case study approach was adopted for this research, reflecting the timing restrictions necessary to achieve an outcome. It was also recognised that a singular case study may provide

the framework from which other studies could be undertaken, and this is further discussed in implications for future research in Chapter 7 of this thesis. As suggested by Eisenhardt

*“ ... building theory from case study research is most appropriate in the early stages of research on a topic or to provide freshness in perspective to an already researched topic.”*(Eisenhardt, 1989:548).

Change management is a well-researched topic, evidence of research of change management, as indicated earlier, in the nonprofit sector, is far less prevalent, especially from a longitudinal perspective.

Although Grounded Theorists have identified different approaches to its implementation since its initial design and application (Glaser & Strauss, 1970), there has been recognition of the ongoing development and adaptation that each application of it as a recognised qualitative research methodology makes to the original theory (Morse et al., 2009). Whilst variation in method as distinct from methodology was applied in this research, commonly accepted aspects of the recognised method, namely, constant comparison and theoretical sampling and saturation, theoretical sensitivity and integration, remain as cornerstones. In this manner, the research method applied here ensured the application of true Grounded Theory as distinct from a descriptive and exploratory research approach (Birks & Mills, 2011).

This research was longitudinal (Van de Ven & Huber, 1990) as it evaluated the views of staff, at many levels of the organisation, during each phase of the implementation of the E-Pathways patient management system. It therefore cast a wide net over staff in order to obtain their views and responses over a three-year period.

To assess the success factors as well as the failure points from an organisational change management perspective, interviews were conducted with employees at three distinct stages, namely, before the change was implemented in their areas, during the rollout, and on a post implementation basis. The aim was to understand the personal feelings of the employees, how these were dealt with by the organisation, and how they affected the processes and outcomes of the change program, recognising that a wide range of positive and negative emotions emerged during such change processes (Mossholder, Settoon, Harris, & Armenakis, 1995).

The interviews were audio recorded as a basis for developing detailed transcripts. They were approached on a semi-structured and open-ended basis so as to ensure maximum engagement

with the interview participants. Additionally, this approach provided the basis for thick rich description of the interviews to support theory development (Birks & Mills, 2011).

Involvement in numerous project related hospital staff and management meetings, from the non-participant observer perspective, provided opportunities to further gauge the reactions and responses of various staff members as they participated in planning and process execution meetings. Finally, formal engagement with each participant, by way of participant feedback (Johnson & Christensen, 2004) following each phase of the interview process, namely before, during and after the change, established validity attributes of the research findings, using such respondent validation approaches as considered appropriate in the research context (Barbour, 2001).

The singularity of the case study and the application of the methodology further defined the boundaries to the research, at the same time as a range of practical circumstances defined its limitations. These are explored in the next section.

### **Review of Literature used in this Thesis**

The nonprofit context of this research, together with the research methodology and the research findings, have been underpinned through the analysis of prevailing literature. Presented here are the key linkages between this context and the research findings relevant to the research questions.

#### *Context of the Nonprofit Sector*

This research considers the integration of various sector-related characteristics that define nonprofits. This provides a framework for understanding unique attributes that may impact change management in this sector.

These characteristics can be grouped into three areas. These have been described as *organisational*, *service delivery*, and *culture*. Organisational impacts consider the complex issue of financial stability (Ball 2011); conflict between mission and margin (Klausen & Selle 1996; Steane 2008; Steane 2001); management capability (Ball 2011; Lyons 2001); complex revenue generation models, (Steane 2001; Lyons 2001; Skloot 2000); performance management difficulties (Moxham & Boaden, 2007; Speckbacher, 2003); shareholder value drivers being replaced with social outcome agendas (Marcuello, 2001; Bois et. al., 2003), and related governance challenges (Amundson et. al., 1990).

Social impacts consider the substantial service delivery demands (Drucker, 1990); the heavy reliance on volunteers (Lyons, 2001), as well as varied, and dispersed external and internal stakeholder groups (Myers & Sacks, 2001).

Cultural impacts consider personal values congruence (Speckbacher, 2003; Ball, 2011); viewing employees as human change agents (Drucker, 1990), and the centrality of the nonprofit sector within the broader economy (van Til 2008).

These characteristics of organisational, service delivery and culture have informed the context within which the research questions have been framed and in which this research has developed.

### *Context of the Research Methodology*

The use of grounded theory to support the research outcomes has been presented from two perspectives. On the one hand there is the justification for applying a qualitative, longitudinal approach to the research, whilst on the other, there is the justification of using a specific qualitative methodology, being grounded theory.

The development of a qualitative methodology when seeking to understand change through the lens of those experiencing it and assessing the views, thoughts, and feelings of actors in the process, has support from numerous researchers (Fox-Wolfgramm, Boal, & Hunt, 1998; Oreg & Berson, 2011; Oreg, Michel, & By, 2013; Smith & Graetz, 2011). The longitudinal aspect of the research has also been supported in the literature (Bartunek et. al. 2006). Additionally, support for a single-case study is evident (Kathleen M Eisenhardt, 1989; Orlikowski & Hoffman, 1997; Raelin & Catalado, 2011), given the need to source an organisational change program that enabled longitudinal analysis on a before-the-change, during-the-change, and after-the-change basis.

Furthering the application of grounded theory in this research, was the development of a uniquely tailored approach, a concept which has been supported by a number of researchers who have applied grounded theory from its original inception by Glasser & Strauss in 1970 (Birks & Mills, 2011; Corbin & Strauss, 1990; Charmaz, 2006).

### *Context of the Research Findings*

Four key findings resulted from this research. These have been analysed by reference to a number of identified in-use change management models for comparative purposes in order to understand the connection between these findings and their application in current approaches to change (Bullock & Batten, 1985; Dunphy & Stace, 1993; Dunphy Griffith & Benn, 2007; Kanter, 1983; Kotter, 1996; Rogers, 1995; Taffinder, 1998).

The first finding, labelled as Planned Reflection, identified reflection being a pre-condition to success in change programs within the nonprofit sector. Reflection and reflective practice has been analysed in this research from the perspective of it being a strategy for revising conceptual change models (Van de Ven & Sun, 2011)); as a counter to pure operational styles in managing organisations (Bamford & Forrester, 2003); as a method of obtaining feedback and monitoring reactions (Lewis, 2011), and as a practice to enable personal growth within organisations undergoing radical change (McDermott, 2002). These were supported by the broader recognition of the benefits associated with formal reflection processes which have been documented in research in health service-based implementations and change (Damschroder et al., 2009; Edmondson et al., 2001).

The second finding, labelled as Actor Confidence, identified the ability of the organisation to be open and transparent regarding its past experiences of change, being a further precondition to success in change programs within the nonprofit sector. Such openness and transparency is underpinned by trust. Trust has been referenced in much of the prevailing change literature, especially in the context of leadership (Lutz et al., 2013; Lines et al., 2005). A further point of context with regard trust is its linkage with values, especially within nonprofit organisations. Whilst the value alignment between change and the process by which it is managed has been recognised (Burnes & Jackson, 2011), nonprofit employee attributes (Speckbacher, 2003; Drucker, 1990; Lyons, 2001) stress the importance of values and its linkage to successful organisational change.

The third finding, labelled as Personal Recognition, identified focusing on the individual change recipients, through a range of functions and activities. These included provisioning of extra resources during the change; timing allowed for individuals to adopt to new technology and processes; inclusion of individual staff in identifying and developing the clinical pathways that underpinned the new systems and processes, and the ability for staff emotionally affected by the changes seeking in-house assistance in guiding them through their difficulties,

supporting both confidence in, and support of, the changes. An ongoing emphasis in recent literature evidences a focus on the perceptions of individuals within change programs, and the recognition that an organisational focus must be balanced with an individual focus (Bamford & Forrester, 2003; Becker, 2007; Shin et al. 2012). Such emphasis has now also been applied in research associated with perceptions of individuals experiencing change (Isett et al. 2013; Lines et al., 2005). Additionally, the cultural characteristics associated with the nonprofit sector and the people attracted to work within it have further influenced the relevance of my research findings (Speckbacher 2003; Bradach et al. 2009; Leiter 2012).

The final finding, labelled Change Sequencing, identified a number of key planning aspects related to the focus, design, delivery, frequency, and content of communication; the development of employee-client engagement strategies evident in the visioning of the change outcomes; and the existence of responsive design and service delivery structures that support proactivity at the execution stage. Aspects of communication have been extensively covered in more recent research on change. Various design considerations have been highlighted around the need for two-way communication (Baker, 2007); comparative assessments of formal and informal communication (Lewis, 2011) and the expression of management concern that can be implied in well-structured communication processes (Lines et al., 2005). Content of communication has been raised by researchers in terms of addressing employee uncertainty (Bordia et al., 2004); winning the hearts and minds of employees (Ghislanzoni et al., 2010); as a tool that can convince change recipients to respond positively to change (Lewis, 2011); and as a link between the progress of change and employees' goals and values (Lines et al., 2005). Engagement has been raised in different contexts in recent literature, ranging in terms of knowledge creation as part of the engagement strategy amongst change recipients (Becker, 2007), to the development of new individual work routines (Balogun & Jenkins, 2003), through to its linking with the visioning role of leadership in organisational change (Gill 2003).

These findings respond to the research questions identified in this Chapter.

### **Update of relevant literature since mid-2015 (date of which the article in Chapter 3 was originally finalised and submitted for publication)**

Chapter 3 of this thesis explores the literature around planned organisational change with a specific focus on the works of Lewin and his three-step change model. It charts the development of his model in the context of a number of currently in-use change management models, both research and practice-based. The paper presents a review of literature related to

planned organisational change. Its principle focus is to provide an analysis of the pathway of academic research in this field from the original works of Lewin in 1946 and 1947 through to the present day. Such linkages continue to present themselves between modern research and the original research by Lewin. The focus was to clearly identify the links between Lewin's work in the area of planned organisational change with a number of the key recognised planned organisational change models currently in use. Analysing these in the context of Lewin's model highlights the non-linearity of Lewin's 3-stage model, with apparent linearity being the basis for much of the modern critiquing of his historical approach. This paper was first drafted and presented for review to the Journal of Organizational Change Management in June 2015 and accepted for publication in July 2017, whilst this thesis was completed in November 2017. Presented here, is an analysis of relevant change management literature that has been published between mid 2015 and late 2017, as they pertain to my research.

One recently published article provided a focus on the psychological impact of change necessitating organisational consideration of peoples' capabilities and limitations. This emphasised the need for organisations to seek adequate responses to change recipient's needs, fears and expectations throughout the change process (Gray & Wilkinson, 2016). This further supports one of the findings identified in Chapter 5 of this thesis regarding the focus on the individual, and the relevance that this had on the change outcomes in my research.

Another recently published article provided further evidence to support the role of reflection in organisational change, identifying characteristics associated with planned change as well as emergent change (Holyoake, 2017). This focused attention on work-applied learning to support organisational change and compared this with a number of existing change approaches, including Jick's Ten-Step Model; Bullock and Battens' Planned Change; General Electric's Seven-step Change Acceleration Process; Kotter's Eight-Step Model; Prosci; Herman Kahn Scenario Planning; and Stacey and Shaw's Complex Responsive Process. Reflection as an integral component of the Work Applied Learning approach further supports the findings identified in Chapter 6 of this thesis in the development of an Integrated Reflection Framework.

A further recently published article provided insights into sequencing attributes related to behavioural change outcomes and the timing associated with staff engagement in building the vision (Noble et al., 2017). The research was undertaken in a UK based hospice, providing a related health industry comparison with my research. This further supports one of the findings

identified in Chapter 5 of this thesis regarding the focus on timing attributes in planning for change.



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## **Chapter 2 Action learning intervention as a change management strategy in the disability services sector – A case study**

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“WHEN THINGS ARE INVESTIGATED, THEN TRUE  
KNOWLEDGE IS ACHIEVED.”

CONFUCIUS 551-479 BC

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### **Preface to Chapter 2**

This paper was published in the ‘*Action Learning Action Research Journal*, (2012), Vol. 18, Issue 2, 7-36’.

#### *Nature of Paper*

This paper describes a specific application of a change management strategy within a single nonprofit disability service provider utilising an Action Learning approach. It describes the nature of the case, the design of the Action Learning intervention, and the outcomes that were achieved as a direct result of that intervention. The paper further identifies unique characteristics of the broader nonprofit sector and through the analysis and discussion, aspects of change management that may be unique in this sector.

#### *Purpose of the Paper*

This paper provided the foundations for the longitudinal research into change management in the nonprofit sector which underpinned this thesis. The action learning intervention provided ample justification for structured research in planned organisational change management within the nonprofit sector.

#### *Development of the Paper*

The paper was developed as a single case study which presented a consulting-based activity within a nonprofit organisation. The success of the consulting assignment, which was underpinned by a six-month Action Learning intervention, was evidenced at three levels. Firstly, the aims and objectives of the organisation’s CEO were fully achieved. Secondly, feedback from surveys of the participants reflected very high levels of satisfaction of both

process, personal engagement, and outcomes. Finally, a large number of recommendations resulting from the Action Learning Sets were implemented over an extended period following the completion of the process.

### *Relationship to other Chapters*

Whereas Action Learning, as initially developed by Revans (1983), contains a number of similarities with Action Research as developed by Lewin (1946), there are a number of marked differences which are characterised by application and design features. One of the common elements is learning, as both approaches are “...*problem-focused, action orientated and utilise group dynamics...*” (Abraham, 2012:6). The central focus of a common learning cycle, described as experience, leading to understanding, leading to planning and resulting in action (Pedler et al., 1986) is supported by reflection phases, which is further presented in Chapter 6. In addition, both approaches have been the outcome of ongoing changes to their underlying methods since their first inception, as opinions about what Action Learning and Action Research means influence their methodological development. In a similar challenge to the application of grounded theory methodology outlined in Chapter 3, the processes have evolved over time and through different applications.

Whilst similarities can be identified, so too differences between Action Research and Action Learning can be highlighted. Action Research has, as an underlying approach, interventionism, as a fact-finding activity with a clear aim of improving specific practices. Action Learning on the other hand, is regarded as noninterventionist and nondirective, relying heavily on participants being self-motivated to work and resolve challenges in a collaborative manner (Dilworth & Boshyk (ed.), 2010). Despite such differences and in support of the similarities of each, examples appear of these methods being used concurrently as a single methodology (Coughlan & Coughlan, 2008). Such a methodological approach provides opportunities for developing practice as research and research as practice (Lowstedt & Stjernberg, 2006).

The focus of this paper is on action learning as a change management strategy within a particular sub-sector of the nonprofit sector. The similarities and differences that exist between action learning and action research are at a fundamental level. These however are not the premise for the inclusion of this paper in this thesis, as may be implied by further reference to Chapter 3, which analyses the importance of Lewin’s three-step change model. Lewin’s introduction of action research is discussed separately in that Chapter. Rather, the premise for its inclusion rests on the basis that it marks the genesis of my research journey at that point.



This paper reflected the recognition of the unique nature of the nonprofit sector and the gap in literature regarding change management in the nonprofit sector.

#### *Relationship to overall Thesis*

The research undertaken in this nonprofit disability service provider informed the PhD research path as presented in the first activity identified in Chapter 1 (presented in Figure 1) and also provided the foundations for the extended research discussed in this thesis. The paper provided valuable information on the broader nonprofit sector and reinforced some common elements with regards change management between the non-profit disability and the hospital sub-sectors, with the latter addressed through the case study adopted for the thesis. In short, the preliminary investigation of the nonprofit disability service provider created the basis for an understanding of the transformational change and issues impacting the nonprofit sector.

#### *Authorships*

My co-authors for this paper were Professor Elizabeth More and Professor Peter Steane in their roles as principal and co-supervisor respectively. Professors More and Steane's contribution to this paper involved them assisting me in conceiving and designing the project and critically revising intellectual content, both during the development of the paper, as well as in the final output. In doing so, guidance was also provided with regards responses to the double-blind peer review process of the Action Learning Action Research Journal.

#### **Abstract**

The not-for-profit disability services sector faces many challenges. The shift in funding arrangements from a supply-model, to a demand-model, has triggered the reassessment of organisational activity. This paper analyses these challenges, and seeks to study the application of Action Learning as a management tool for dealing with transformational change in this sector.

The Action Learning approach implemented in this case study focused on the unique organisational characteristics with regard culture, structure, and the organisational response to the depth of the challenge. In so doing, the organisation recognised the requirements to respond decisively as a result of the shifting funding paradigm.

Evidence was obtained regarding successful intervention outcomes, organisationally and personnel-wise. The former being a wide array of organisational and business initiatives, and the latter through the qualitative assessment of participant feedback.

This paper provides insight into the development of an Action Learning intervention that can be applied to organisations in this sector, to facilitate such change challenges.

## **Introduction**

This paper seeks to determine the extent to which Action Learning processes can address the transformational change management challenges associated with organisations within the Australian not-for-profit disability services sector, which have resulted directly from proposed new funding arrangements. The Action Learning intervention methodology deployed in this case study may, therefore, provide the framework for adoption by other such service providers in jurisdictions which have similar cultural characteristics to the one under study. In this manner, the paper seeks to test the application of existing theory in a not-for-profit context, and link the participative cultural characteristics of this sector with the relevant methodological considerations of an Action Learning intervention.

The disability services sector in Australia is currently undergoing fundamental change to its funding arrangements. Historically, funding disability organisations has been predicated on funds moving from government directly to service providers, whereas, the new arrangements shift the movement of funds directly from the service user who pays the service provider based on a principle of choice. The current supply-model is changing to a demand-model and, as such, represents the biggest change to this sector in over 40 years.

For the first time, customers of these providers will be paying service providers directly, based on approved 'Person Centred Plans' ('PCPs') pursuant to what government regulatory agencies refer to as self-managed models in the community participation, ageing, flexible accommodation, respite, and recreation services programs. The regulatory agencies see person centred approaches as a vital framework for the delivery of these services as they seek to assist individuals to identify and achieve their goals and to take a leading role in the development of their own futures. Whilst this approach is not new, as evidenced in Sweden and the United Kingdom (Laragy 2010), it does represent an entirely new process for a number of sub-jurisdictions within Australia. From a regulatory perspective however, this shift is consistent with the result of social changes that initiated the rise of such 'movements' as New Public

Management in the United Kingdom and throughout a number of OECD countries in the early 1980's, which underpinned the refocus of service delivery as a progression towards privatisation and quasi-privatisation of what was previously seen as core government services (Osborne 1993, Hood 1991). The shift to a demand-driven model, from a supply-driven model is, to some extent, a move along the New Public Management continuum.

Such a fundamental change brings a range of strategic and operational challenges to these service providers, of which there are in excess of 2,000 registered across Australia. At the strategic level, all disability service providers will face the challenge of developing appropriate marketing and business development processes and collateral, which will be required to strengthen their ability to adequately compete with their peers. This competition will be driven from the ability of the service user to effectively seek alternative service providers that can meet the service expectations identified as matching with their own PCPs. It is contended that such marketing and business development skills are less mature in this sector which is largely represented by not-for-profit organisations.

Additionally, financial management skills will be tested, especially within small to medium sized disability service providers, at two levels. The first challenge stems from the need to continuously develop and provide cost-effective, user defined programs that meet the financial constraints of the PCP for each service user. The ability for each service user to 'shop-around' for a service provider that can deliver the programs that support the individual aims and objectives for each PCP, means that service providers will need to better understand the detailed costing assumptions used in the development of ongoing programs that respond to these varying and changing needs. Whilst cost pressures have always been a characteristic of this sector, the introduction of a competitive framework within which they will now operate, places additional parameters around their operations which will require a response that expands their financial management skills-base and places a predominant focus on program costing. The second challenge also stems directly from the discrete logistics of this new funding model and relates to the cash flow management issues associated with these new arrangements. Current funding arrangements are based on quarterly cash disbursements from these government agencies which are, in themselves, based on the programs that the service provider offers and the number of service users in each program. This has led to minimal cash flow management issues from the revenue generation perspective, enabling the service provider to focus more heavily on the cash flow management issues from the expenditure perspective, where the exercise is more focused on matching the timing of the government reimbursement with the expenditure needs of the

organisation. The changing dynamics of cash receipting, from the government agency to the service user, will have ongoing debtor management and potential cash flow implications for these organisations, requiring a change in both procedures and mindsets within the organisation. Once again, smaller to medium sized service providers will need to consider these issues both strategically and operationally.

As can be seen from these changes to the funding model, a raft of compensatory changes will need to be made in terms of the way the service providers think of their organisations, their business models and their staffing structures. This, in turn, will result in a range of additional changes to a number of the operational processes that will be needed to address these strategic challenges.

In essence, the changes to the funding model within this sector need to be considered in the context of a change strategy at the organisational level, involving the board, executive management and staff, irrespective of the extent to which they are involved in face-to-face activities with the service users, or in front-office marketing and business development, and backroom administration and support. As a medium-term planned change process, substantial opportunity exists to consider how the organisations, and people within them, can consider the opportunities as well as the challenges that may, and will, result. Current thinking based on historical operations will need to be ‘unfrozen’, and the processes of ‘movement’ will bring challenges and opportunities (Lewin 1951, Kanter 1983) as new ways and means are considered.

It is within this context that one mid-tier, not-for-profit, service provider, Nepean Area Disabilities Organisation Inc. (‘NADO’), approached this potential paradigm shift to their business operations proactively, and sought a process by which both the challenges and opportunities that PCP presented could be adequately responded to at both the organisational and staff levels, so as to ensure its long term sustainability. In so doing, it sought to incorporate the strengths of its current operations and its people, into the new strategic and operational paradigm. In essence, a solution was sought that could transition the organisation without displacing what was already considered successful, and yet take full advantage of, as yet, undefined, organisational and market based opportunities which would contribute to the future sustainability of NADO. After substantial preliminary discussions and analysis, a trialled development of an Action Learning intervention was considered worthwhile as an attempted mechanism that could bridge the commercial and human aspects of such transformational

change within a disability service provider, where commercial considerations of service delivery very often compete with the emotional elements of that delivery, especially in the minds and actions of its staff.

This paper analyses the NADO experiences, as a case study in addressing transformational change, applying Action Learning as a process, based on its humanistic, democratic and developmental values (Palmer et. al. 2006); and the link that such an approach may have with the cultural personnel attributes which generally characterises the not-for-profit disabilities services sector.

### **Action Learning, Transformational Change, and the Not-for-Profit Sector**

#### *Action Learning in the context of this research*

The humanistic attributes of the Organisational Development ('OD') link to Action Learning, have been identified as potentially the most important for the purposes of changing the cultural attributes of organisations operating within the Australian disabilities services sector, as a direct reflection of the characteristics attributed to staff within this industry. In this context, Action Learning is viewed as a multi-faceted, structured, experiential process that impacts an informed group of individuals in an organisational context, focusing on the proactive elements of the organisation as distinct from the more reactive elements (Zuber-Skerritt in Sankaran et. al. 2001; Mumford 1997). This case study provides further evidence to support such characteristics associated with Action Learning as an appropriate approach to respond to these varied challenges.

The beginning of the process is defined by the presentation of the strategic or operational issue, with no predetermined outcome, whilst the conclusion of the process relies not only on the identification of the solution or solutions, but also the implementation process over time, with constant feedback and input. Thus, an unending cycle of action, reflection and understanding underpins the base of an Action Learning approach. (Boddy in Gregory 1994). Such an iterative process formed the cornerstone of the Action learning approach that was adopted during the course of the Action Learning intervention being the subject of this case study. Interventions of the type applied here involved key elements associated with planned and deliberate change, supporting free choice of the participants and high degrees of ownership by the organisation (Cummings & Worley 2009, Randall 2004).

The process, therefore, relies heavily on successful workings of an open systems methodology that underpins the learning processes that makes Action Learning applicable (Lohman 2002). This is supported by the collaborative approach to problem solving as well as the learning that underpins the successful Action Learning outcome (Mumford 1994). Contextually, participants are the experts and these experts develop the solutions, implement the solutions, monitor the success and learn from the process, enabling the application of similar processes to future organisational and human development issues (Zuber-Skerritt 2002). The application in this case focused on the existing skills of the participants which were reinforced by the passion and service commitment to their clients. The aim was to develop new skills that could be applied to the challenge of the PCP environment and the resultant impact on service delivery outcomes. This was further supported by the external facilitator's focus on skills transference and expanding organisational capability as a direct outcome, in addition to the resolution of the organisational responses to PCP (Cummings & Worley 2009; Palmer et. al. 2006).

Two fundamental elements of Action Learning are described in the name itself. The Action element refers to the underlying need to resolve issues at various levels. These could be personnel developmental issues that underpin personal performance or they could be organisational issues that underpin organisational performance. It is clear from a practical perspective that, implementing the outcomes of the participants within the Action Learning groups, empowers them and underpins the full learning experience which also underpins change outcomes (Zuber-Skerritt *in Sankaran et. al.* 2001), as was evidenced by the experiences of participants in the case study. These participants completed a brief questionnaire, following the conclusion of the Action Learning process, that provided some insight into the views of the participants regarding the value of various aspects of the process as it related to the organisational response to the PCP challenges. (Results of this questionnaire have been discussed in the "Outcomes of the Action Learning" section).

The Learning element refers to the ability of the members to clearly identify the path that has been taken to derive the end outcomes and to inculcate this path development into future projects, irrespective of the nature of the project itself. Moreover, it enables the participating individuals to become aware of, and further develop their own, functional attributes, both from an individual and group perspective (Pearce 1997). Thus, the Learning component of Action Learning enables participants to identify, develop and improve their utility from a personal and organisational perspective. Skill enhancement and development, therefore, becomes a fundamental by-product of the process (Mumford 1997). The extent to which such learning is

focused entirely at the management level should be questioned, as a strong case can be made to elicit Action Learning as a process of engagement and development across the broader organisational hierarchy, further inculcating change processes in support of potential institutionalisation of the change outcomes. The involvement of participants in this case from across the organisation, and not just middle or upper management, attests to this notion.

For Action Learning to be successful, it must contain a number of functional elements which revolve around the ability and freedom of the group members to define the problem, address the issues in an open, informative and questioning manner, and to implement the identified solutions. Elements of the problem or challenge, the group or set members, the process of insightful questioning and reflective listening, the promise to undertake action, the commitment to learning from those actions, and the objective facilitation of the process, must all be present for an effective Action Learning process to have taken place (Marquardt *in Sankaran et.al.* 2001). A vital component within this process is reflection which enables participants in an Action Learning exercise to effectively sit back and review the events that have preceded them and to assess these in a manner that would enable them to evaluate progress and to evaluate events (Harrell et. al. 2001). The incorporation of both formal and informal reflection processes within this case study application reinforced these theoretical underpinnings.

Reflection is considered not merely a process, but a structured activity that requires appropriate time and an appropriate environment. It is fundamental to the success of the process. Critical evaluation is the ability of the group members to constantly challenge issues and thoughts in a positive and supportive framework rather than a competitive or destructive manner. It is designed to build capability and capacity, not destroy character (Mumford, 1993). Such reflection must be supported by the organisation and built into the processes that underscore the Action Learning characteristics that seek to engage participants in both organisational and personal development and change (Passfield *in Sankaran et. al.* 2001), as identified in Figure 2.

From an organisational context, Action Learning can be applied to impact bottom line performance, operating efficiencies, and staff and/or management development challenges. An Action Learning intervention within such a context seeks to refine the model by which an organisation absorbs information and data, sorts it, applies it to problems and issues, plans, executes, develops its staff to maximise human potential, and develops a culture for the

ongoing open-loop learning that positively impacts longer terms organisational sustainability (Limerick in Sankaran et. al. 2001). For this to be successful, there must be present two complimentary elements which are fundamental to the success of an Action Learning intervention within organisations. On the one hand, there must be benefits accrued to the organisation. Such intervention implies a need to address either specific issues or be project specific. On the other hand, an organisation, being the sum of its human capital, must ensure appropriate enhancement of such human capital and, therefore, secondary outcomes of an Action Learning intervention must address issues of staff development (Davies in Sankaran et.al. 2001). As applied in this case study, both elements were addressed and, organisationally, both were seen as equally important, thereby prioritising, in the minds of the participants, that whilst change was necessary, support and executive backing would be provided and in-house resources would be developed as integral to the change outcomes.

This discussion of Action Learning, as a dual focused activity at both the technical outcomes level and the personal development level, affords organisations as depicted in this case study, an opportunity to move beyond existing constraints. On the one-hand the challenges of major change that question existing modes of operation, whilst on the other, the demands placed on their human resources to develop and adjust to new and engaging environments, can both be addressed with appropriately constructed and targeted Action learning interventions.

The Organisational Development source of Action Learning reflects the linkage with change management, in terms of the inclusiveness that effective change programs may have as a direct result of linking active participation with change outcomes. This recognition of effective change and ownership by organisational players (Levasseur 2001) has been recognised as an important context for the changes being the subject of this research, as well as a potential necessary inclusion in Lewin's 'unfreezing-movement-refreezing' change model (Lewin 1951), as the necessary element in the institutionalisation process associated with the 'refreezing' stage.

#### *Transformational Change in the context of this research*

The speed of change resulting from external environmental factors has greatly accelerated since the early 1980s and has effectively surpassed the expectations of earlier Organisational Development researchers (Bartunek et. al. 2011). The resulting organisational transformation linked to radical changes that ensue, involves the fundamental shift in existing organisational functions, activities, norms and behaviours (Cummings & Worley 2009; Greenwood &



Hinnings 1988), and the consequential resistance factors that follow (Roberts 2006). Such external environmental factors are at play in this case study and, as indicated earlier, are regarded as generational in terms of both their impact and their consequences. This obvious need to dismantle existing structures and processes has been referenced in much of the existing literature where the replacement of old methods, structures, and processes are achieved with the newer ones, and the essence of change as a movement from one state to another (Biggart 1977; Lewin 1951; Joyce 2000; Roberts 2006). In light of the new funding paradigm outlined in this research context, organisations must be prepared to assess the extent to which existing structures and operations must be dismantled to enable newer and more applicable structures and operations to be implemented, in order to remain functional beyond the initial time periods within which the new funding paradigm is initially introduced. Changes to structure, changes to service delivery methods and models, changes to customer 'service' paradigms, as well as changes to staff skills sets, in response to different customer requirements, will result from these funding shifts.

Questions also arise as to the readiness of organisations involved in this sector to accept, and work with, the transformational changes that are now afoot. Such change readiness factors and the linkage with success or relative failure is evidenced in the prevailing literature and has been generally recognised as a key contributing factor to success outcomes (Armenakis & Bedeian 1999; By 2007; Caldwell 2011; Cameron & Green 2009). The Australian not-for-profit disabilities services sector historically works within a restrictive financial framework and, accordingly, has extensive experience in effectively 'cutting-the-cloth' to meet these shifting financial constraints. However, whilst this has always been done within the context of a stable, but limited, financing model, radically changing that financing model will challenge many in this sector over the course of the foreseeable future.

Whilst comparative assessments have traditionally been made within the transformational change literature that seeks to classify and distinguish differing categories or classifications and sub-classifications of transformational change (Nadler & Tushman 1995; Newman 2000; Flamholz & Randle 1998; Reger et. al. 1994), some suggestion exists as to the relationship between transformational like outcomes stemming from incremental change, in contrast to a single minded adherence to transformational outcomes stemming only from transformational change (Hamel 2001). OD interventions need to remain focused on ensuring the meeting of outcomes at the organisational and personnel levels so that long-term organisational sustainability is achieved.

### *Not-for-Profit issues in the context of this research*

The not-for-profit sector generally faces a range of unique challenges over and above those faced by the current changes to existing funding models for the disabilities services sector. Such organisations face ongoing sustainability problems which are directly linked to full or partial government funding (Ball 2011) which places them at risk of being responsive to ongoing political bias and the associated challenges of managing the ongoing conflict between issues of mission, and practicalities of operational and organisational sustainability, especially within religious based not-for-profits (Steane 2008; Steane 2001).

The ability to attract, maintain, and develop human resources, places ongoing strains and stresses on the constancy of programme and service delivery for not-for-profits. This issue specifically threatens those not-for-profits operating in the broader human service sectors of disability, mental health, and aged care. Additionally, the use and application of hybrid performance measurement criteria for those not-for-profits operating commercial and quasi commercial activities, in competition with for-profit organisations, test their management capabilities at both executive and board levels (Ball 2011; Lyons 2001).

The demanding business environment that many in this sector have faced over extended periods of time, has jeopardised ongoing program funding, and placed heavy demands on service delivery, threatening the continuity of segments of their operations (Drucker 1990). This has been further compounded by a unique reliance on a diverse volunteer pool (Lyons 2001) which challenges many in managerial and leadership functions within this sector, and places significant strain on their organisation's abilities to achieve strategic and operational goals, within given timeframes.

In this context, the need to understand and deal with large, varied, and dispersed external and internal stakeholder groups (Myers & Sacks 2001), continues to strain not-for-profit human, financial, and capital resources, placing even further management constraints on these organisations, and potentially focusing attention away from their predominant service, and program delivery objectives. Moreover, these organisations tend to have complex revenue generation models, which reflect the varied sources of funds that need to be managed within a complex and often multi-skilled environment (Steane 2001; Lyons 2001), where their ability to attract the full gamut of skills is already under sharp focus.

In amongst these NFP organisational issues is the multi-dimensional focus of not-for-profit management, which must have more than a unilateral view on purely bottom-line and associated shareholder value outcomes (Marcuello 2001; Bois et. al. 2003).

Many of these challenges are global characteristics of not-for-profit organisations, for example, regarding issues of revenue generation models in the United States (Skloot 2000), performance management difficulties in New Zealand (Macpherson 2001), the United Kingdom (Moxham & Boaden 2007) and Europe (Speckbacher 2003), leadership and management ideological challenges in Scandinavian countries (Klausen & Selle 1996), and governance related challenges, especially within not-for-profit hospitals in the United States (Amundson et. al. 1990).

Associated with this broad range of challenges are the cultural attributes of those working within this sector. Those committed to working in this sector may do so because of a perceived connection with a broader societal good and the lack of private gain or profit at the organisational levels (Speckbacher 2003; Ball 2011) and their own perceptions of being human change-agents that become integral in changing the lives of those that rely on their services (Drucker 1990). Integral in this view is recognition of the pivotal role that such human service type organisations are now playing in society as part of an integrated four-pillar institutional service provision network encompassing government, not-for-profits, business and family networks (van Til 2008). The above framework sets the cultural context within which the not-for-profit disabilities services sector operates and provides insight into the challenges that lay ahead during this current process of the transformational change discussed earlier.

## **Research Strategy**

### *Case Study approach*

This case study has been developed to reflect ongoing industry and academic concerns regarding the current gap between management research and management practice (Bansal et.al. 2012; Siggelkow 2007). The first co-author is a consultant to this sector and engages in a range of Organisation Development type activities, using Action Learning with a number of disability service providers.

The case study approach adopted here seeks to integrate a practical problem with a specific solution to determine, firstly, if it was successful, and then, depending on that outcome, raise

the prospect of a similar method being deployed in like-minded cases. This case study includes a detailed documented trail of activities, results and outcomes, as outlined in the following discussion, and supported by a participant questionnaire following the completion of the consulting exercise,

### *The Research Case*

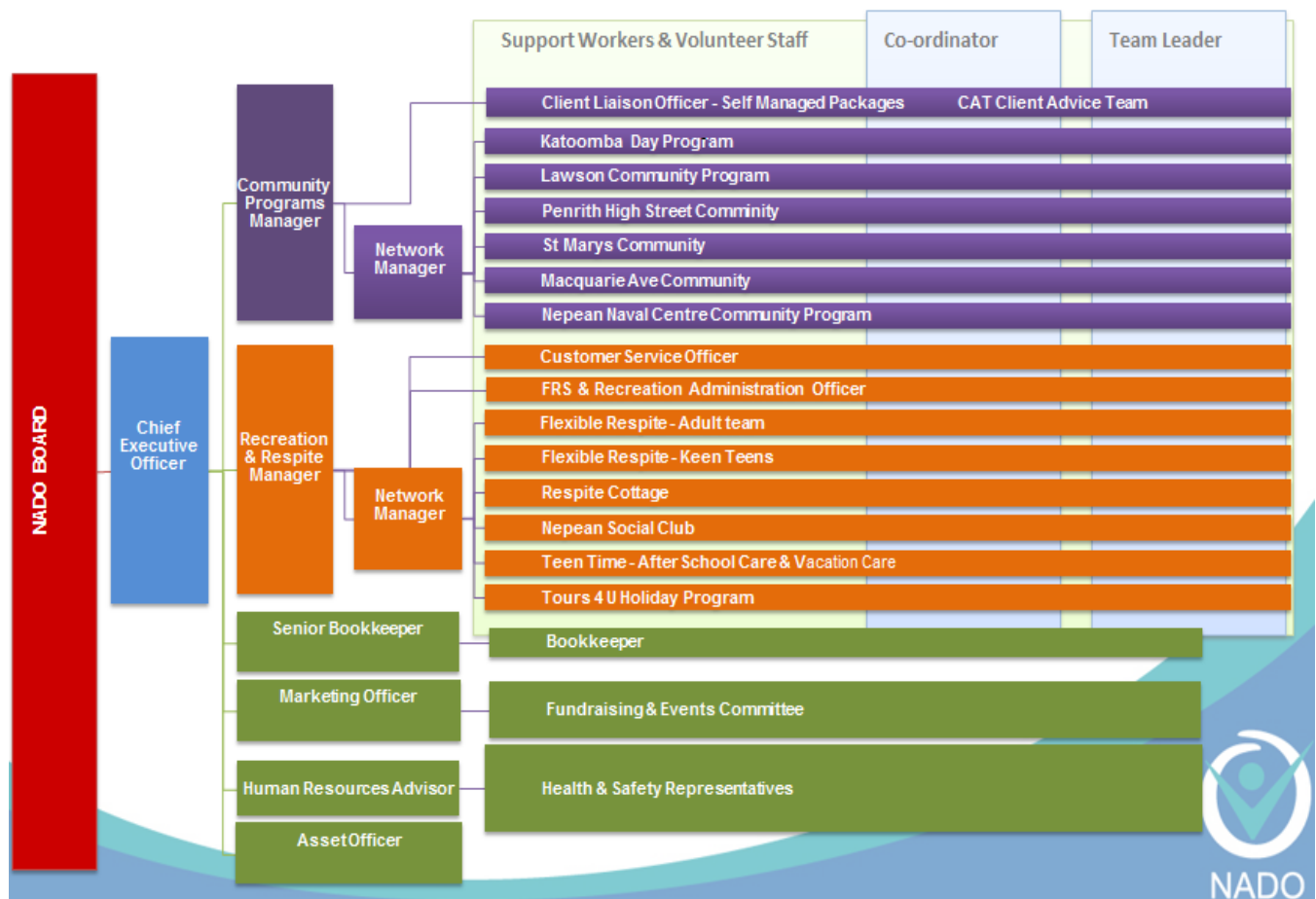
As stated in the 2009/2010 Annual Report of NADO, *“Nepean Area Disabilities Organisation Inc. is a not for profit, community based service provider .... The organisation is governed by a voluntary Board and managed through the delegations of the Chief Executive Officer. NADO’s Vision is to be an innovative and sustainable organisation, inspiring leadership and positive futures for people with disability in partnership with the community.”*

NADO is one of the largest disability service providers at a local regional level, with origins as a local family support group some thirty years ago. The organisation provides a broad range of services and, whilst these are individually numerous, they tend to fall into the following categories:

- Day programs
- Community based day programs
- Flexible respite services
- Recreation programs, and
- After school and vacation care programs

NADO employs 129 employees of whom 18 are permanent full-time, 42 are permanent part-time, and 69 are casual. The Board is constituted by up to 7 voluntary members whilst the executive and management team comprise a CEO and 5 senior managers. These managers are responsible for either a range of centralised corporate activities, including Administration and Quality Improvement, or regional service delivery activities reflecting the diverse physical locations across the western regions of Sydney, Australia. Organisationally, NADO is structured with service centres across the outer western region of Sydney, offering a range of services to physically and intellectually disabled people.

Organisationally, the NADO structure is depicted in Figure 1 below:



**Figure 1 – NADO Organisation Structure**

As depicted in the above structure, NADO recently restructured itself organisationally to focus all programs and service delivery options along two broad service provision groupings, namely Community Programs and Recreation & Respite Services. Within each of these groupings, support workers and volunteers aid coordinators and team leaders across all NADO sites. Such a structure provides the flexibility needed to implement PCP across the organisation to the level required by the regulatory agencies.

The introduction of PCP potentially shifts the medium to long term focus of the organisation away from physical service silos and refocuses these to demand-driven resource-orientated activities where service location becomes secondary to the needs and demands of the client.

## Discussion

### *Foundations for the Action Learning Program*

In response to NADO's requirements, two Action Learning sets were created simultaneously. Set 'A' focused their attention on the Community Based Day Programs ('CBDP'), whilst Set 'B' focused on the Flexible Respite Services ('FRS'). For each of these, an initial challenge was determined for each Set to work their way through during the course of the Action Learning process. The CBDP Set was presented with the challenge of setting a broad range of service delivery goals that were not to be restricted by prevailing resources, including multi-site operations and availability. The FRS Set was presented with the challenge of addressing the structural and service delivery challenges associated with broader organisational capacity, staff rosters, resource flexibility, and staffing criteria.

These challenges were determined by the CEO in conjunction with the Action Learning Set Leaders to ensure that they provided enough scope for an Action Learning intervention. The task of these leaders was three-fold: to define the focus of each Set's Action Learning programs, to ensuring the full range of Set logistics was addressed so resources and activities were coordinated, and thirdly, to ensure all Set members avail themselves of the opportunity to contribute in a democratic framework. In this manner, the leaders became sensitive to the needs and characteristics of each member, as did the members themselves with regards their interactions with each other. This appeared to optimise the Set processes and deliberations, as members began to focus not just on the outcomes that they were trying to achieve, but equally as important, the process by which they would achieve these outcomes and outputs, in order that replicability across the organisation could also be achieved for potential future Action Learning programs. In essence, this developed the 'infrastructure' foundations for creating an Action Learning framework that the organisation could use as a method of dealing with future organisational change initiatives. This fulfilled the capacity building objectives of both consulting exercise and the Organisational Development roots of Action learning.

The Set members were drawn from within the service provision ranks, but were not necessarily organisational team leaders or coordinators within existing programs. This ensured that the process itself focused on inclusiveness attributes of Action Learning which underpinned the

general acceptance level of the process itself. It was the responsibility of each of the Set Leaders to detail these challenges in the context of the broader parameters indicated by the CEO. In turn, the CEO, in conjunction with her internal human resource advisor, identified the appropriate staff from within the organisation who were considered appropriate for inclusion as Set members. The characteristics noted for inclusion included detailed knowledge of the service provision areas, ability to function as a team member, acknowledgement of the challenges associated with full implementation of PCP, and a desire to create the 'solution' by being part of the process. This latter characteristic was judged following a detailed presentation by me to a large number of staff from across the organisation. This introduced Action Learning from a principle perspective, including theory, and application examples from other industries and organisations, both in Australia and globally.

### *Design of Action Learning Program*

A three step process was deployed in order to fulfil the expectations of the organisation. In the first instance, Action Learning diaries<sup>1</sup> were developed to foster the application of critical reflection for all Set members. This reflection process reinforced both the technical, solutions driven agenda, as well as the group dynamic aspects of human behaviour. Accordingly, at this level, reflection was seen as aiding both the organisational and the personnel development objectives of the Action Learning process, in keeping with the multiple underlying assumptions of its origins. That is, the focus was on making progress towards organisational problem solving, people development in the company of their peers, and to encourage the contextual learning that the process fosters between people within an organisational setting (Revans 2011; Coghlan & Rigg in Shani et al [ed.] 2012).

In the second instance, to support this learning and reflection process, the researcher arranged for members of each Set to undertake a self-evaluation of their learning styles based on the Honey & Mumford Learning Styles Questionnaire (Kolb et al 1973; Honey & Mumford 1982), aimed at supporting personal awareness of Set members' own learning styles, as well as fostering an understanding of the characteristics of other learning styles that may be prevalent within the Set. The outcome of each learning style assessment was made known to me as the facilitator but was initially kept confidential as between the Set members, who were given the option to divulge their learning style to each other if they so wished, although they were not compelled to do so. In reality, all members were more than keen to discuss their individual

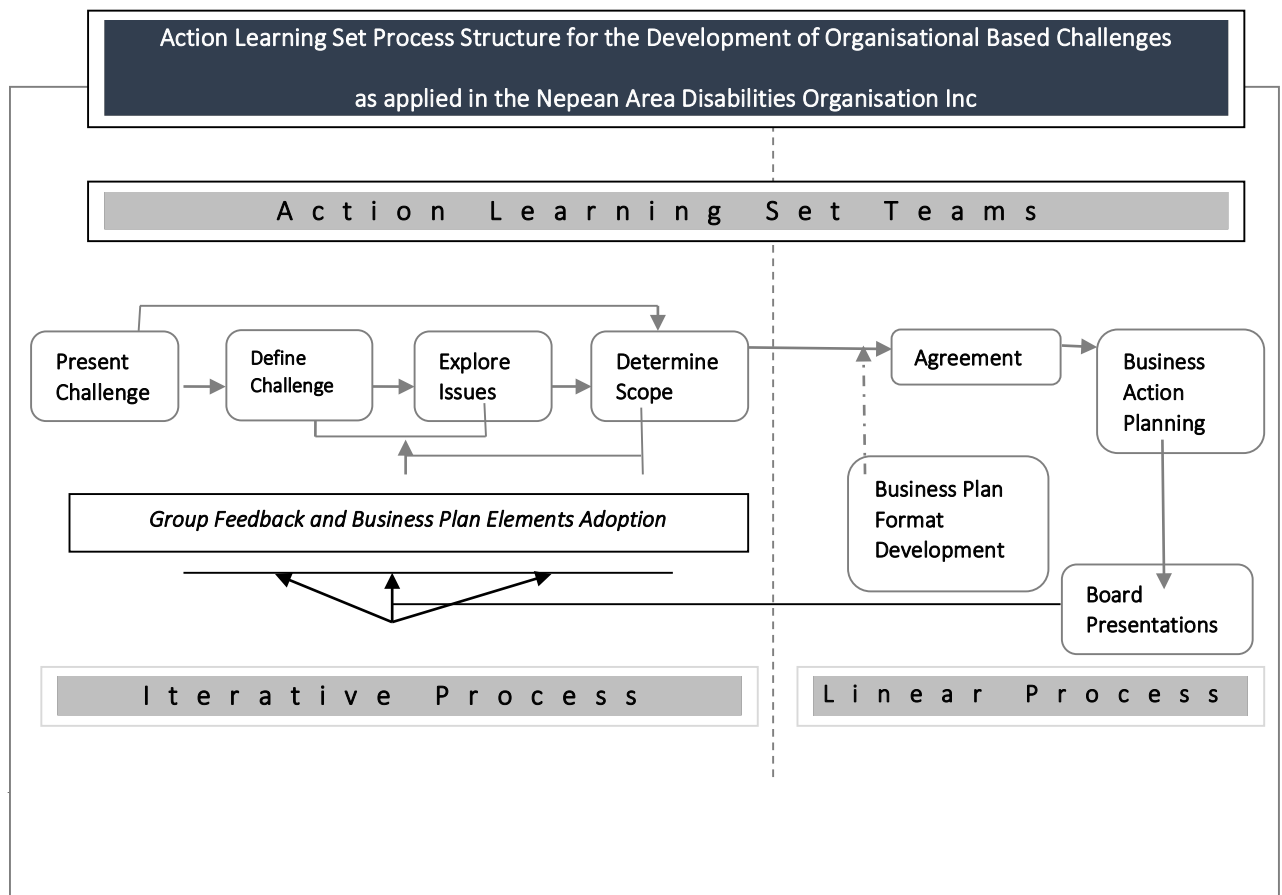
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<sup>1</sup> These diaries constituted part of the research data

styles, and this level of openness appeared to reinforce the workings of the group and established a positive group dynamics moving forward. Such understanding of the varied characteristics and the flexibility that would enable individuals within the Sets to challenge their own performance (Easterby-Smith 1997), during the differing stages of the Set meetings, fostered the learning component at the individual level which underpins the individualised aspects of Action Learning.

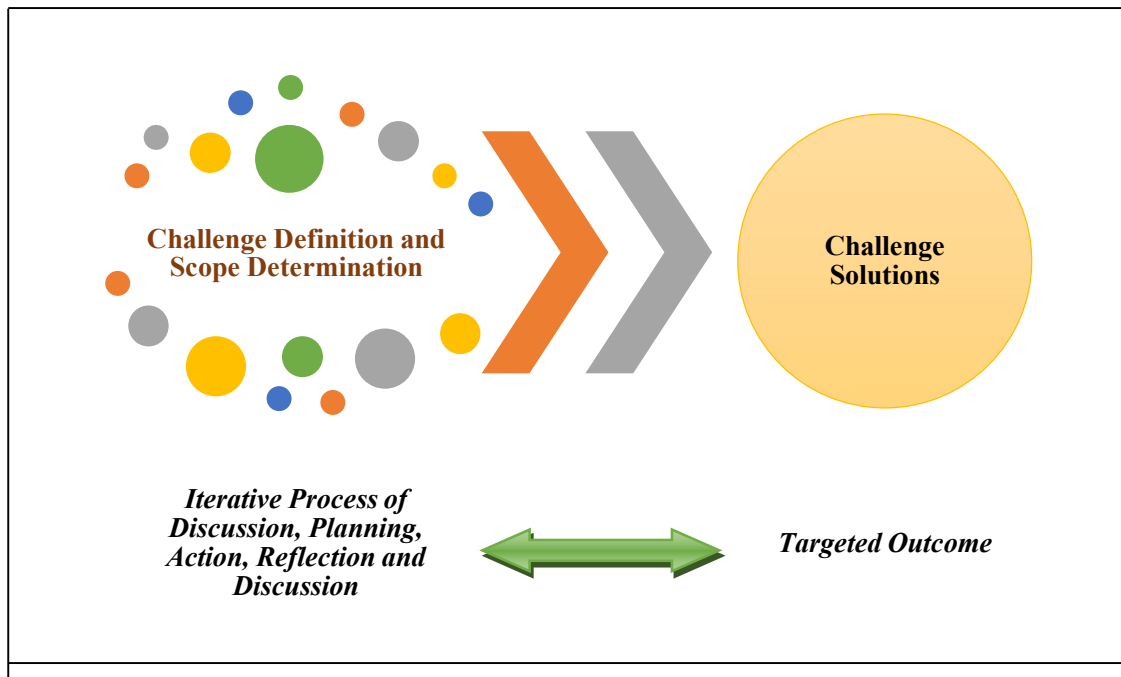
In the final instance, the Action Learning processes were designed to enable the groups to achieve the organisational outcomes that were being sought. The Set meetings and overall process followed the pattern as indicated in Figure 2. This approach was structured prior to the commencement of the Set meetings. It was designed following initial meetings held with executive management, which allowed me to gain a better understanding of the prevailing culture of the organisation in the context of proposed PCP changes that were the subject of the new regulatory funding environment, and to support the organisational changes that would be required in response to this new environment.





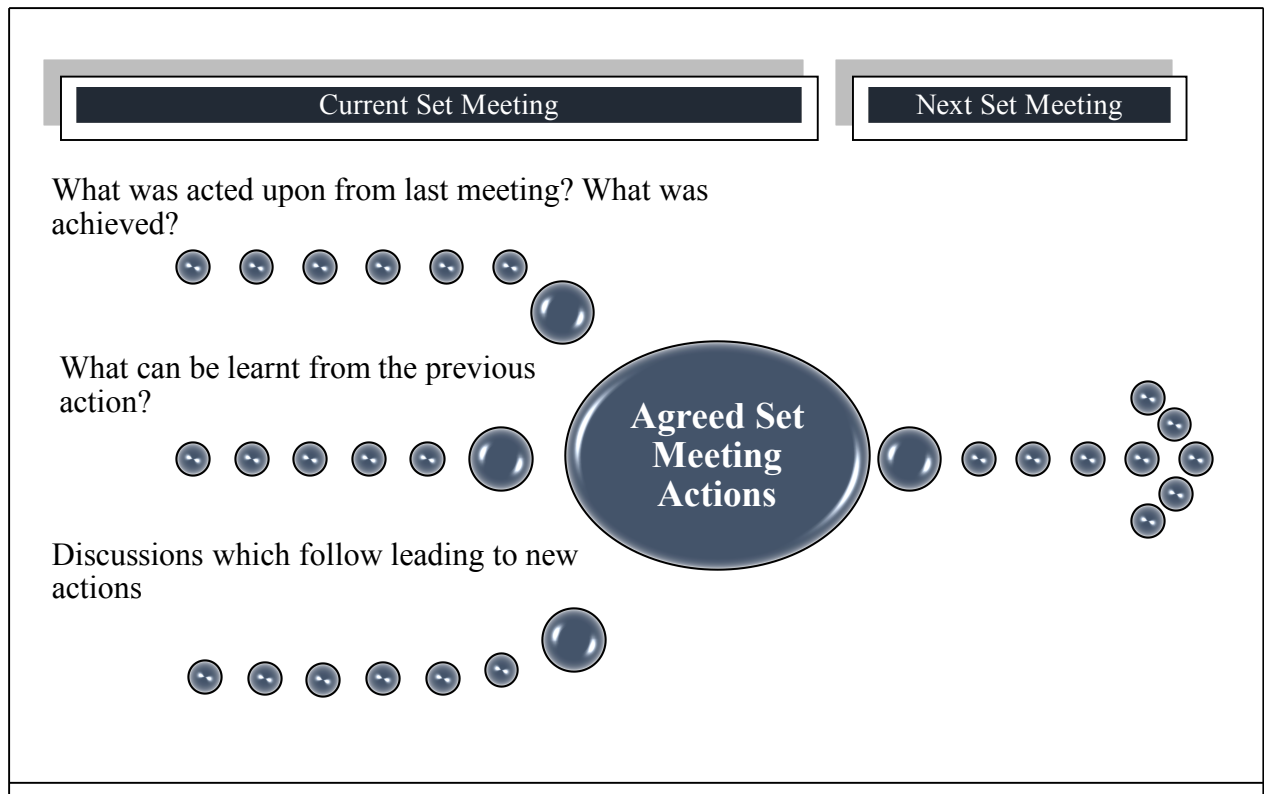
**Figure 2 – The Action Learning Set Process**

In this manner, the Action Learning intervention entails an iterative process of presentation, interviews, questioning, learning and reapplication, to garner views for analysis, and leading to the linear process of business plan development and presentation. The challenge definition and scope determination is depicted in Figure 3, as ‘Disorderly Conception to the Orderly End Process’ where the conversation commenced at the big picture level, continued through the interpretative bubbles in subsequent meetings, and reached the end solutions via ongoing discussion, planning, action, reflection and discussion, where the targeted outcome was the result of an ongoing iterative process.



***Figure 3 – The ‘Disorderly Conception to the Orderly End Process’***

Ongoing set meetings would follow the general path outlined in Figure 4 where meetings would commence with an assessment of previously planned and executed actions, deriving learnings from those actions, incorporating these learnings into new-form discussions, leading to an agreement as to new and focused actions to be undertaken subsequent to the meeting and before the next scheduled meeting. Such agreed actions would result directly from this assessment and discussion process.



**Figure 4 – Meeting-to-Meeting Processes**

Logistically, each Set meeting was undertaken within a two-hour time period. This was considered necessary given the challenging environment of the organisation vis-à-vis its clientele and the inability to effectively backfill the positions occupied by Set members during the course of proceedings. Meetings were conducted on a three weekly cycle which provided ample opportunity for reflection, information gathering, and, where necessary, trialling actions agreed upon at previous meetings.

Agreement was reached with executive management that the final ‘output’ of the Action Learning teams would be the development of a ‘Business Plan’ that would detail those solutions developed and identified by the Sets in direct response to the challenges originally brought to them, and refined during the course of the meetings. These business plans would be submitted to the CEO for information only and then provided to the board of NADO as part of formal presentations by the Action Learning teams for review and consideration.

### *Outcomes of the Action Learning Program*

NADO considered that the Action Learning teams were successful across a number of perspectives. From an operational perspective, the majority of recommendations contained in the business plans have been accepted and are at various stages of implementation. The Board of NADO embraced the concepts put forward by these teams, and was keen to see that changes aligned to both staff expectations and their own understanding of the sector changes that lay ahead.

A number of specific recommendations contained in the Business Plans were supported by the Board and scheduled for action. From an organisation structure perspective, the management team was restructured to bring greater operational support to line management and included the restructuring of a broad range of individual roles in areas such as the senior management, client liaison and customer service. Client-focused resources are being developed both on-line as well as in 'shop-front' mode to further support clients and their carers to better avail themselves of PCP opportunities. Operational systems are being developed and enhanced in areas of client management and finance whilst new internal staff training and development needs have now been identified. Finally, notions of service delivery have been changed such that they now focus on programs as the key driver rather than geographic asset location.

In terms of the personnel development, and organisational outcomes sought by the Action Learning process, supporting evidence can be drawn from the Set Member Participant Questionnaire which has been referenced earlier in this Paper. Highlights of the results of the Questionnaire appear as follows:

- **45%** of respondents suggested that without the Action Learning process in place, the organisation would not have necessarily addressed all necessary process changes in the normal course of their usual strategic planning processes and **89%** felt that the Action Learning program accelerated the organisational outcomes for PCP implementation.
- **67%** of respondents suggested that the organisation did operate within operational silos that were indicative of the structure of service provision within this sector.
- **89%** of respondents had never been exposed to Action Learning prior to this exercise.
- **78%** of respondents were of the opinion that prior to this Action Learning exercise, general staff was rarely included in the organisational decision making processes of the organisation.

- **78%** of respondents felt that following their Action learning experiences, their contribution was beneficial to the organisation and that **89%** felt that their involvement was personally rewarding. Additionally, **55%** of respondents felt their contribution levels actually increased during the process.
- **89%** of respondents felt more empowered as a result of the exercise whilst **77%** felt more confident in their ability to contribute to the development of the organisation.
- **89%** felt that the organisation's attractiveness as a place of employment was improved as a result of applying Action Learning as a method of addressing a wide range of organisational issues, whilst **89%** also suggested that Action Learning could improve strategy implementation at NADO.

The outcomes achieved at NADO were consistent with the theoretical outcomes outlined earlier in this Paper, namely those that related to specific actions in response to the challenges, and the learning outcomes that aided the development of individual staff and the organisation as a whole, as identified in the prevailing literature (Zuber-Skerritt *in Sankaran et. al.* 2011; Pearce 1997; Mumford 1997). NADO's experiences as expressed by the Action Learning participants, and evidenced by its executive management and Board's subsequent actions, also reinforce Action Learning's appropriateness with regard this duality of action and learning.

## Conclusion

This paper assessed the extent to which an Action Learning intervention could be applied in addressing transformational change management challenges within the Australian disability services sector, resulting from a range of external environmental issues. It further tested the extent to which existing theory of Action Learning could be applied within a not-for-profit context. In response, the case study identified an Action Learning model that was developed in order to fully address the duality of Action Learning objectives, namely the development of organisational solutions to the specific challenge, and the personnel development solutions that evolved from the overall process, and specifically from the learning associated with iterative processes of Action – Learning – Action – Learning and so forth.

There is some commonality regarding many organisational issues that challenge the management of change in the not-for-profit sector and the for-profit commercial sector. These are evidenced through issues of complacency, politics, shared vision, resistance, processes, and

institutionalisation of outcomes. Additionally, a contextual formatting of change (Pettigrew et.al. 2001), supports what is generally known about the cultural characteristics that prevail within the broader not-for-profit sector, namely, the participative, bottom-up, shared-leadership (Crutchfield & Grant 2008) styles that tend to predominate, where the soft skills associated with the current PCP challenges are reflected at both the management levels as well as the customer interface levels. This paper suggests that addressing change in such not-for-profit environments, using participative approaches such as Action Learning, as distinct to structural, top-down interventions, may prove more sustainable, especially when faced with the transformational changes that are at the heart of this case study.

The broad structure of Action Learning, which has been identified in the prevailing literature, underpinned the specific model created in this case study. It sought to maximise the potential of its humanistic origins with those characteristics that appear to exist in the broader not-for-profit sector and more specifically in the disabilities services sector. The key elements of the process recognised the importance of problem definition, a commitment to openness, insightful questioning, a call to action, and a focus on learning from action. The approach reinforced both the technical outcome and the personal development outcome which, when combined, provided the organisation the ability to move forward, and an opportunity to do so beyond any existing constraints. The evidence from this case study, as provided in the action plans and the outcomes of the Set Member Participant Questionnaire, reinforces this need to account for the duality of the Action Learning structure, namely the concurrent focus on problem solving and individual development.

The external environmental factors brought about by changes in the regulatory framework of the Australian disability services sector, provided the opportunity and possibly the need, to seek new approaches to deal with the transformational changes that ensued. In many ways, these changes were considered radical as they involved the shifting of functions, activities, norms and behaviours. As discussed earlier, such changes could result in broad consequential resistance. The successful development and implementation of the Action Learning process appears to have broadly neutralised such resistance whilst developing the platform to appropriately address such transformational change in an inclusive and participatory framework.

Successfully addressing such resistance enabled NADO to develop and implement a range of solutions which were identified by the Action Learning teams, and discussed broadly in this

paper. Additionally, the qualitative feedback from team members further reinforced what is known with regards this sector in terms of the types of interventions that may prove successful when dealing with transformational change. The sector-specific cultural attributes may default to a more participative style of change, of which Action Learning is a clear example.

Replication of this solution, across other disability service providers, in jurisdictions that display similar cultural characteristics, should be considered, especially given the nature of the external environmental triggers that face other such service providers within the Australian context, but also beyond, where similar external environmental changes are being considered at a regulatory level. Additional considerations associated with organisation size, complexity of existing service delivery models, organisational history with regard change and its management, and the state of market competition, are all factors that would need to be considered in the design and implementation of similar Action Learning initiatives.

## **Acknowledgements**

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Their knowledge of their industry, and their passion with which they apply their extensive skills to people with a wide range of physical and mental disabilities, is awe-inspiring to witness, and I have been fortunate enough to witness this first-hand and thank them for this opportunity.



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## Chapter 3 Planned organisational change management – forward to the past? An exploratory literature review

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“WE MUST LEARN TO EXPLORE ALL OPTIONS  
AND POSSIBILITIES THAT CONFRONT US IN A  
COMPLEX AND RAPIDLY CHANGING WORLD. WE  
MUST LEARN TO WELCOME AND NOT FEAR THE  
VOICES OF DISSENT.”

J. WILLIAM FULBRIGHT 1905-1995

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### Preface to Chapter 3

This paper has been accepted for publication in the ‘*Journal of Organizational Change Management (11 July 2017) Submission Number JOCM-06-2015-0089.R4*’.

#### *Nature of Paper*

This paper explored the literature around planned organisational change with a specific focus on the works of Lewin and his three-step change model. It charts the development of his model in the context of a number of currently in-use change management models, both research and practice-based. As an exploratory literature review, it considers all elements of the Lewin model, which includes action research, group dynamics and force field analysis, elements which have, in much of the current literature, been overlooked in descriptions of the three-step model in a more restricted linear form. The paper examines a number of models and the literature that surrounds them, categorising them as Research-Based, being both governance and structural approaches, or Practice-based with the former encompassing both governance and structural approaches. In this manner, the paper links each of these with the underlying elements of Lewin’s model, and in the process of doing so, seeks to reassert the historical as well as the ongoing importance and relevance of his model.

### *Purpose of the Paper*

This paper presents a review of literature related to planned organisational change. Its principle focus is to provide an analysis of the pathway of academic research in this field from the original works of Lewin in 1946 and 1947 through to the present day, and in so doing it charts the linkages that continue to present themselves between modern research and the original research by Lewin. The focus was to clearly identify the links between Lewin's work in the area of planned organisational change with a number of the key recognised planned organisational change models in use, and, in doing so, identify the non-linearity of Lewin's 3-stage model, with apparent linearity being the basis for much of the modern critiquing of his historical approach.

### *Development of the Paper*

The paper was developed around the principle that Lewin's approach was foundational for scholarship on change and that it has continued to provide the platform for research in this area. The argument here is that Lewin's framework is as relevant for current change management practice as it was when he first developed it. The aim of this paper was to provide a more accurate depiction of his model through the inclusion of elements that have at their heart, an iterative approach. These included force field analysis, group dynamics and action research, which I have used to challenge the common criticism that the 3-stage model was linear and therefore less relevant to the modern organisations and modern environments (Burnes, 2000; Dawson, 1994; Dent & Goldberg, 1999; Hatch, 1997; Kanter et al., 1992; Marshak, 1993). Additionally, fourteen commonly used and referenced change models were further researched to identify direct connections with Lewin's model (Bullock & Batten, 1985; Beckhard & Harris, 1987; Kotter, 1996; Taffinder, 1999; Burke & Litwin, 1992; Nadler & Tushman, 1997; Bridges, 1991; Carnall, 2007; Dunphy Griffiths & Benn, 2007; Peters & Waterman, 1982; Love & Spencer, 2003). This analysis led to the development of an Operationalisation Model of Lewin's change model, which depicted these linkages and reinforced the fundamental nature of force field analysis, group dynamics and action research as integral parts of his model.

### *Relationships to other Chapters*

The focus of this paper on planned organisational change literature is fundamental to the key findings outlined in Chapter 5, which suggests a new approach to the management of

change in nonprofit organisations. Having determined a number of change management models for the purposes of analysis in this Chapter, a sub-set of these were further analysed in Chapter 5 in order to support those findings. Additionally, further literature published since mid 2015 has been identified in Chapter 1 and its relevance to this thesis has been identified and discussed.

#### *Relationships to overall Thesis*

This paper informed the PhD research path as identified in Chapter 1: Figure 1. By highlighting gaps in historic literature and research on planned organisational change within the nonprofit sector, it provided the basis for the framing of the principle research question addressed in the thesis, namely: **What is unique about the management of change in a nonprofit organisation?** and also the subsidiary question: **What nonprofit specific enhancements to recognised change management models could be beneficial to this sector?**

#### *Authorships*

My co-authors for this paper were Professor Elizabeth More and Professor Peter Steane in their roles as principal and co-supervisor respectively. Professors More's and Steane's contribution to this paper involved them assisting me in conceiving and designing the project and critically revising intellectual content, both during the development of the paper, as well as in the final output. In doing so, guidance was also provided with regards responses to the double-blind peer review process of the Journal of Organizational Change Management.

### **Abstract**

#### *Purpose*

The purpose of this paper is to identify the development of planned organisational change models (POCMs) since Lewin's three step model and to highlight key linkages between them.

### *Design/methodology/approach*

A selection of thirteen commonly used POCMs models were identified and connections with Lewin's three step framework and associated process attributes were made, reflecting the connections between these models and Lewin.

### *Findings*

The findings show that firstly Lewin's three step model represents a framework for planned change; however, these steps could not be viewed in isolation of other interrelated processes, including action research, group dynamics, and force-field analysis. These process steps underpin the iterative aspects of his model. Secondly, all thirteen POCMs have clearly identified linkages to Lewin, suggesting that the ongoing development of POCMs is more of an exercise in developing ongoing procedural steps to support change within the existing framework of the three step model.

### *Research limitations/implications*

The authors recognise that the inclusion of additional POCMs would help strengthen linkages to Lewin. The findings from this paper refocus attention on the three step model, suggesting its ongoing centrality in planned organisational change rather than it being dismissed as an historical approach from which more recently developed models have become more relevant.

### *Originality/value*

An analysis of the ongoing relevance of Lewin and his linkage with modern POCMs assist in rationalising the broadening, and often confusing literature on change. This paper therefore not only contributes to filtering such literature, but also helps clarify the myriad of POCMs and their use.

## **Introduction**

The evolution of planned organisational change models (POCM), since their origin by Lewin in 1946, has derived from a wide range of characteristics, each adding to apparent gaps, whilst focusing on different component parts. One series of approaches has focused on differentiating change by type, where change is seen in the context of its phases, as continuous change or stepped change (Cook, Macaulay, & Coldicott, 2004; Dunphy,



Griffiths, & Benn, 2007; Maimone & Sinclair, 2014; Pettigrew, Woodman, & Cameron, 2001; Romanelli & Tushman, 1994; Tsoukas & Chia, 2002). Another approach, whilst in part related to the first, sees change in the context of its impetus, being planned or emergent (Beer & Nohria, 2000; Bullock & Batten, 1985; Wyatt Warner Burke, 2013; Bernard Burnes, 2004; Chia, 2014; Dunphy & Stace, 1993; Ford & Ford, 1995; Kanter, Stein, & Jick, 1992; J.P. Kotter, 1996; Luecke, 2003; Porras & Silvers, 1991).

A further approach views change in terms of its organisational origins, namely top-down or bottom-up (Beer & Nohria, 2000; Smith & Graetz, 2011). A final differentiating aspect in organisational change management (OCM) has been viewing change in terms of its size and impact, identifying the transformational and incremental elements and the necessary steps in achieving such change (Dunphy et al., 2007; Malhotra & Hinings, 2012; Robinson & Griffiths, 2005; Sutherland & Smith, 2011; Taffinder, 1998). A defining element in each of these POCM characteristics is the absence of mutual exclusivity between them, such that overlap occurs at intersections between type, impetus, origin and size/impact at different points along the change continuum.

A common element intrinsic in the development of POCM over the decades since Lewin has been the focus on resistance to change as a condition inherent in failure, viewing resistance as a negative element that requires intervention in order to overcome its effects (Carnall, 2007; Piderit, 2000). During this period there has been an increasing awareness of the role of those that resist change, not necessarily from a position of pure negativism, but rather from a position of improved understanding and involvement, (Lewis, 2011), with the aim of improving change outcomes (Bartunek, Balogun, & Do, 2011; Burke, 2013). In this manner, resistance to change has been summarily linked to a wide range of issues that organisations need to face in order to limit the debilitating effects of resistance on organisational change programs.

A further development in the understanding of resistance to change has been the role that individual emotions play in mediating the impact of negative resistance. This further consolidates a growing focus throughout the literature on the individual in change management as distinct to purely the broader organisation perspective (Cook et al., 2004; Holt, Armenakis, Feild, & Harris, 2007; Keller & Aiken, 2009; J.P. Kotter, 2012; Nasim & Sushil, 2011; Oreg, Michel, & By, 2013). Additionally, the focus on persuasion as a process in readiness for change, that addresses resistance by ensuring change recipients will actually

engage with the change, has been identified as a parallel process that supports change communication strategies (Garvin & Roberto, 2005).

Whilst OCM has been researched extensively over the course of the last 50+ years, resulting in currently over 2,700,000 references in Google Scholar to the terms ‘managing change’, discussions in much of the prevailing research continues around the notion of change failure (Armenakis & Harris, 2002; B. Burnes & Jackson, 2011; Gondo, Patterson, & Palacios, 2013; Nasim & Sushil, 2011; Pfeifer, Schmitt, & Voigt, 2005; Smith & Graetz, 2011; Whittle & Stevens, 2013). Associated with this is the identification of factors that possibly support such failure considerations such as focusing on the duration of change programs, the integrity of the internal change agents, the organisational commitment to change and the effort required by those experiencing change over-and-above normal work commitments (Sirkin, Keenan, & Jackson, 2005)

Whilst the accuracy of failure statistics themselves have been questioned by some (Bernard Burnes, 2011; Hughes, 2011), there exist a range of themes emanating from the research that characterises change failure through a kaleidoscope of causes, including structure and content of change communication (Armenakis & Harris, 2002; McClellan, 2011); the role of senior managers and the direction of change from within the organisation (Bartunek et al., 2011); tensions between the *organisational* focus vs. the *people* focus (Bunker & Wakefield, 2006); ignoring the role of culture (Damschroder et al., 2009; Schein, 1999); poor understanding of the impact of change readiness levels by change agents (Drzensky, Egold, & van Dick, 2012; Gondo et al., 2013); limited focus on the centrality of employee engagement in the planning and execution of change (Levasseur, 2001; Lewis, 2011; Lewis, Passmore, & Cantore, 2008), and inadequate planning processes identified through a lack of appropriate organisational diagnosis (McFillen, O’Neil, Balzer, & Varney, 2013).

In the context of expanding research into POCM and a continuing recognition of OCM failures, we ask the question as to whether the depth of research regarding OCM and the resulting development of a multitude of POCMs has in fact defined completely new approaches to change, or, as we suspect, has the extensive research provided refinement to the Lewin approach to change, by developing more detailed processes around the unfreezing-change-refreezing model first developed in 197. In doing so, we highlight the often misbranded and misapplied description of Lewin’s change model as one of linearity in addressing OCM, when in fact, his inclusion of action research, group dynamics, and

force field analysis, suggests an approach to change that has features consistent with a more flexible approach, consistent with change management research undertaken since his original works.

This paper argues that the research over the last 50+ years has not fundamentally developed anything completely new; rather, the research has provided us with clarity to better understand what was developed many years ago and to consider how its ongoing application into the future can be optimised. As a developmental process, POCM challenges the interplay between organisational inputs, processes and outputs, with the vagaries of human behaviour, a core variable in the success of organisational change. Through this recognition, especially with the inclusion of Lewin's work in action research, group dynamics and force-field analysis, it places the outcomes of Lewin's research into a more centralist perspective by ensuring POCM, as both a management and academic activity, recognises him not just as an historical reference from which OCM has evolved, but rather, as a potentially critical and current response to POCM both in practice and in academic research. Therefore, are we in fact moving forward by better understanding and applying the past?

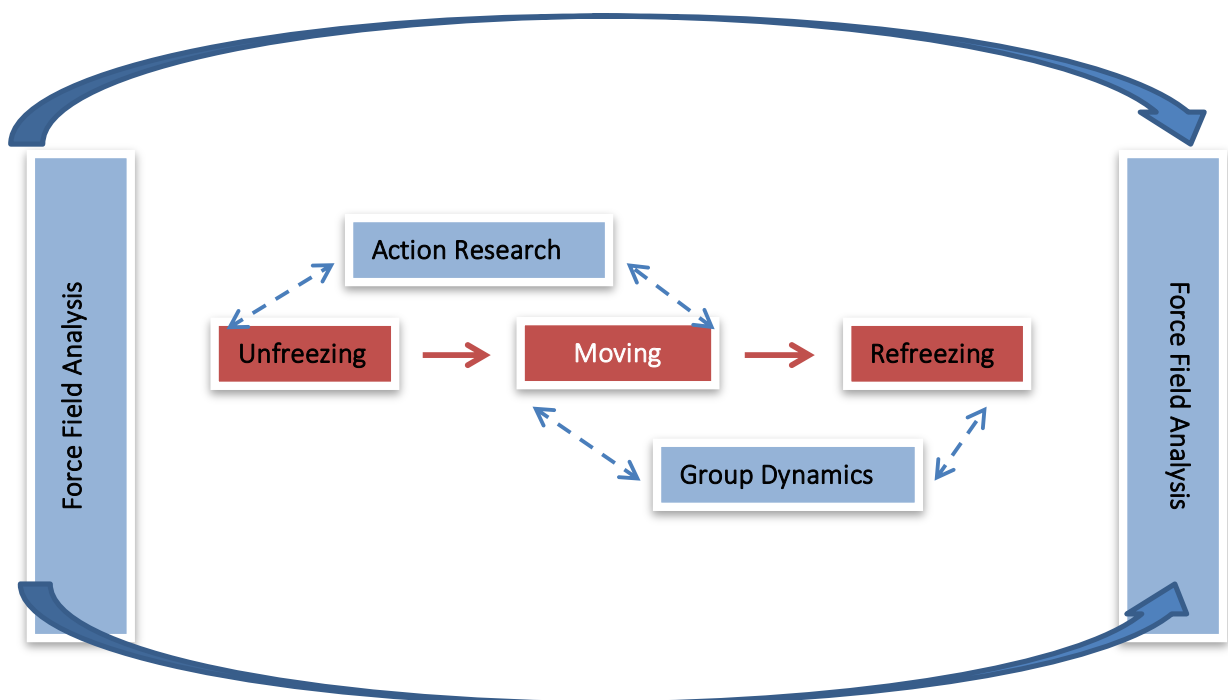
### **Lewin's contextualisation of change**

This article considers the POCM related work undertaken by Lewin which was covered in three critical publications in 1946 and 1947, the former identifying the context of action research (Lewin, 1946) whilst the latter introducing and expanding on field theory, group dynamics and the now famous three-step change model (Lewin, 1947a). In doing so, we consider the foundational elements of Lewin's contribution to the ongoing research in OCM and identify the linkages between his contribution and the development of a number of organisational change models that have been introduced since that period to the present time. This lays the groundwork for responding to the question of 'How has our understanding of OCM changed with the ongoing development of new POCMs since Lewin?'

Many of the references to Lewin's three-step model tend to be one-dimensional in that they seek to isolate the management of change to a simple linear process of what Lewin describes as "*unfreezing the present, moving to the new level and freezing group life on the new level*"(1947a:330). This one-dimensional approach fails to recognise the remaining integrated components necessary in understanding all the elements of change. Within the three-step model is a clear reliance on a range of enablers which he considered as integral

to the process. These are presented as criteria related to the creation of permanent changes, of which the three-step model is but one. Others included the need to identify countervailing forces as part of force field analysis and understanding the characteristics necessary to influence movement within a change process, understanding resistance as an element of habits within groups subjected to change, and the role of group decision making as underpinned by personal and group motivations. His linkages with action research in the course of his work with certain social groups provided the basis for a more complete picture of change, and underpinned a more iterative approach to change than many writers have since commented on. Seen in this light, the depiction of Lewin's change model, not merely as a linear three step process, is presented in Figure 1.

**Figure 1 – A More Accurate Depiction of Lewin's Change Model**



By considering a number of the key POCMs that have evolved during the late 1980s to the present, evidence exists that places Lewin's model at the centre of these and further highlights that a more focused interpretation of Lewin suggests that in the area of POCM, perhaps little that is fundamental to the process, has in fact changed, other than a degree of

fine tuning, the impact of which may be questionable, given the prospect that historic change failure rates apparently continue.

## **Method**

The world of POCM is diverse and complex with a number having resulted from academic-based research, and a number resulting from practice-based application in the hands of management consultants. Given the plethora of options, some of these differing sources have been addressed in the course of this analysis of the prevailing literature.

In the category of academic-based research, the various models can be further categorised into those that are predicated more on the governing approaches to change in that they provide specific approaches or steps that change agents and those who initiate change must address in order to maximise the success of the change program. A further sub-categorisation points to those models that are more structural in their approach, meaning that they offer more of an overall framework within which change takes place. Whilst flexibility in both categorisations is necessary, the former approaches tend to be seen by change agents as definitive guides whilst the latter seem more conceptual in nature. In this manner practice-based models tend to be governance focussed, as they are designed to drive specific client-driven outcomes. Tables 1 to 3 identify the most discussed models within these categories.

**Table 1 – Key Governance Approach Researched-based Organisational Change Models**

<b>POCM</b>	<b>Authors</b>	<b>Defining Characteristics</b>
Three Step Model	Lewin	Viewing change as a process of movement from the current stage to the end stage and underpinned by Force-Field Analysis, Action Research and Group Dynamics that support planned change (Lewin, 1947b)
Phases of Planned Change	Bullock & Batten	Builds on a project management platform that sees change from a technical viewpoint, focusing on the four stages of exploring, planning, action, and integration (Bullock & Batten, 1985)
Change Formula	Beckhard & Harris	Formulaic approach that identified the elements of change and how these relate to each other to effect change, providing an operational framework for those involved in the change process by understanding a range of interdependent consideration points (Beckhard & Harris, 1987)
Eight Step Model	Kotter	Developed from research into 100 organisations undergoing change to determine lessons to be learned from them, converting these into a procedural approach to managing the process (J.P. Kotter, 1996)
Five Step Corporate Transformational Model	Taffinder	Somewhat similar approach to Kotter in the development of a procedural approach to transformational change resulting from an analysis of transformational changes in 30 multi-national companies (Taffinder, 1998)

**Table 2 – Key Structural Approach Researched-based Organisational Change Models**

<b>POCM</b>	<b>Authors</b>	<b>Defining Characteristics</b>
Change Curve	Kubler-Ross	Stems from her analysis of the five stages of grief recognising that people react emotionally to change in a similar way to the emotional reaction to grief, providing insights into possible organisational responses (Kübler-Ross, 1969)
Causal Model	Burke & Litwin	Considers the various drivers of change and ranks these, recognising external environmental factors as the most important followed by an additional eight factors which must be understood and dealt with in an integrated approach (W Warner Burke & Litwin, 1992)
Congruence Model	Nadler & Tushman	An ‘open-systems’ model that links organisational sub-systems with changes to the external environment that was meant to guide the thought processes of those involved in change rather than being a prescriptive approach (Nadler & Tushman, 1997)
Transitional Phase Model	Bridges	A phase model that has been applied to transformational style change that focuses attention on the end-game and moving beyond that from the current stage and in the process differentiating ‘planned change’ from ‘transition’ (Bridges, 1991)
Management of Transition Model	Carnall	Focuses on the key organisational management aspects of culture, politics, and management in the context of skills development (Carnall, 2007)
Systemic Model	Senge, Roberts, Ross, Roth, & Smith	A non-formulaic approach to understanding change, it focuses on the long-term sustainability issues and the renewal process itself which, at its base, considers notions of redesigning and rethinking change (Senge, Roberts, Ross, Roth, & Smith, 1999)
Sustainability Change Matrix	Dunphy, Griffiths, & Bann	Identifies a six phase process leading to organisational sustainability through change and focuses these as part of ‘Waves of Sustainability’ (Dunphy et al., 2007)

**Table 3 – Key Practice-Based Organisational Change Models**

<b>POCM</b>	<b>Consulting Origin</b>	<b>Defining Characteristics</b>
7-S Model	Peters & Waterman	Focused on assessing how well an organisation was positioned with a range of ‘soft’ and ‘hard’ skill attributes. Provided a dual focus of assessing organisation in current state as well as future state, providing the basis for better understanding the gaps that needed to be filled in order to achieve a desired outcome and change (Peters & Waterman, 1982)
ADKAR	Prosci Ltd.	Results orientated change management tool that maps a range of enablers of change to a list of management activities that when structured and implemented, respond to those enablers (Love & Spencer, 2003)
Association of Change Management Professionals (ACMP)	ACMP	Structured approach for transitioning to a future state utilising a range of tools identified through the grouping of identified ‘Change management Process Groups’

In the case of each of the research-based POCMs, we have adopted a three-stage evaluative process that firstly sought to identify the salient features of the model as identified when it was first developed. Secondly, refinements to the model stemming from any published revisions were highlighted where such refinements changed any components of what was originally published. Finally, we identified within each of these models, characteristics that provide fundamental links to the Lewin Three Step Model, either by direct reference, or by virtue of inherent structure. This analysis is provided in Tables 4 to 6 inclusive.



**Table 4 – Analysis of Research-Based Governance Organisational Change Models**

POCM	Key Features	Refinements by Author	Connection to Lewin's Model
Bullock & Batten	Aligned to a project management type approach. Applies a 4 stage process of (1) exploring the need for change and securing necessary resources (2) creation of detailed plans for change (3) actioning the plan including the development of feedback loops and (4) aligning the changes back into the organisation through developed policies and procedures	None	Exploration and Planning (1) & (2) are sub-sets of 'Unfreezing' as the latter must involve an in-depth understanding of current systems and processes which lead to an assessment of why change needs to take place and the resource issues that must be addressed, as well as the events and milestones that must be achieved from a project plan perspective. Actioning (3) equates to the 'Change' process itself whilst alignment (4) incorporates some of the activities associated with the institutionalisation processes of 'Refreezing'
Kotter	A sequential eight-step process involving the formation of a guiding coalition, vision and strategy, communicating the vision, empowerment, generating short-term wins, consolidation and finally institutionalisation.	2012 – The Accelerate Program – based on two structures in one organisation designed to accelerate change and built on the original 8-step model (J.P. Kotter, 2012)	Establishing a sense of urgency (1) creating a guiding coalition (2) develop and communicate a clear shared vision (3) & (4), can be seen as components of the Unfreezing process considering Lewin's focus on " <i>open the shell of complacency</i> " (1947:330). Communicate (4) empowerment (5) and short-term wins (6) are positioned within the 'Change' process and evident in Lewin's focus on achieving " <i>group performance as the reaching of a different level</i> " (1947:330), whilst consolidating (7) and institutionalising (8) support the 'Refreezing' imperative as suggested in Lewin's commentary "... <i>that it does not suffice to define the objective of a planned change in group performance as the reaching of a different level. Permanency of the new level...should be included in the objective.</i> " (1947:330)

Beckhard & Harris	<p>Formulaic representation of change highlighting interdependencies where each component must be evident otherwise resistance will not be overcome. Represented by <math>(A \times B \times D) &gt; X</math> where:</p> <p>A = dissatisfaction with status quo</p> <p>B = desirability of proposed change</p> <p>D = practicality of change</p> <p>X = cost of change</p> <p>The model is structured around an understanding of the present state and why change should occur, a transition state which represents the "...set of conditions and activities that the organization must go through to move from the present to the future." (1978:29), followed by the future state which reflects the destiny point that organisational leaders wish to attain.</p>	None	Mirrors Lewin's 3 Step Model, but places the emphasis on describing key states in the change process rather than detailed action points. These 'states' infer specific actions in order to move from one state to another. Introduces specifics with regards the role of leadership.
Taffinder	<p>A sequential eight-step 'action list' process derived from the key '<i>elements of human and organisational effort</i>' of (1) awakening (2) conceiving the future (3) building the change agenda (4) delivering the big change (5) mastering the change.</p>	None	<p>The 'S-curve' has a corollary with Lewin with 'awakening' and 'conceiving the future' key components of unfreezing and '<i>...breaking open the shell of complacency...</i>' (1947:330). 'Building change' and 'delivering big change' forms the underlying elements of "<i>...moving to the new level...</i>" (1947:330), whilst 'mastering the change' is closely linked to refreezing. Taffinder then moves into an enhanced action list which identifies a range of details actions that are seen as necessary in order to implement the process.</p>

**Table 5 – Analysis of Structural, Research-Based Organisational Change Models**

<b>POCM</b>	<b>Key Features</b>	<b>Connection to Lewin's Model</b>
Kubler-Ross	Linked to earlier research regarding grieving and suggests that those experiencing change will react through shock, denial, frustration, depression, experiment, decision and finally integration. Understanding this from a change management perspective may predict response and therefore enable appropriate interventions to be planned either before or during the change process.	Can be related to the ancillary aspects of Lewin's model, especially with regards the implications associated with force field analysis and group dynamics, especially when one considers the behavioural consideration of each of these. In this manner, morale and competence are impacted over the duration of the change process, in line with Lewin's discussions of personal impacts from changes to social habits. A common feature in both models is the focus on resistance. No further refinements have been undertaken as of the date of this paper.
Burke & Litwin	Highlights nine drivers of change in order of importance as (1) external environment (2) mission & strategy (3) leadership (4) culture (5) structure (6) work unit climate (7) task requirements and individual skills (8) individual needs and values, and (9) employee motivation	Understanding the drivers of change leads to an understanding of reactions to those drivers from a change agent's perspective. Whilst this model has no direct linkage to Lewin, the 'driver' approach can be viewed as informing specific actions that may be necessary in executing within each step, gaining clarity from an analysis of the forces that drive and inhibit change. No further refinements have been undertaken as of the date of this paper.
Nadler & Tushman	As an open systems model that focuses on the congruence of outputs associated with work, people, informal and formal organisational elements resulting directly from the interaction between the external and the internal environment	Within their open systems model, they identified key success points for change as (1) developing an understanding of the current state (2) articulating a clear vision of the future state, (3) guiding the organisation through a delicate transition period. These align closely with Lewin's model. No further refinements have been undertaken as of the date of this paper.
Bridges	Differentiates planned change from transition with the complexities of the latter being reflected in a three-phase process of ending, neutral zone	Mirrors Lewin's Step Model but focuses more on how people feel during the change process. In this manner it provides a broad framework for the various communication elements during each of the phases. In 2004,

	and new beginning. In a similar approach to Taffinder, identifies specific action points that need to be considered for each of the phases.	whilst the model did not change, a heavier focus on transitional elements was identified (Bridges, 2004)
Carnall	Views change from a skills-based perspective suggesting that management must be able to (1) manage transitions (2) deal with culture, and (3) manage politics. In doing so the approach considers a multiple preconditions for change success focusing (i) building awareness (ii) building the case for change (iii) broadening and mobilising support for change, and (iv) crystallising the vision.	Whilst the focus on skills within the organisation is predominant, the preconditions identified have a correlation with aspects of Lewin in that building awareness and building the case for change closely align with activities that form part of unfreezing, whilst mobilising support for change has application in both unfreezing and moving. Crystallising the vision reflects attributes of both moving and refreezing. No further refinements have been undertaken as of the date of this paper.
Senge et al.	Consider change by viewing organisations more as biological organisms and accordingly considers reactions to changes within that biological context. In this context the systemic model focuses on the issues which need to be considered in initiating, sustaining and redesigning change.	Alignment with Lewin stems more from the consideration of forces and challenges that may impede progress which underpins the concept of the “... <i>dance of change</i> ...[which highlights] <i>the inevitable interplay between growth processes and limiting processes</i> .” (1999:10), implying correlation with Lewin’s force field analysis process. No further refinements have been undertaken as of the date of this paper.
Dunphy, Griffiths, & Benn	Identifies a six-phase process within ‘waves’ of sustainability. The first wave is identified through (1) opposition, and (2) ignorance. The second wave is identified through (3) risk (4) cost, and (5) competitive advantage. Finally the third wave is identified through (6) transformation. Within this construct they further suggest an eight-step process for incremental change and a ten-step process for transformational change	The ‘waves’ relate closely to the Three Step Model where in Step 1 opposition and ignorance is addressed during the course of unfreezing. Compliance, efficiency and strategic pro-activity is dealt with during the movement step, and finally, sustainability issues are addressed during the refreezing. No further refinements have been undertaken as of the date of this paper.

**Table 6 – Analysis of Key Practice-Based Structural Organisational Change Models**

POCM	Key Features	Connection to Lewin's Model
McKinsey	Identifies what are considered to be relevant 'hard' and 'soft' elements seen as interdependent factors that when considered in this manner, underpin an organisation's ability to achieve intended objectives. Hard elements include Strategy, Structure, and Systems whilst soft elements include Shared Values, Skills, Style, and Staff. Within each of these elements exists a range of questions which identify, through the application of a specified matrix, gaps which need to be addressed in order to achieve the desired outcome.	Whilst the connection with Lewin is less than obvious from the perspective of considering the elements and interdependent factors, appreciating the need to understand the current state before moving to subsequent positions is consistent with the refreezing and moving approach. No further refinements have been undertaken as of the date of this paper.
Prosci	ADKAR is the acronym for Awareness of the need for change, Desire to participate and support the change, Knowledge on how to change, Ability to implement required skills and behaviours, and Reinforcement to sustain the change.	The model maps up to 25 enablers and management activities that support the ADKAR elements and in this manner it is primarily used as a resistance management tool as well as an assessment process to help change management teams organise their work, which is coordinated through a change agent. When viewed in the light of diagnosing the root cause of resistance then focusing on communications and identifying the barrier points to change, it has strong connections to Lewin's force-field analysis. No further refinements have been undertaken as of the date of this paper.
Association of Change Management Professionals (ACMP)	Identifies a 'Standard for Change Management' (SFCM) as part of a formal accreditation process for change management professionals. It recognises change as a transitional process moving from an organisation's current state through to its future state, identifying the transitional, process that	Elements of the Change Management Process Groups have direct linkages with Lewin's change model. The SFCM identifies 5 such Process Groups which, as a procedural process, address the following: <ul style="list-style-type: none"> <li>• "5.1 - Evaluate change impact and organizational readiness</li> </ul>

	<p>connects these. In the process of doing so it considers a wide range of ‘Change Management Process Groups’ that must be considered in movement from the current state, transitional state and through to the future state.</p>	<ul style="list-style-type: none"> <li>• 5.2 - Formulate the change management strategy</li> <li>• 5.3 - Develop the change management plan</li> <li>• 5.4 - Execute the change management plan, and</li> <li>• 5.5 - Complete the change management plan”. (ACMP, 2014)</li> </ul> <p>Lewin’s Unfreezing step links with 5.1 and the entry points of 5.2, whilst the Moving step continues 5.2 as well as incorporating 5.3. 5.4 and 5.5 embodies the Refreezing step.</p>
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## Discussion

Lewin's writings on change were multi-faceted. His work in the area of change on minority problems in 1946 was predicated on the iterative processes of action research where the role of fact-finding in the planning process was clearly defined. *"Planning starts usually with something like a general idea. For one reason or another it seems desirable to reach a certain objective...The first step then is to examine the idea carefully in the light of the means available. Frequently more fact-finding about the situation is required."* (1946:37) highlights the relevance and importance of clarity regarding the stated objective, but also the situational context within which the objective is being framed. Emanating from this point is the derivation of the execution phase which, as he identifies for management purposes, requires additional fact-finding processes to be initiated. The iterative process entailed evaluation of the action, assessing initial learning outcomes, laying the foundations for further planning, and finally the remodelling of the plans themselves, in what can clearly be identified as a fluid, non-static process.

Lewin's 1947 work focused on the post-war imperative associated with *"...accelerating...the change of social sciences to a new developmental level."* (1947a:301), focusing on integration issues, changing group life, and new techniques for social research. One of these techniques, force field analysis, became evident in understanding the inhibitors and enhancers of change. Whilst his mathematical modelling of the impacts makes for interesting reading, it's the practical application in a change strategy that gives credence to its ongoing use. Identifying and prioritising those positive forces that drive change, and those negative forces that restrain change, have been identified by many in the change 'industry' as being situationally relevant.

Further application of group dynamics and resulting group decision-making processes supported the Lewin integrated approach to the management of change, which was also identified in his 1947 papers. Whilst he clearly identified the follies of managing through group decision-making, he did indicate that the *"...experiments with group decision are nevertheless sufficiently advanced to clarify some of the general problems of social change."* (1947a:331), further suggesting that group decision in a planned social change utilising the three stage process of unfreezing, changing, and refreezing, had a general overall advantage over a more individualised process.

The derivation of POCM from Lewin's original approach has evolved both in time as well as in focus, as depicted in Figure 2 below. The project approach recognises the need to drive solutions to the ongoing challenges of change, providing insights into the procedural and process aspects whilst maintaining operational capacity in the short term and expanding it in the long term. This approach reinforces the procedural aspects embedded within change programs, supported by structured, stepped activities. The resistance approach recognises the difficulties associated with change and focuses on the groundwork necessary to reduce its negative attributes. This approach recognises the need to minimise one of the key inhibitors of change, being the role that individuals play in the change process and the deleterious impact of resistance to change. The interpretive approach sees change impacted by situational factors that may affect the organisation and necessitate responses that address a wide array of organisational attributes. This approach recognises the variability of change and the important interplay between the organisation and the individual throughout the change process. Whilst many of these models breach each of the three approaches described in Figure 2, their groupings focus on their origins, and in this manner are not mutually exclusive descriptions.



**Figure 2 – The Evolution of Planned Organisation Change Models**

**Genesis of POCM**

Lewin (1947)

**Change as a Project**

7-S Model (1982)

Bullock & Batten (1985)

Beckhard & Harris (1987)

Kotter (1996)

Taffinder (1998)

ACMP (2014)

**Change as a Response to Resistance**

Kubler-Ross (1969)

Carnall (2007)

Senge (1999)

ADKAR (2003)

**Change as an Interpretive Process**

Bridges (1991)

Burke & Litwin (1992)

Nadler & Tushman (1997)

Dunphy, Griffith, & Benn (2007)

Commonalities across the spectrum of POCMs exist and the categorisation identified in Figure 2 is not aimed at creating clear delineation between approaches and in the process suggestion priority between them, when no such priority actually exists. Rather, categorisation aids in focusing attributes of different approaches and assisting internal and external change agents in adaptation and modification in order to deal with what may be situational factors evident within individual organisations. Such an approach recognises the interrelationship between situational content, organisational context, and change process (Armenakis & Bedeian, 1999; Pettigrew, Beer, & Nohria, 2000), the varying responses needed for different stages of an ongoing change program (Barnard & Stoll, 2010), and leading to a consideration by some that questions even the ability to effectively manage change (Balogun & Jenkins, 2003; Brewer, 1995).

The analysis presented in Tables 4 to 6 and summarised in Figure 2, may suggest a view of POCM that is more suggestive of the development of conceptual frameworks as distinct to definitive models that can drive successful change (Beer & Nohria, 2000). This becomes more evident when viewed in the context of the necessity for empirical evidence that can attest to the effectiveness of change through the use and application of differing theories and approaches (By, 2005).

The complexities associated with POCM regarding internal and external environmental triggers and considerations, the strategic and operational imperatives and forces, and the politics and uncertainties associated with organisational structures and communications (Heilmann & Heilmann, 2011), point toward POCMs being viewed more as considerations from which individual organisational approaches to change are derived. In this manner a number of aspects to change become cornerstones of the process. These include the consideration of change as an architectural design and building approach (Kanter, 1983), limiting the one-size-fits-all methodology (John P. Kotter & Schlesinger, 2008), recognising the multiple-model approach of matching specific organisational circumstances with change management approaches that best fit the place and the time (Schaffer & McCreight, 2004; Smith & Graetz, 2011), highlighting the determining role of organisational contingency in POCM identification (Paton & McCalman, 2000), and considering the differing focuses of change efforts including activity-centred and results-driven programs (Schaffer & Thomson, 1992).

When assessing Lewin's three step model, a singular focus on the unfreezing, changing, refreezing process becomes too one-dimensional and limiting in its application and, for the reasons identified earlier, should be viewed in the more integrated context of his related work in action research, group dynamics and force field analysis, which were not ancillary to his change process, but well integrated and yet ignored in a narrower application by future contributors seeking a more readily defined approach in the pursuit of dealing with OCM. In the context of ongoing developments in the field of OCM research, a case can be made that Lewin provided a strong framework from which operationalising the mechanics of fostering change, relies on the broad contextual and situational attributes contained within each organisation. This approach is depicted in Figure 3 which suggests that each of the governance, structural and practice-based approaches to OCM can in fact be interpreted as the operationalisation of Lewin and sees POCM in the context of the centrality of Lewin's model.

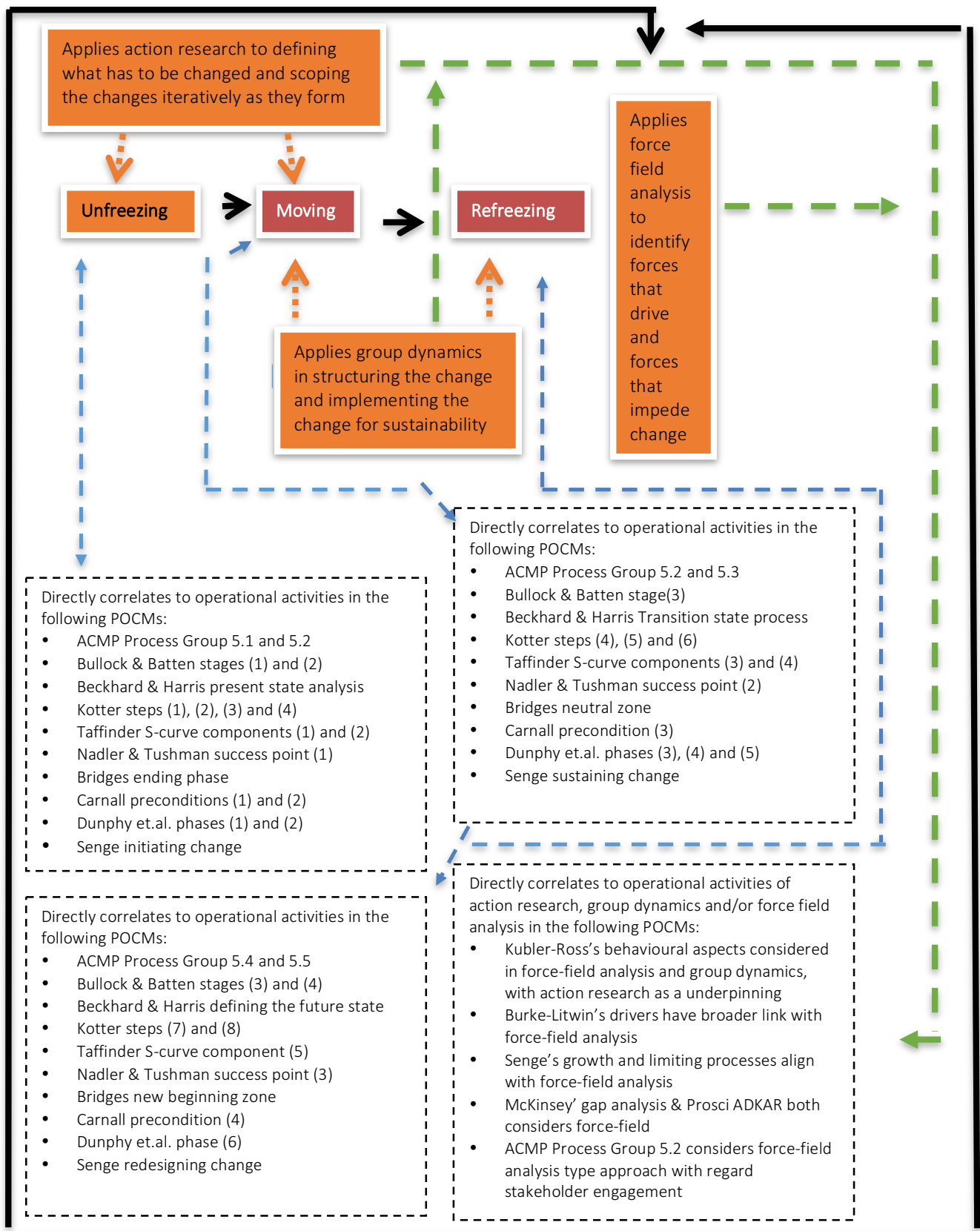
As suggested earlier and highlighted in Figure 3, the application of Lewin's work in action research, group dynamics and force field analysis, needs to be viewed as a fundamental component of his three step model, providing the basis for a more integrated and relational view of change.

The action research approach applied by Lewin supports both the unfreezing as well as the moving components of his three-step model. The iterative approach of applying feedback loops at these points in the change process identifies a need to continuously assess the organisational circumstances, internally and externally, as well as the dynamic nature of these changes, whilst assessing impact and results. In this manner, the linear approach, being a commonly quoted characteristic of Lewin's model, is actually more dynamic than the criticism suggests, as constant feedback into the system causes ongoing refinements to both the unfreezing as well as the movement. Kubler-Ross's studies into emotional responses to grief have been directly linked to similar emotional responses to change. The action research approach works with these human responses to change and develops strategies and responses to deal with them during the unfreezing and moving aspects in Lewin's model.

The group dynamics approach applied by Lewin recognises the positioning of people within change processes, suggesting the interplay of individuals as decision-makers. Kubler-Ross's grief model provides insights into those elements of emotions that affect individuals during such times, and focusing on individual's responses that impact their behaviours. An important link that presents itself here is the impact on group behaviours and group dynamics as a direct result of these individual responses.

The inclusion of force-field analysis by Lewin in identifying inhibitors and enhancers of change and dealing with these, provide linkages with Kubler-Ross, Burke-Litwin, Senge, McKinsey and ADKAR model. In the case of Kubler-Ross it is seen in the application of organisational considerations to the individual emotional responses of those impacted by the change. In the case of Burke-Litwin it is seen in the complex interactions that underpin the relationship between the external environment, organisational strategy, leadership and culture, to the resulting individual performances that change is so reliant upon. In the case of Senge, it is reflected in his non-formulaic approach which seeks to rebalance the forces of equilibrium within organisational systems, largely focusing on resistance. In the case of McKinsey, Prosci and the ACMP approach, a reliance on identifying organisational gaps that may impede achieving the change outcomes (McKinsey), responsiveness to responding to change enablers (Prosci), and a focus on stakeholder analysis (ACMP), further accentuates the force-field analysis identified by Lewin.

**Figure 3 - The Operationalisation of Lewin's Change Model**



## Conclusion

This paper sought to position the contribution made by Lewin with regards planned organisational change management beyond current perceptions of linearity and connect the thread of many organisational change models in-use from his 1947 beginnings to the current period. Despite the voluminous research and material written regarding planned organisational change, Lewin's approach, when considered in its entirety, is as relevant now as it was during the time of his original writings and may not just be the platform upon which models have evolved, rather, his narrowly interpreted three step change model, reconceptualised in this paper, may in fact be as relevant now as it was then. This paper therefore considered the question of the extent to which we in fact are moving forward with an understanding of planned organisational change by better understanding and applying the past?

This exploration of the evolution of planned organisational change models since Lewin's three step model was first introduced in 1947 identifies the true integrated design and application of Lewin's change model and its direct linkages with widely applied models that have evolved since that time. In doing so it identifies that Lewin's approach operated at two levels. The first level represented a framework for change, recognising that in order to change from a current position to a future position, there was a need to first 'unfreeze' what currently exists, undertake the identified change, and reconstitute the changes by institutionalising them or 'refreezing'. The second level provided processes that informed this framework, namely action research, force-field analysis, and group dynamics, each of which were in-part characterised by elements of iteration which, to some extent, rebuke the key criticism of linearity to the management of change.

In the process of identifying and analysing thirteen widely recognised planned organisational change models characterised as being governance, structural and practice-based, the paper identifies those that are considered to be project orientated, resistance orientated and interpretive in nature. In each case, evidence has been provided linking the framework elements of Lewin, as well as, where appropriate, the process elements of Lewin, furthering the concluding proposition that many of these models developed since Lewin are in fact process refinements which provide guidance on implementation of the substantive framework. Viewed in this manner, these models are not unique characterisations of change on their own account;

rather they can be viewed as the ‘how to’ of an enduring framework – Lewin’s three step model. This presents opportunities for organisation change researchers to challenge their thinking with regard the ongoing search for model refinement, and for practitioners in the design and structure of planned organisational change models, by considering the context of future research into these and how such research, which must continue to lay the foundations for practice-based frameworks, can enable effective organisational change.

This paper analysed a number of planned organisational change models that were generally regarded by practitioners and academics as models-in-use. In doing so, this represented a recognised limitation of this research which could be addressed by undertaking a systematic literature review which could then further inform the conclusions drawn in this paper.

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## Chapter 4 Applying grounded theory to investigating change management in the nonprofit sector

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“IF I HAVE SEEN FURTHER IT IS BY STANDING ON  
THE SHOULDERS OF GIANTS”

ISAAC NEWTON 1642-1727

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### Preface to Chapter 4

This paper was published in “*Sage Open, October-December 2016, 1-11, doi:10.1177/2158244016679209*”.

#### *Nature of Paper*

This paper describes the methodology adopted for the research. It represents a detailed analysis of the design and application of a grounded theory methodology that supported the research outcomes.

#### *Purpose of the Paper*

The paper sought to explain the grounded theory methodology used in this research and, in doing so, identify unique application characteristics that can further inform grounded theory as an appropriate and worthwhile methodology when investigating change management, and other such phenomena, in the nonprofit sector. It provides detailed analysis of the research design, the data collection processes, the data analysis processes and leads to the development of a grounded theory of change management in the nonprofit sector. In each process, details have been provided which outline the activity levels and how these link with original grounded theory methodology as developed by the method’s original designers. Using Nvivo software for purposes of data capture and analysis, the paper identifies the development of a specific ‘Node Interrelationship Map’ that identified the bottom-up approach that was created to develop the grounded theory that underpinned the research outcomes. Grounded theory is a

recognised research methodology whose application, since its inception in 1970 by Glasser and Strauss, has relied on ongoing adaptations in qualitative research. This paper presented the methodology that outlined a true grounded theory as distinct to a descriptive or exploratory approach, and doing so from a constructivist perspective.

#### *Development of the Paper*

The paper was developed from three perspectives. Firstly, it presented grounded theory as an appropriate methodology to address the research questions. Secondly, consistent with the development of the methodology over time (Burke & Mills, 2011; Corbin & Strauss, 2008; Goulding, 2005), it identified a specific application of the methodology. Finally, the paper identified the value of developing a grounded theory of change management for the nonprofit sector.

#### *Relationship to other Chapters*

This paper outlines how the methodology adopted led to the development of a grounded theory of change management in the nonprofit sector as a single case study analysis. It identifies four key characteristics that require a more substantial focus in planned change models: (i) Planned Reflection - formal reflection for change agents and change recipients; (ii) Actor Confidence - development of trust and confidence in the organisation prior to the actual change; (iii) Personal Recognition: the individual experience of change; and (iv) Change Sequencing - the sequencing of events from a planning perspective. These characteristics are discussed in great depth in Chapter 5. One element of these characteristics, namely the role of reflection, is further elaborated in Chapter 6 where an Integrated Reflection Framework is presented as a means for aiding successful change management in the nonprofit sector.

#### *Relationship to overall Thesis*

This paper informed the PhD research path as presented in Activities 2, 3, 4 & 5 together with the associated Considerations and Outcomes as presented in Chapter 1, Figure 1. It provides the underlying framework for the research and lays the foundations from which a grounded theory of change management within the nonprofit sector developed.

My co-authors for this paper were Professor Elizabeth More and Professor Peter Steane in their roles as principal and co-supervisor respectively. Professors More's and Steane's contribution to this paper involved them assisting me in conceiving and designing the project and critically revising intellectual content, both during the development of the paper, as well as in the final output. In doing so, guidance was also provided with regards responses to the double-blind peer review process of Sage Open.

## **Abstract**

Grounded theory is well supported as a qualitative research method that historically responded to the epistemological challenges of defining knowledge and determining how it has been acquired. Whilst it's historical and unique methodological underpinnings remain consistent, its ongoing application and methods of execution continue to expand its use. The consideration of using grounded theory by researchers embodies the need to explore the methodology and thereafter seek to develop the method that reflects the researcher's skills, the research setting, and the research aims. This paper sets out a particular method of applying it to the study of change management using a rich single case study in the nonprofit sector. Key findings are that nonprofit specific change management models may need to incorporate a focus on formal reflection for change agents and change recipients, development of trust and confidence in the organisation prior to the actual change, focusing on the individual experience of change, and recognising the sequencing of events from a planning perspective.

## **Introduction**

Qualitative research has a dual purpose. On the one hand it seeks to uncover what reality may be, whilst on the other hand determining how that reality has been arrived at. This dual process provides opportunity for the application, as well as the adaption, of various methods. These enable interpretations of wide-ranging data and information, sourced from multiple perspectives, and assessed through multiple methods to be applied, enabling researchers to understand meaning in the context of life setting scenarios. A key outcome of such research is

to understand the what, the why, and the how within research settings, and applying this to the broader research agenda of both extant and emerging theory.

Grounded theory represents a key qualitative research method. It identifies a range of essential elements that, when combined, offer a consolidated framework within which wide ranging data is gathered, assessed, and subsequently used in developing theory, based on what has been observed. These essential elements include the coding and categorisation of data, concurrent data collection and analysis, the writing of memos, theoretical sampling, constant comparative analysis using inductive and abductive logic, the application of theoretical sensitivity, the development of intermediate coding practices and routines, the selection of core categories from the data, and the application of theoretical saturation.

Applying grounded theory in the manner identified in this article results in the hypothesis that change management in the nonprofit sector may necessitate the inclusion of four key considerations that should be built into planned organisational change programs. In the context of a single case study approach these include, that reflection for both the change agent and the change recipient should be accounted for, that pre-existing confidence and trust levels in management are a necessary element, that a balanced focus on both the individual and the organisation must be evident, and the sequencing of specified events before, during, and after the change, impact change outcomes. (Rosenbaum, More, & Steane, 2016). The grounded theory methodology applied to this research suggests that the inclusion of these elements in existing change management models may, with the aid of further research, support the development of specific change management models for application in this sector.

### **Qualitative methodology and the grounded theory context**

Many aspects of qualitative research continue to contest the notion of what good research is and what it is not. In feeding this ongoing dilemma, qualitative research appears to have divided itself into two quite broad camps, one which seeks to link its own legitimacy to the positivist world, and the other which seeks to specifically extricate itself from this potentially restrictive set of barriers and be differentiated by focusing on an interpretivist approach. The former seeks to legitimise itself in the eyes of quantitative researchers, and the latter seeks to substantiate

qualitative research as a valid alternative, supportive rather than competitive, motivated to achieve additional, and valuable, research outcomes. Researchers have, over the years, identified the challenges of such broad epistemological variations (Angen, 2000; Jardine, 1990; Sandelowski, 1993), and, whilst qualitative research has grown in application and use (Cooper & White, 2012; Cummings, Daellenbach, Davenport, & Campbell, 2013; Kathleen M. Eisenhardt & Graebner, 2007; Locke, 2011; Morse et al., 2009), debates concerning the methodological paradigms between approaches, and questions about the broader practical use of qualitative research continue (Bansal, Bertels, Ewart, MacConnachie, & O'Brien, 2012; Denyer & Tranfield, 2009).

Recognising the important distinction between the methodology of grounded theory, represented by the principles embodied in these essential elements, and the methods of grounded theory, as a prescriptive process of applying these elements into a practical, prescriptive set of procedures to generate and analyse data, underpins the central purpose of this article. The fundamental aim of the research reported here was to identify the extent to which change management in the nonprofit sector displayed characteristics and features that distinguished the process from change management in the commercial sector, from which all contemporary change management models originate. A qualitative research approach was identified as relevant because (a) there was a need to understand change based on interpreting relevant processes in the context of everyday activities of those who experienced it; and (b) to work within the settings of their daily routines and work programs. Together these pointed to the applicability of grounded theory as the appropriate method for pursuing these aims, especially given that symbolic interactionism, which underpinned the development of grounded theory, had been crucial to understanding and interpreting patterns of human behaviour (Chenitz & Swanson, 1986).

Whilst grounded theory has developed along different lines of execution and use since its first application (B. G. Glaser & Strauss, 1970), there has been recognition of the ongoing development and adaptation that each application of such methodology makes to the original theory (Morse et al., 2009). Whilst variation in method, as distinct from methodology, is being applied in the research described in this article, commonly accepted aspects of the recognised methods remain as cornerstones (Tummers & Karsten, 2012). Consequently, the research



method applied here ensures the application of true grounded theory as distinct from a descriptive or exploratory research approach (Birks & Mills, 2011).

This article identifies a specific application of grounded theory method to study change management in the nonprofit sector, and in doing so, provides input into the development of a range of prescriptive processes that may guide future researchers and future applications of the methodology. This is consistent with the views expressed by Strauss & Corbin (Denzin & Lincoln, 1994) regarding the potential development of grounded theory in the course of applying it to different research settings:

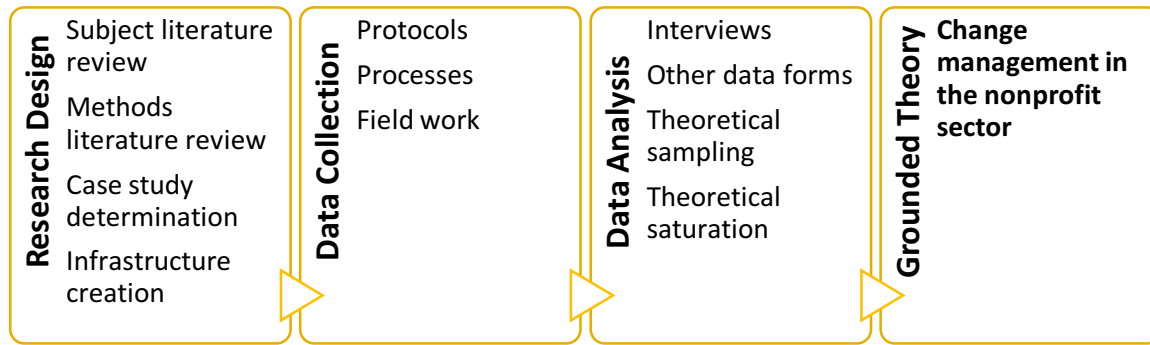
*“As with any general methodology, grounded theory’s actual use in practice has varied with the specifics of the area under study, the purpose and focus of the research, the contingencies faced during the project, and perhaps also the temperament and particular gifts or weaknesses of the researcher.” (p.276)*

### **Process overview**

As described in more detail throughout this article, the specific application of grounded theory to the study of change management in the nonprofit sector, via a longitudinal case study, was structured in a manner consistent with the principles developed by its founders (B. G. Glaser & Strauss, 1970), as well as those that underpinned variations to the original application (B.G. Glaser, 2001).

Figure 1 identifies an overview of the processes developed and applied by the principal researcher where specific procedures become individualised through ongoing applications of grounded theory to new research settings. This further defines the range of tools that, when applied, may lay another foundation stone in the bridge-building exercise between a process that provides little by way of prescription, and the broad criticism of grounded theory as a means of escaping theory testing (Goldthorpe, 1997, 2000; Mjøset, 2005). To some extent, such criticism may also be fuelled by poor appreciation of the role of qualitative research and its importance in identifying new interpretations (Gadamer, 2004; Peshkin, 1993; Sanjek, 1990) which a well-developed and well-applied grounded theory research may offer.

**Figure 1 – Process Overview**



This process of moving from the design phases, through to the collection and analysis phases, is detailed further in Tables 1 through to 3.

## Research design

Table 1 identifies the various sub-processes involved during research design and identifies the activity level for each as well as the linkages back to the broader grounded theory methodology and methods.

**Table 1 – Research Design Processes**

Sub-Process	Activity Level Detail	Linkages to Original Grounded Theory
<b>Research design</b>		
- Subject literature review level 1	Parameterisation coupled with a priory knowledge	Determining fit between research issue and methodology, and recognising researcher expertise and methodological congruence
- Methodology literature review level 1	Developed an understanding of grounded theory from a top-down perspective	Aimed at understanding the conceptual and practical divergence between Glasser and Strauss/Corbin approach
- Case study determination	Single case study involving longitudinal research through current change program	Recognised for theory generation. Preference for multiple cases but consider practical time restrictions in terms of longitudinal study
- Infrastructure creation	Assess information technology support for large-scale data collection	Maintain interpretive focus qualitative research applying software as an aid only

The design of the research focused on contributing to change management theory through the use and application of grounded theory, observing that such an approach focuses the research on how change is perceived by those that are impacted by the process and recognising that existing change management models in use, do not adequately capture the complexity of the change process from the perspective of change recipients (Balogun & Jenkins, 2003). The original impetus for the research was the need to move beyond traditional methodology used in understanding change management, given that anecdotal evidence revealed how a range of characteristics of people working in this sector may affect how change unfolds and is therefore managed.

This sees the principal researcher applying a constructivist approach to the application of grounded theory, where the emphasis on data is predicated on personal attachment to the research, the role that previous knowledge and experience plays during the research process, and emphasising the researcher's role and actions (Bryant & Charmaz, 2007; Denzin & Lincoln, 1994; Goulding, 2009; O'Reilly & Marx, 2012), the reality that data and analysis are social constructs rather than pure objective facts (Bryant & Charmaz, 2007), and the epistemological underpinning regarding how data is constructed and interpreted (Fendt & Sachs, 2008).

The importance of understanding change through the lens of those experiencing it was viewed as a pivotal approach, especially in the context of studying change management where historical approaches have viewed change from an organisational perspective, with limited research regarding the views, thoughts, and feelings of actors immersed in the process (Fox-Wolfgramm, Boal, & Hunt, 1998; Oreg & Berson, 2011; Oreg, Michel, & By, 2013; Smith & Graetz, 2011). In addition, in order to account for the impact of change on organisational actors over time, a longitudinal approach (van den Broek, Boselie, & Paauwe, 2013) was adopted to enable assessing views of their changing environment, and their feelings towards these events, that would impact on the success or otherwise of the change program (Bartunek, Rousseau, Rudolph, & DePalma, 2006).

Existing literature and its use remains one of the outstanding issues in the ongoing debate between Glaser and Strauss' original approach to grounded theory, and the approach subsequently developed by Strauss (B. G. Glaser & Strauss, 1970; Strauss, 1987). Grounded theory espoused an approach which suggested no engagement with existing literature on the

research topic prior to any forms of data collection. It was reasoned that such engagement would inhibit the natural emergence of categories from the empirical data (Dey, 2007; Dunne, 2011). Subsequent repositioning by Strauss (1987) and supported by other researchers (Corbin & Strauss, 1990; Wiener, 2007), ensured an ongoing, well-defined debate with grounded theory purists (Holton, 2007; Nathaniel, 2006) who place the literature review at the end stages of the research.

The approach adopted here was to enter the field with a strong knowledge base of existing literature in the substantive area of the research, namely change management, supported by an in-depth exposure to broad management issues within the nonprofit sector, obtained from the principal researcher's consulting activities in that sector. This base knowledge was further developed during the data analysis phase as specific research-related issues developed which focused the attention of the researcher to different areas of literature on related subject matters, designed to expand knowledge in areas considered relevant. This also supported the research question of what can be learned from a nonprofit longitudinal qualitative case study regarding the management of change, that points to key differentiating features of existing, commercial-based models. An extensive literature review was undertaken on grounded theory as a methodology in order to enable the researcher to effectively design and initiate an appropriate grounded theory method to answer this question.

A single case-study (Kathleen M Eisenhardt, 1989; Orlikowski & Hoffman, 1997; Raelin & Catalado, 2011) was identified as relevant, given the need to source an organisational change program that enabled longitudinal analysis on a before-the-change, during-the-change, and after-the-change basis. This accounts for the temporal aspects of the change program (Beer & Nohria, 2000; Buchanan et al., 2005; Maimone & Sinclair, 2014; Pettigrew, Woodman, & Cameron, 2001; Van de Ven & Poole, 1995; Whittle & Stevens, 2013; Wilson, 1992).

The research was undertaken over a 3-year period in a large nonprofit general hospital undergoing the implementation of an in-house designed E-Pathways system that sought to replace an existing paper-based patient records process with an integrated on-line pathways-based platform. The research involved data analysis from 56 structured and semi-structured interviews (Mossholder, Settoon, Harris, & Armenakis, 1995; Rowley, 2012) and, for triangulation purposes (Kathleen M Eisenhardt, 1989), a range of hospital-based

documentation, as well as information gleaned from attendance at a number of staff meetings, which the principal researcher attended as a non-participant observer (Denzin & Lincoln, 1994).

The software program Nvivo 10 was used as a tool to analyse the transcripts. As has been suggested by some researchers (Bryant & Charmaz, 2007), the software application was not the central focus for developing the grounded theory. Rather, the software was merely an aid, or tool, in the process. Theory development resulted from intimate involvement with the data, avoiding the possible risk of displacing personal immersion in the data through a cognitive process, with a detached software driven process that, if fully applied, ‘extracts’ themes from word usage and frequency patterns. A heavy focus and reliance on the software application, for purposes other than maintaining easier access and tracking of large data volumes and cross referencing, could jeopardise the quality of the developed grounded theory.

In this manner, the research de-emphasised the role of software in the process and stressed the fluidity and dynamic nature of qualitative analysis (Morse et al., 2009). This was further emphasised by appreciating that the outcomes of each interview were dependent on a number of key attributes of the interviewer, including pre-existing knowledge and how that would be applied, levels of sensitivity that are brought to the interview, and the ability to apply empathy towards the interviewee during the conduct of the interviews (Kvale, 1996), thereby gaining their trust and eliciting meaningful data. This underpins what has been described as the ‘discovery tradition’ of field research and stressing the creativity involved in data interpretation (Busi, 2013; Locke, 2011).

### **Data collection supported by ongoing data construction**

Table 2 identifies the various sub-processes involved during data collection and identifies the activity level for each, as well as the linkages back to the broader grounded theory methodology and methods.

**Table 2 – Data Collection and Construction Processes**

<b>Sub-Process</b>	<b>Activity Level Detail</b>	<b>Linkages to Original Grounded Theory</b>
<b>Data collection</b>		
- Develop detailed data collection protocols	Construct structured and semi-structured interview questions; Obtain all ethics approvals; Arrange technology supports for interviews;	Supports inductive approach to theorising  Research requirement  Ensures data capture method without sacrificing the need for close engagement with the interviewee during interviews
- Structure data collection processes	Create interviewee selection processes. Identify technology interfaces to support data gathering.	Supported by purposeful selection rather than random sampling  Focusing on the data rather than on the technology
- Field engagement	Commence interviewing; Apply an opportunistic approach to documentation and how it supports the research	Links between the method and its usefulness in interpreting interview data  Supports integration of categories with all information seen as data

Interviews were undertaken at the hospital's premises as nurses and allied health staff were either commencing their shifts or completing them. All interviews were conducted in staff rooms, offices, hospital cafes, or vacant ward rooms, depending on the shift which the

interviewee was completing or about to commence. With permission of each of the interviewees, a recording device was used from which transcripts were created and used for purposes of data analysis. In this manner, rapport with interviewees ensued, and whilst the pure neo-positivist approach to interviews was largely rejected, in line with the principal researcher's epistemological view of data gathering and data generation, the straddling between a 'romantic' and 'constructionist' approach was more evident (Rowley, 2012).

Interviews were semi-structured which maximised the breadth of interactions between the researcher and the interviewee (Denzin & Lincoln, 1994), and well supported in a grounded theory methodology (Goulding, 2002). This approach remains consistent with approaching interviewer and interviewee interaction from a constructionist perspective (Rowley, 2012). Additionally, in researching such an organisational process as change management, interview-based approaches have been widely applied in qualitative studies (Mossholder et al., 1995).

Interviewees included representatives from all ward nursing staff, ward nursing managers, allied health professionals, managerial staff involved in designing the E-Pathways system as well as those tasked with implementing the system, including the internally designated change agent. Members of the hospital's executive team, including the chief executive officer, were also interviewed. This wide source of interviews ensured that interview data was obtained from an array of those who were impacted by the changes, directly and indirectly. In keeping with theoretical sampling principles, these interviews developed an iterative framework as data analysis informed ongoing interviews.

The areas covered by the contents of the semi-structured interviews, focused on the phases through which the organisational changes associated with the E-Pathways implementation went through, as well as the areas within the hospital from which the interviewees originated. In this manner, there were a series of semi-structured questions that reflected the longitudinal nature of the research and related to the stages of 'before-the-change', 'during-the-change', and 'after-the-change'. Additionally, there was a different focus of interview questions for different interviewee groups namely, executive-level team members, manager-level team members, and staff-level team members. Each group's semi-structured interviews reflected their different levels of responsibility and experience with regard the implementation, and therefore the



associated change program. In this manner, purpose and structure were closely interlinked (Cassell, 2009).

Recognising interviews as being the predominant source of data (Denzin & Lincoln, 1994), in keeping with the traditions of grounded theory, the concept of data was widely applied (B.G. Glaser, 2001) and related to data extracted from interview transcripts, from organisational documentation, from attendance by the researcher at numerous hospital staff and working party meetings as a non-participant observer, and from general observation of hospital staff interactions throughout the hospital during the period of the change program. In this manner, data triangulation (Trent, 2012; van den Broek et al., 2013) supported data analysis, which also directed ongoing interviews.

### **Data analysis**

Table 3 identifies the various sub-processes involved during data analysis and identifies the activity level for each, as well as the linkages back to the broader grounded theory methodology and methods.

**Table 3 – Data Analysis Processes**

Sub-Process	Activity Level Detail	Linkages to Original Grounded Theory
<p><b>Data Analysis</b></p> <ul style="list-style-type: none"> <li>- Interviews transferred into transcripts for coding purposes</li> <li>- Identification of other data forms</li> </ul>	<p>Interviews transcribed in preparation for open coding</p> <p>Using Nvivo software application, Codes developed a posteriori followed by Axial coding and then Selective coding, applying a method that enabled large data volumes to be seamlessly integrated for ongoing visualisation and integration purposes (Refer Figure 2)</p> <p>Hospital documents and reports identified during interviews. Enhanced by staff and other relevant hospital meetings identified during interviews, attended as non-participant observer. Included passive observations at various hospital location points</p>	<p>Describes what is happening in the data and drives the derivation of concepts</p> <p>Integrating essential grounded theory methods of data coding and categorisation, concurrent data generation and analysis, memo writing, theoretical sampling, constant comparative analysis, theoretical sensitivity, core category selection, theoretical saturation, and theoretical integration, ensuring a true grounded theory outcome as distinct from a purely descriptive and exploratory account</p> <p>For data triangulation purposes and ongoing integration of other data forms into developing interviews, providing further input into the longitudinal research</p>

- Theoretical sampling	Based on categories developed from ongoing data analysis, searching for patterns in the data as well as variations	An essential element of true grounded theory development
- Theoretical saturation	The judgement that there was only marginal benefit, if any, in collecting further data, from any source.	A further essential element of true grounded theory development

All interviews were recorded and transcribed using a professional transcription service in order to cope with the volumes of data that was obtained during the course of the interviews, which resulted in 360 pages of interview data, all of which provided the depth of rich descriptions and explanations to support the emerging theory and much of the raw material necessary in the discovery process (Bryant & Charmaz, 2007; Miles & Huberman, 1984; R. Walker, 1985). Interview data also included the researcher's attendance at the numerous staff and other in-house meetings attended as a non-participant observer, where recordings were also made of all proceedings (with approval of participants and meeting chairs). These transcripts were also prepared in a similar fashion to the one-on-one interviews. Transcripts were further enhanced by the inclusion of documentation reviews, with the latter incorporated into WORD documents for ongoing analysis. When combined, the interview data, the meeting notes, and the documentation review notes, resulted in over 400 pages of raw data to be applied in the overall interpretation and theory development process.

Coding of data was undertaken using Nvivo software versions 9 and 10 (updates applied as available throughout the research process). Using Nvivo terminology Nodes (Codes) were identified *a posteriori*, and in the process, descriptions applied for each newly identified Node. These descriptions laid the initial foundations for detailed memos which were used in redefining the Nodes as more and more data was coded which underpinned the constant comparison of data and Nodes. This led to Nodes being initially created in large numbers as more and more

data was coded, followed by Node changes and rationalisation as previously coded data was reviewed, Node relationships were identified, themes extracted and the formation and definition of levels of Nodes that enabled theoretical sampling and, finally, theoretical saturation, leading to theory development.

Whilst memoing provided the framework and glue that enabled the process to evolve, as identified in recognised grounded theory method (Birks & Mills, 2011; Bryant & Charmaz, 2007; Corbin & Strauss, 1990), there was a heavy reliance on the development of a detailed research log, referred to by some as a research diary (Newbury, 2001), and in other cases extended to be known as a reflective journal (Ortlipp, 2008), as distinct from participant diaries which often support data collection and interpretation (Jacelon & Imperio, 2005). The principal researcher applied more of a reflective component to its development and maintained this through to the theory development stage of the research, applying the research log in ways that identified his own experiences and values. This approach supported the way chosen to represent the research findings (Harrison, MacGibbon, & Morton, 2001), whilst also utilising the log to effectively ‘think-through’ the more challenging aspects of qualitative research, and grounded theory more specifically, in areas of constant comparison, theoretical saturation, theoretical sampling, validity, and transparency.

The overall process has been detailed diagrammatically in Figure 2 and focuses on a range of process issues. These were designed in order to inform a prescriptive aspect to the ‘doing’ of grounded research, whilst maintaining the cognitive component. Such a structured and integrated approach ensures differentiation between grounded theory and a descriptive exploratory research perspective (Birks & Mills, 2011).

Figure 2 identifies the bottom-up approach that was developed in applying grounded theory (remembering the use and application of Nvivo descriptors which were mandatory). An explanation of terms developed and used in this process are as follows:

- LRM = Linkage Review Memos, being the memos identified in grounded theory method. The term ‘linkage’ was introduced by the principal researcher to ensure clarification regarding their use in theoretical sampling and constant comparison.

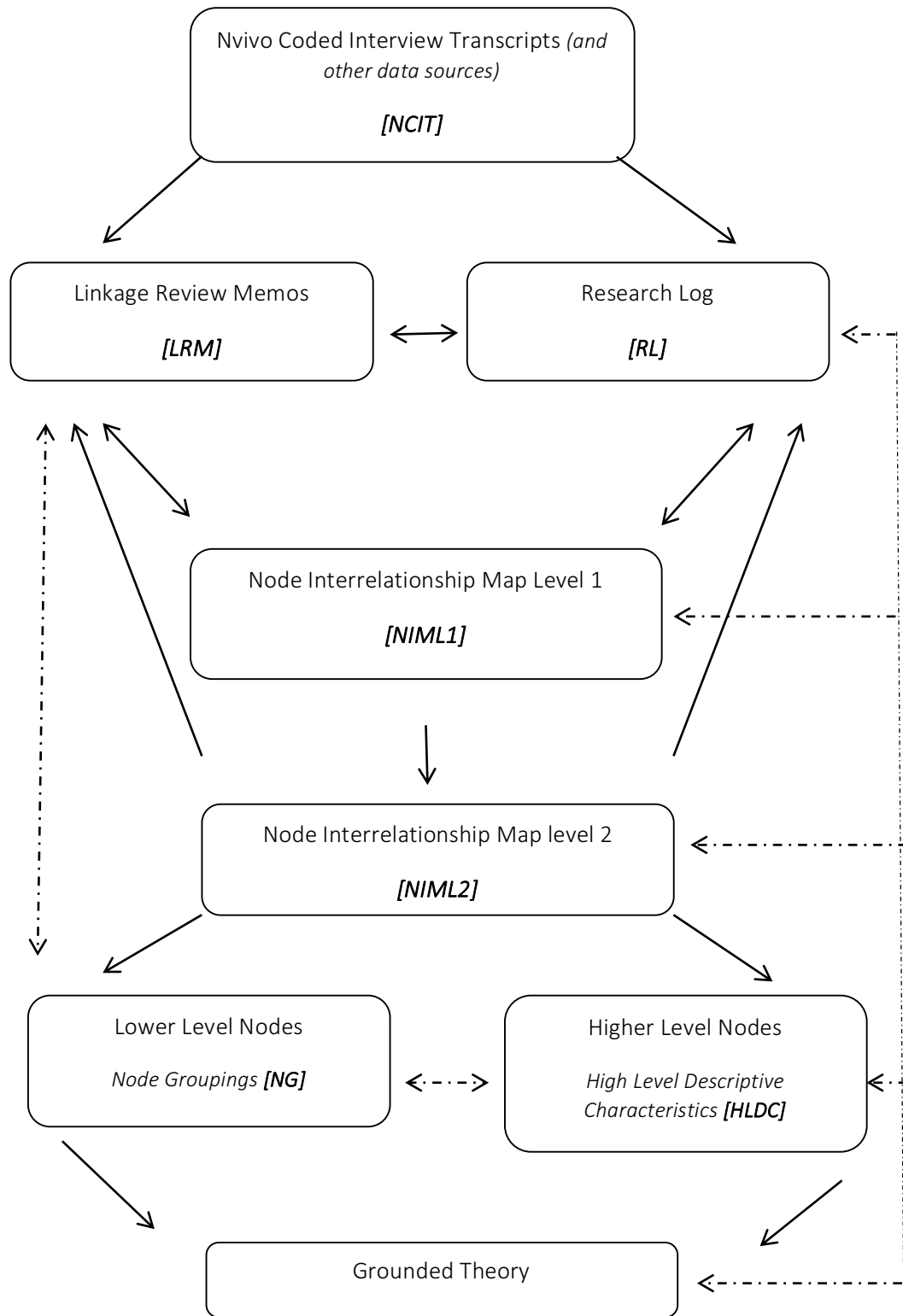
- RL = Research Logs, being the document created that identified an activity or observation for which detailed ideas were documented with high levels of detail, and supported by their levels of importance and action points that required consideration.
- NIML1 & NIML2 = Node Interrelationship Map Level 1, being the assessment of the first level Nodes that resulted from the first level coding of interview transcripts and other data gathering sources. These were structured using a purpose designed Excel spreadsheet format. When combined with the LRMs and the RL, these developed into NIML2 (Node Interrelationship Map Level 2) which operated at various levels including, supporting constant comparison and theoretical saturation, given the emphasis on bio-direction between them. These essential components of grounded theory were, accordingly, applied in this formal circular movement to eventually evolve to a higher level, being the HLDC.
- HLDC = Higher Level Descriptive Characteristics, being the result of the above interactions which sought to identify the characteristics identified in the data, structured in the form of Node Groupings (NG), informed by the LRMs and the RL, and developed into key aspects of theory which evolved inductively from the data.

The process began with the Nvivo coded interview transcripts ('NCIT') which informed the Linkage Review Memos ('LRM'). The LRMs were created from the beginning of data collection, document reviews and observational opportunities. As informed by grounded theory application, these became the linchpin of the research. The LRMs were constantly updated by, and referenced in, the Research log ('RL'). The LRMs, supported by the RL evolved into 2 levels of Node Interrelationship Maps ('NIML1' & 'NIML2'). Level 1 Maps identified the first level of Node relationships that were identified in the data and supported by detailed comments made in the LRMs. These LRMs were created around a 4-level structure which sought to develop the researcher's views around general thoughts regarding the Nodes, the relationships between other existing Nodes, the potential creation of new Nodes, and considerations regarding further analysis in existing literature.

The NIML1 and supporting comments in the RL led to the flow of information into the NIML2 which grouped Nodes into broader categories that was supported by the ongoing analysis of the data. Continued assessment of the LRMs in the context of the RL identified the linkages

between Nodes which became the foundations of the NIML2. This ongoing iterative process enabled the creation of both higher level and lower level Nodes which underpinned theory development through a foundational structuring process of Node Groupings ('NG') that linked a range of Nodes to their Higher Level Descriptive Characteristics ('HLDC'). A secondary attachment to a further list of potential Nodes in the NIML2 were also identified in this process, and were used to reinforce the theory through both positive and negative correlations. This was identified in the LRMs throughout the process.

**Figure 2 – Node Interrelationship Map**



The above structure illustrates the links between data and the construction of theory, via the use and application of memoing (LRMs and RL) and the iterative process of comparing data with categories and categories with categories (NIML1 & NIML2), in recognition of the importance of constant comparative analysis as a cornerstone in true grounded theory. As categories are developed and refined, theoretical sampling provides further input into the process to support theory creation (NG & HLDC). At this point in the process, theoretical saturation of categories is achieved when no further developments can be identified in category linkages (NG) or category refinement (HLDC), supporting the essence of grounded theory as developed, and reinforcing the utility of the method.

This research method identifies the unique attributes of a constructivist approach to grounded theory. It highlights variations in the position of the researcher, where reality is not independent of the researcher, and where multiple realities and nuances of data construction exist. This is distinct from data collection, as well as the construction of theory rather than the discovery of theory, and the earlier recognition of extant literature around the subject area (Aminian, Kirkham, & Fenn, 2013).

### **Use of literature**

Whilst grounded theory method is the focus of this article and the processes identified in Figure 2 above, the use and timing of literature in grounded theory research has been one of the issues that has loomed large as a focal point of dissention amongst the three broad grounded theory ‘camps’ of its original founders (B. G. Glaser & Strauss, 1970), its refiners (Corbin & Strauss, 1990) and its revisionist (Charmaz, 2006). The use of existing literature in grounded theory has been described as a ‘polemic’ and ‘divisive’ (Dunne, 2011) issue amongst experienced researchers, and a potential for confusion for less experienced researchers and those considering its use in PhD research.

This is a challenge of timing (Cutcliffe, 2000; McGhee, Marland, & Atkinson, 2007), not of application. However, it results in a range of theoretical and practical considerations. In the context of the founders of grounded theory, the key issue was the extent to which a review of existing literature at the onset of the research would effectively inhibit the emergence of categories naturally from the empirical data, owing to the impact of extant theoretical



frameworks and their related hypothesis (Dunne, 2011). The approach adopted by Corbin and Strauss (1990) placed less emphasis on the process issues of grounded theory and viewed procedures as tools that help the researcher to build theories grounded in data. In this manner, the literature could support the development of the research question. The approach adopted by Charmaz (2006) was even more practical in that it considered researchers having ideas about the literature around the subject area as a possible vantage point which would add value to the process of theory construction.

The approach adopted in the current research was impacted by a range of factors including the professional background of the principal researcher which involved practical management experience in change, as well as a practical history in the management of change within the nonprofit sector, and, specifically, within a hospital setting. This led to the proposition of using literature during the process of data analysis as well as during theory construction. As referenced earlier, '*focused literature reviews*' were undertaken throughout the use of the LRMs to inform the identification of Node relationships (categories). Counteracting any possible negative impact of such early engagement with literature was a process of reflexivity that was effectively built into both the LRMs and the RL, an approach well referenced in the grounded theory process literature (Heath, 2006; McGhee et al., 2007; Robson, 2011).

### **Recommendations for further research**

As a single case study, the hypothesis developed should be tested in further nonprofit settings in order that a more generalised application of the findings can be tested. To support such an approach, further research, which could be undertaken and is currently being considered, would include the following elements:

- A longitudinal grounded theory study in a second nonprofit hospital undergoing similar change in order, magnitude and type as was undertaken in this research. Such a study would seek, in a similar manner to the current study, to understand change from the perspective of those experiencing it, with outcomes being compared with those achieved in the current study. This would provide clarity as to the hypothesis derived in the current study and determine both its veracity as well as potential other intervening factors that could expand it.

- A longitudinal grounded theory study in a nonprofit organisation outside of the hospital sector in an organisation that is undergoing major change of the order of magnitude experienced in this current study. This would provide clarity as to the extent to which the hypothesis developed here is applicable to a broader nonprofit context or the possibility that it may be more specific to a hospital setting.
- Finally, a longitudinal grounded theory study in a for-profit organisation within the hospital sector in an organisation undergoing similar change. Such a study would seek to determine the extent to which the hypothesis identified in the current study is in fact unique to the nonprofit sector through a process that has had limited application in previous change management case study research.

## Conclusion

Whilst this article identifies a specific approach to grounded theory research in a unique application, it does so from the perspective that *methodology* is different from *method*, where the former remains true to the origins of grounded theory, and the latter recognises that each application of grounded theory further develops it as a qualitative research methodology. The approach developed in this research responds to the prescriptive challenges of applying a set of epistemological approaches to qualitative research, whilst maintaining the core elements of grounded theory - namely, constant comparative analysis, theoretical sampling, and theoretical saturation.

The historical roots of grounded theory evolved from the early dominance of research settings that reflected the strong quantitative ideological framework. This dominance saw qualitative methodologically based research viewed in adverse terms (Johnson, Long, & White, 2001) and relegated as subsidiary to more scientific based quantitative methodologies. Responding to this positivist paradigm, grounded theory developed as a means of generating theory from real-world data, evolving over time, to incorporate a wider application of methods, in a world that has since come to value the addition to knowledge that qualitative research can bring, resulting in part, from the rigour of analysis as well as the richness and depth of interpretation (D. Walker & Myrick, 2006).

The grounded theory approach to both collecting and analysing interview and related data supported an understanding of how change recipients as well as change agents, involved themselves in, and responded to, a wide range of organisational processes and dynamics that characterised the changes at the hospital. As a recognised qualitative research methodology, its unique inductive underpinning supported a depth of understanding through the thoughts, feelings, responses, attitudes and emotions of those involved in, and affected by the processes, over its duration. In the context of a growing appreciation in recent change management literature as to the importance of the individuals in change, as distinct to just the organisational focus, grounded theory supports the depth of analysis and understanding to be achieved by seeing change through the eyes of those who are experiencing it, planning it, and managing it, and doing so in the context of an iterative data analysis approach that is sensitive to the gradation within that data and its meaning.

The research outcomes resulting from the application of grounded theory methodology, and supported by the specifics of the method identified in this article, to the study of a single case study in the management of change in the nonprofit sector, supported the hypothesis identified earlier regarding the identification of four key characteristics that necessitated an increased focus in planned organisational change. These were the inclusion of formal reflection time for change agents and change recipients during the change program; the development of trust and confidence in the organisation prior to the actual change commencing; ensuring an appropriate focus on the individual experience of change rather than an entirely organisational focus; and the identification of a range of sequencing events necessary throughout the change program. By outlining specific grounded theory design characteristics focused on researching change from the perspective of change recipients, this study has further developed grounded theory as a research method, whilst also identifying a number of change management activities that may underpin successful change management within the nonprofit sector, thereby contributing to the theory and practice of change, in a sector that has not been the subject of such research to-date.

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## **Chapter 5 A longitudinal qualitative case study of change in nonprofits: Suggesting a new approach to the management of change**

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“THE INTELLECTUAL ATTAINMENTS OF A MAN  
WHO THINKS FOR HIMSELF RESEMBLE A FINE  
PAINTING, WHERE THE LIGHT AND SHADE ARE  
CORRECT, THE TONE SUSTAINED, THE COLOUR  
PERFECTLY HARMONIZED; IT IS TRUE TO LIFE.”

ARTUR SCHOPENHAUER 1788-186

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### **Preface to Chapter 5**

This paper was published in the ‘*Journal of Management & Organization* (2017), 23.1, 74-91’.

#### *Nature of Paper*

This paper forms the core outcomes of the research and provides the focal point for assessing the value that the research may have to those within the nonprofit sector planning for organisational change.

#### *Purpose of the Paper*

The purpose of the paper was to present the grounded theory of change management in the nonprofit sector resulting from a single case study. The research analysed the nature of the nonprofit sector in terms of understanding the characteristics of this sector and how these characteristics differentiate this sector from the broader for-profit sector. This contextual discussion provided the framework for the research in this sector as the unique characteristics supported the research questions identified earlier. This led to the identification of the theoretical framework that focused attention on a number of key elements in the management



of change, including sequencing of activities, communication, leadership and the emotional inputs and consequences of change. Finally, the paper presented the key findings related to the identification of four processes and activities resulting from this research. It suggested that these processes and activities may be pre-conditions to successful change outcomes, and were identified as Planned Reflection, Actor Confidence, Personal Recognition and Change Sequencing. Once identified, these processes and activities were critically evaluated against elements of seven research-based change models in order to determine correlations. In support of the research questions, the paper reinforces the grounded theory through detailed presentation and interpretation of interviewee quotes.

### *Development of the Paper*

The paper was developed from three perspectives. Firstly, a grounded theory of change management in the nonprofit sector was embodied in four key findings, referred to further in the section below. Secondly, these findings were further analysed by reference to seven existing change models to determine the extent of overlap. These existing change models included those developed by Bullock & Batten's Phase Model; Dunphy & Stace's Process Model; Dunphy Griffith & Benn's Transformational Change Program; Kanter's Building Blocks of Change; Kotter's 8-Step Change Model; Rogers Technology Adoption Curve and Five Stages in the Innovation-Decision Process, and Taffinder's 8-Step Corporate Transformational Model. Each of the findings from this research were filtered through these models to determine the extent to which they, and related concepts, were identified within these various models. Finally, the paper concluded these models lacked consistency with regards the research findings being firmly integrated within them, suggesting possible gaps in execution when these models are applied in the nonprofit sector.

### *Relationship to other Chapters*

This paper presents the key findings of the research and, by doing so, respond directly to the research questions identified in Chapter 1. The findings were developed in the context of the literature review undertaken in Chapter 3 and the methodology described in Chapter 4, whilst considering the relevant aspects of the nonprofit sector identified in Chapters 1 and 2. One of

the key findings presented in this paper in relation to Planned Reflection, is discussed in further detail in Chapter 6 where an Integrated Reflection Framework is developed.

### *Relationship to overall Thesis*

This paper responds directly to the research questions identified in Chapter 1. It analyses and presents the key findings in the form of a grounded theory. Evidence drawn from the analysis in this paper suggests that whilst elements of these four processes and activities appeared in some of these existing models, their inclusion as a combined and inclusive process and activity was lacking, resulting in the need for these to be incorporated in all approaches to planned organisational change in the nonprofit sector. As a single exploratory case study, it identifies unique attributes of change management as they may apply to the nonprofit sector and, in doing so, informs existing organisational change management approaches, many of which have originated from research in the for-profit sector.

My co-authors for this paper were Professor Elizabeth More and Professor Peter Steane in their roles as principal and co-supervisor respectively. Professors More's and Steane's contribution to this paper involved them assisting me in conceiving and designing the project and critically revising intellectual content, both during the development of the paper, as well as in the final output. In doing so, guidance was also provided with regards responses to the double-blind peer review process of the Journal of Management & Organization.

### **Abstract**

Existing change management models have been developed from research undertaken largely within the for-profit sector, with little reference to the unique challenges of the nonprofit sector. This article identifies a number of characteristics of change management that may be unique to the nonprofit sector. The research sought to understand change from the perspective of those within the sector who experienced it using Grounded Theory in a rich single case study as the methodology, applying an inductive reasoning approach to the development of theory. Results point to the impact of four key characteristics that require a more substantial focus in planned change models when applied to nonprofits. These include formal reflection for change agents and change recipients, development of trust and confidence in the organisation prior to the

actual change, focusing on the individual experience of change, and the sequencing of events from a planning perspective.

## **Introduction**

This article, based on a single exploratory case study, reveals how a nonprofit organisation exhibits change differently from commercial organisations from which much of the prevailing research into organisational change management (OCM) has originated. The research was based on the investigation of the change associated with the introduction and implementation of an in-house designed 'E-Pathways' electronic patient records management system, which was implemented across a nonprofit hospital over a three-year period. In the context of this research, a nonprofit organisation has been defined as one that exists not for personal gain, and where 'profits' or surpluses are not distributed to owners or those associated with the organisation (Ball, 2011; Crampton, Woodward, & Dowell, 2001)

This article interprets change at a single nonprofit sector hospital from the viewpoint of those who experienced it, suggesting a need to approach this from a longitudinal perspective to ensure adequate coverage (Dawson, 1997), viewing the process of preparing for the change, experiencing the change, and reflecting on the change, applying, in part, a processual approach to the study of change (Dawson, 1994). A longitudinal approach provides an opportunity to see the change unfold and deliver potentially new insights into the management of the process (Caldwell, 2011). In this manner, the current article seeks to understand the change process in a domain-specific-context and, by doing so, identifying attributes of the change process that may underpin future research in nonprofit specific OCM frameworks. Consequently, this article contributes to the theory and practice of management by further informing change management practices in a sector that has been largely overlooked from such a research perspective.

## **Context of Research**

Australian nonprofit organisations need to address many issues that directly affect their strategic and operational capacity, which impacts their expansion capabilities. This further challenges their long term sustainability, as well as their very reason for existence (Ball, 2011).

Many of these challenges appear in common with international nonprofit organisations: for example, regarding issues of revenue generation models in the United States (Skloot, 1983);

performance management difficulties in the United States (Manville & Greatbanks, 2013) and New Zealand (Macpherson, 2001), the United Kingdom (Moxham & Boaden, 2007) and Europe (Speckbacher, 2003); leadership and management ideological challenges in Scandinavian countries (Klausen & Selle, 1996); and governance related challenges, especially within nonprofit hospitals in the United States (Amundson, Hageman, & Umbdenstock, 1990). Whilst not exhaustive, this comparative list provides indicative evidence that Australian nonprofits reflect similar change tensions experienced by their global partners.

The ability to attract, maintain, and develop human resources, imposes ongoing strains and stresses on the constancy of programme and service delivery for such organisations. This issue specifically threatens those nonprofits operating in the broader human service sectors of disability, mental health, and aged care (Productivity-Commission, 2010). Additionally, the use and application of hybrid performance measurement criteria for those nonprofits operating commercial and quasi commercial activities, in competition with for-profit organisations, test their management capabilities at both executive and board levels (Ball, 2011; Lyons, 2001).

The demanding business environment that many in this sector have faced over extended periods of time, has jeopardised ongoing program funding, and placed heavy demands on service delivery, threatening the continuity of segments of their operations (Drucker, 1990). This has been further compounded by a unique reliance on a diverse volunteer pool (Lyons, 2001), which challenges many in managerial and leadership functions within this sector, and places significant strain on their organisation's abilities to achieve strategic and operational goals, within given timeframes. Moreover, the consequences of the economic realities of the global financial crisis of 2008 constricted public spending, whilst simultaneously redirecting service provision through the nonprofit sector largely on a default basis (Manville & Greatbanks, 2013).

The shifting regulatory framework, the product of an expanding array of government legislation (Steane, 2008) refocuses operational planning. The resulting compliance burden potentially exposes these organisations to a duality of issues. On the one hand, there is the resulting increase in compliance costs, whilst on the other, an often widening gap between government funding structures and actual service provision costs. This issue appears most evident in the community services sector (Productivity-Commission, 2010).

In this context, the need to understand and deal with large, varied, and dispersed external and internal stakeholder groups (Myers & Sacks, 2001), continues to strain nonprofit human, financial, and capital resources, placing even further management constraints on these organisations, and potentially focusing attention away from their predominant service, and program delivery objectives. Moreover, these organisations tend to have complex revenue generation models, which reflect the varied sources of funds that need to be managed within a complex and often multi-skilled environment (Lyons, 2001; Steane, 2001), where their ability to attract the full gamut of skills is already under sharp focus.

Another dimension is that Australian nonprofits tend to operate within areas of human need (Steane, 2008) that can be reactive to political bias as governments of various political persuasions deal with ever increasing demands on the social budget. This may place further pressure on their existing stretched service delivery resources. Compounding this maze of factors, the ability to effectively manage the ongoing conflict between issues of mission, and practicalities of operational and organisational sustainability (Steane, 2001), within religious based nonprofits, further extends the substantial list of challenges faced by these organisations, which in many ways differentiate them from their for-profit counterparts. In amongst these organisational issues is the multi-dimensional focus of management, which must have more than a unilateral view on purely bottom-line and associated shareholder value outcomes (Bois, Jegers, Schepers, & Pepermans, 2003; Marcuello, 2001).

These internal and external characteristics individually and collectively impact the broad environment of nonprofits that are embodied within a mission, rather than a market focus. Such a focus is, in part, reflected in the nature and characteristics of their workforces which place a higher emphasis on passion for the cause, rather than personal gain (Bradach, Tierney, & Stone, 2009; Manville & Greatbanks, 2013). This provides an opportunity to view such defining attributes of a particular sector and consider the resulting impacts on the study of change management and, by doing so, raise possible awareness as to how the management of change may be differentiated between the nonprofit and the for-profit sectors.

The development and application of wide-ranging aids to the management of nonprofit organisations have had as their source, the broader commercial world, from which many of these tools and techniques have originated. Yet the publicised uniqueness of this sector, in areas

of mission and values, human and financial resources, volunteering, performance evaluation, and accountabilities more generally (Lyons, 2001; Ott, 2011), have meant that the nonprofit sector is heavily reliant on the for-profit sector for the development of such management aids (Groeneveld & Van De Walle, 2011; Lyons, 2001). However, the uniqueness of the nature and challenges of the sector has not necessarily translated in sector specific research leading to the development of sector specific management aids (Myers & Sacks, 2001).

Researching the management of change, specifically in nonprofits, may lead to a broader understanding of change theory and an expansion in the practical application at the organisational level. This ongoing bridging of academic research and practitioner application is consistent with views within the established research community (Bansal, Bertels, Ewart, MacConnachie, & O'Brien, 2012; Busi, 2013).

The range of issues that support the view of wide-ranging strategic and operational differences between the commercial and nonprofit sectors, as identified above, underpins the conclusions reached regarding the application of OCM in the nonprofit sector.

### **Theoretical Framework**

The management of change has been widely researched with much of this research being undertaken in commercial or for-profit settings. The literature often references the challenges associated with understanding the sequencing attributes of change (Amis, Slack, & Hinings, 2004; Bartunek, Balogun, & Do, 2011), the inability of generalizing the application of change (Schaffer & McCreight, 2004), and also questions the ability to even manage change (Brewer, 1995; Balogun & Jenkins, 2003).

The communication of change has also been a substantial focus of many researchers (Armenakis & Harris, 2002; Armenakis, Harris, & Mossholder, 1993; Baker, 2007; Bamford & Forrester, 2003), focusing not only on the attributes of communication but also the impact of communication, as well as the skills of leaders to effectively communicate a consistent change message that adequately addresses the negative responses to change.

The structure of change has further identified a range of issues that provide insights into potential preconditions for success or failure. Viewing change as a purely top-down process

(Cunha, Clegg, Rego, & Story, 2013; Graham, 2003; Tam, 1999), rather than recognising the potential impact of more bottom-up mechanisms, assists in addressing the correlation between change and resistance to change. Presenting change as a completed package (Graham, 2003) may undermine its successful implementation by building resistance levels as change recipients feel effectively left out of the process, and denying their involvement and, therefore, a sense of shared ownership.

A further element in much of the prevailing literature has sought to address the issue of change management from the perspective of the organisation. What is addressed here is the focus on organisational routines and schemata (Balogun & Jenkins, 2003; Rerup & Feldman, 2011), visioning the future organisational state that directs the process of getting to the end point which encompasses that vision (Nadler & Tushman, 1997) linking the application of change models to the environmental circumstances of the organisation (Dunphy & Stace, 1993); and considering an often misdirected approach to resistance to change that focuses on negative organisational consequences (Chia, 1999), rather than interpretations that, if appropriately dealt with at the individual level, can translate to positive change outcomes at the organisational level (Bartunek, Balogun & Do, 2011; Becker, 2007).

Existing frameworks of change management have predominated in a broader world-view that change is now, and historically has been, an assumed challenge for all organisations (Drzensky, Egold, & van Dick, 2012; Beckhard & Harris, 1977). It is, therefore, a presumed way of life for its employees, in the context of the vagaries of the economics of globalisation, the rampant application of information technology, and the market driven need that underpins industry consolidation (Hesselbein & Johnston, 2002).

One key element, missing from much of the extant research, views change from the perspective of those who experience it (Oreg, Michel & By, 2013). Recognition of a broad range of internal organisational factors, together with prevailing market and economic forces, may very well act as the trigger points for change (Lutz, Smith & Da Silva, 2013; Crutchfield & Grant, 2008; Drzensky, Egold & Van Dick, 2012). However, the role that individual response plays to such change must not be overlooked when researching how change unfolds and determining what the key attributes of successful change may be in an organisational setting where such individual reactions are diverse, ranging from negative to positive (Fugate, 2013).

A further element absent from much of the prevailing research is the relevance and consequences of the uniqueness of the nonprofit sector and, therefore, the impact this may have on activities like managing change within these organisations. Such a focus has led some researchers to highlight the distinction between the corporate and the nonprofit sectors (Groeneveld & Hinings, 1988; Steane & Christie, 2001).

This current research, consequently, aims to understand change from those within a nonprofit organisation who experienced it, to ascertain how processes may be differentiated from normative change management models. In essence, gaps in the prevailing research appear at two levels. On the one-hand with regard the focus on individuals and the role they play in the apparent high failure rate of change (Grady & Grady III, 2013), whilst on the other-hand, the absence of research that informs the development of sector-specific change management models. Accordingly, the key question that this research seeks to address is what can be learned from a nonprofit longitudinal qualitative case study regarding the management of change that may point to key differentiating features of existing models?

## **Methodology**

As this research sought to understand change management in the nonprofit sector, based on interpreting relevant processes in the context of everyday activities of those who experienced it, and within the settings of their daily routines and work programs, more genuine grounded theory was identified as the appropriate method for pursuing these aims. The central attribute of this method is the user's ability to provide an enhanced qualitative framework with visibility, comprehensibility and replicability (Bryant & Charmaz, 2007). One of its key elements, namely, theoretical sampling, focuses on the derivation by the researcher, of concepts, properties, and dimensions sourced directly from the data, whilst extracting the relationships that exist between those concepts. This underpins the interplay between induction and deduction (Aminian, Kirkham, & Fenn, 2013), supporting the uniqueness of the method and its appropriateness for this research. In line with this methodological framework, and using the Nvivo software application, dimensions from the data were extracted as an inductive process, followed by the identification of relationships between the dimensions as a deductive process, which in turn guided the researchers in an ongoing and iterative data collection and analysis



process. This followed the theoretical sampling strategy which underpins grounded theory (Aminian et al., 2013)

A single case study approach was adopted for this research, reflecting the desire for a rich case study and timing restrictions necessary to achieve an outcome. It was also recognised that a singular case study may provide the framework from which other studies could be advanced. As suggested by Eisenhardt (1989: 548) “ ... *building theory from case study research is most appropriate in the early stages of research on a topic or to provide freshness in perspective to an already researched topic.*”

In the context of Eisenhardt’s comments, change management is a well-researched topic, whilst evidence of research of change management, as indicated earlier, in the nonprofit sector, is far less prevalent and, therefore, this research provides a fresh perspective on this well researched area.

This research is longitudinally based as it evaluates the views of staff, at many levels of the organisation, during each phase of the implementation. In doing so, it seeks to cast a wide net over staff and obtain from them their views and responses, a rich picture of a lived change process experience. A longitudinal approach to researching change in the context of a single case study, and sourcing qualitative data from interviews and participant accounts, thereby understanding change through the lived experiences of those involved in the process, has been accepted amongst researchers (Burgess, 2003; Dawson, 1994, 1997)

Interviewees included representatives from all ward nursing staff, ward nursing managers, allied health professionals, managerial staff involved in designing the E-Pathways system as well as those tasked with implementing the system, including the internally designated change agent and the change agent team. Members of the hospital’s executive team, including the chief executive officer, were also interviewed. This wide source of interviews ensured that interview data was obtained from an array of those who were impacted by the changes, directly and indirectly. In keeping with theoretical sampling principles, these interviews developed an iterative framework as data analysis informed ongoing interviews.

These interviews were conducted at three distinct stages, namely, before the change was implemented in their areas, during the rollout, and on a post implementation basis, to assess the

success factors as well as the failure points from an organisational change management perspective. Such a longitudinal approach was also aimed at understanding the personal feelings of the employees, how these were dealt with by the organisation, and how these impacted on the processes and outcomes of the change program, recognising that a wide range of positive and negative emotions abound during such change processes.

During the course of the research, 56 interviews were conducted. These included 12 before-the-change (BC), 19 during-the-change (DC), 18 after-the-change (AC), and 7 member-checking interviews (MC), with the latter being used for validity purposes. Data collection was undertaken over a 3-year period, with interviews conducted before, during and after the change. Staff movements in and out of the hospital during this period resulted in varying combinations of interviews being undertaken. Of the total number of interviews, 11 staff members involved themselves in only 1 change phase each. A further 9 staff members were involved in 2 change phases each, whilst 8 staff members were each involved in all three phases of the change. Whilst this reflected on one of the challenges of conducting longitudinal research within an organisation, continuity of critique was evident in the common threads of comments made and observations identified throughout the research period at the hospital.

Additionally, numerous group meetings were attended where the researcher was a non-participant observer. Evaluation of a broad range of hospital-based documentation enabled effective triangulation which underpinned constructs and hypotheses drawn from the data (Eisenhardt, 1989).

These interviews were audio recorded as a basis for developing detailed transcripts. They were approached on a semi-structured and open-ended basis so as to ensure maximum engagement with the interview participants. This approach was considered most appropriate, given the principal author's desire as the major researcher, to understand participants' behaviours and experiences as well as actions, motives, beliefs, values and attitudes, and how these impacted their perception of the change process. Additionally, such an approach provided the basis for a thick rich description of the interviews to support theory development. Interview questions sought to elicit a range of responses with regards their historical experiences with change in the hospital; their experiences with the current change program; their personal reactions; their views of the organisation as a result of these experiences; issues as to aspects of the change

that were positive and those that were less so; quality, frequency, and sources of communications regarding the change; their own coping mechanisms throughout the change process; levels of support sought and received from the hospital; and capacity issues of dealing with change, both from a personal and organisational perspective.

In facilitating the single case study where a longitudinal approach could be undertaken encompassing the three stages of before-the-change, during-the-change, and after-the-change, at a time that was conducive to effective 'real-time' analysis, the Seventh Day Adventist Hospital (SAH), a Sydney based nonprofit organisation was identified as appropriate to these requirements. SAH has been in existence since 1903, and, at the date of this research employed in excess of 2,200 staff in varying capacities, accounted for 700 accredited medical specialists, catered to an average of 50,000 in-patients and 160,000 out-patients per annum, in addition to some 20,000 Emergency Care admissions.

## **Findings**

Much of what was discovered at the SAH regarding the management of their change program, relating to the implementation of the E-Pathways system, suggested close association with elements of numerous well accepted and researched change models. These included Bullock and Battens' phase model (1985), Dunphy and Stace's process model (1988), Dunphy, Griffith and Benn's 10-step transformational change program (2007), Kanter's building blocks of change model (1983), Kotter's 8-step model (1996), Roger's technology adoption curve and the five stages in the innovation-decision process (1962), and Taffinder's 8-step corporate transformational model (1998).

Whilst common attributes existed with many of the change models identified above, other characteristics were identified as being potentially unique to SAH's approach. These characteristics have been highlighted in this research as they may underpin a refinement of existing commercial-sector originated models and provide evidence of the value of further research originating from change management in the nonprofit sector.

In the context of the qualitative research undertaken at SAH, four major findings have been identified which need to be considered as having possible implications for existing OCM theory

when applied to the nonprofit sector. These are presented below and their meaning in the context of implications for prevailing OCM research discussed.

The first finding suggests that the likelihood of success of change in the nonprofit sector may increase as a direct result of formal time-availability for reflection, for both the internal change agents, as well as the change recipients.

The second finding suggests that the likelihood of success of change in the nonprofit sector may be directly impacted by the level of confidence that change recipients have in management's ability to design and execute change. This, in part, is a direct consequence of the organisations past history in designing and implementing change.

The third finding suggests that the likelihood of the success of change management in the nonprofit sector may be directly impacted by the extent to which change recipients feel that management is interested in them personally during the change process. This contrasts with the primary focus being on organisational outcomes, where those experiencing the change are mere ingredients in the process.

The fourth and final finding suggests that the likelihood of the success of change in the nonprofit sector may increase as a direct result of organisational change sponsors better understanding a broad range of timing considerations that need to be applied in the planning processes leading to the change program being implemented.

## **Discussion**

### **First finding - Reflection**

Evidence from the research indicated that reflection may be a pre-condition to success in the change program, to enable adequate time for all organisational players to absorb and better understand what is happening to them and in what they are actually getting involved. In this manner, personal and group / team reflection may be a process by which this can be achieved and, therefore, becomes a formal part of the change continuum, not just at the onset of the change and not just at informal stages throughout the process, but as part of the formal planned processes of change; pre, during, and after the change is implemented. This was supported by a range of interview comments such as:

*I think these sentinel events or issues that pop up from time-to-time in the process of transition are important for us to dwell on and try and really understand them (Interview 1 with Interviewee #20).*

*Hang on; thinking about it, I'm empowered here and I think it's really beneficial...What I feared about it was we're going to be like a rudderless ship. Once I thought about it, It's not actually true at all; people have risen to the occasion (Interview 2 with Interviewee #1)*

*It's a head shift. You have to personally implement the change in your head and make that head shift, and then try and work out how it can work for you. (Interview 1 with Interviewee #6)*

The application of reflection and reflective practices has been referenced in some of the prevailing literature. This has included its use as a strategy for revising conceptual change models (Van de Ven & Sun, 2011)), as a counter to pure operational styles in managing organisations (Bamford & Forrester, 2003), as a method of obtaining feedback and monitoring reactions (Lewis, 2011), and as a practice to enable personal growth within organisations undergoing radical change (McDermott, 2002).

The change program at SAH involved reflection as part of the processes, with support provided throughout all work-teams to seek this level of engagement, to further aid their understanding of, and engagement with, the changes taking place around them. Interviewees suggested that the inclusion of elements, such as reflection time in the change program, meant that the implementation of the change needed to be a longer process to ensure that change recipients were adequately engaged. To some extent, this underpins the process that people go through in understanding what the change means to them and allows them to consider this in the context of what is actually taking place around them (Isabella, 1990).

Analysis of these existing change models provides a mixed snapshot regarding the inclusion of formal reflection amongst either change recipients or change agents. Table 1 represents an

analysis of each of the change models highlighted earlier and the extent to which the process of reflection is dealt with in each.

**Table 1: How is Reflection Dealt with in Existing Change Models?**

<i><b>Change Model</b></i>	<i><b>Mention of “Reflection”</b></i>	<i><b>How is the concept dealt with in the model?</b></i>
Phase model (Bullock & Batten)	No formal mention	Not dealt with
Process model (Dunphy & Stace)	No formal mention	References emotions as part of engagement strategies for change agents
Transformational change program (Dunphy, Griffith & Benn)	References in context of change agents	Speaks of listening to the “inner voice” in guiding change
Building blocks of change (Kanter)	No formal mention	Not dealt with
8-step model (Kotter)	No formal mention	Not dealt with
Technology adoption curve and the five stages in the innovation-decision process (Rogers)	No formal mention	Not dealt with
8-step corporate transformational model (Taffinder)	No formal mention	References “eye-balling” within small teams and the concept of “idea time” as part of Step 2 – “Building Systemic Innovation”. Further references the role of coaching to support self-

		understanding at the CEO level
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By reference to the details contained in Table 1 above, it is clear that existing change models appear to give ‘reflection’ no direct mention, and in many of these models, the concepts supporting reflection has only limited support. By contrast, broader recognition of the benefits associated with formal reflection processes has been documented in research in health service-based implementations and change (Damschroder, Aron, Keith, Kirsh, Alexander & Lowery, 2009; Edmondson, Bohmer & Pisana, 2001). The inclusion of such formal reflection processes appeared as one of the underpinning aspects of the change at SAH and could, therefore, be considered as a potential formal step in appropriate nonprofit focused change models.

### **Second finding - Confidence as an element of trust**

Evidence from the research suggested that the ability of the organisation to be open and transparent regarding its past experiences of change, including those that went well and those that did not, laid the foundations for success in the current SAH change program. The research clearly pointed to this element of trust as a foundational element and ensured that many of the interviewees felt a degree of comfort regarding the connection between this historical element and the current change initiative. This was supported by a range of interview comments such as:

*People have a level of trust in their leadership ... and we attempt to communicate what's in it for them too.* (Interview 1 with Interviewee 4)

*Sort of walk with them a bit on the road to give them confidence* (Interview 2 with Interviewee #6)

*There was a lot of preparation, there was a lot of guidance, there was a lot of ‘You can come and learn it. You can be trained. You can do it at home. You can do it here’. So there was a lot of build up to it, whereas [...a previous change...] was just thrown on you.*(Interview 1 with Interviewee #12)

Trust has been referenced in much of the prevailing change literature, especially in the context of leadership (Lutz, Smith, & da Silva, 2013; Lines, Selart, Espedal & Johansen, 2005). In this context, trust is somewhat one-dimensional in that it reflects a range of personal attributes of the leader and reflects the 'light-on-the-hill' approach, where leaders represent the aspiration of the organisation, and the motivation for moving forward (Smith & Graetz, 2011).

Evidence from the SAH research suggests a wider application of trust by necessitating its existence in terms of how it has been historically applied, in the context of past changes, and the extent of openness and honesty that such leadership can evidence, as a precursor to the commencement of a new change process. In this manner, the ability of management to openly discuss past change experiences, irrespective of the degree of success or failure, however this may have been defined, laid the groundwork for levels of trust amongst the change recipients towards the current change process. Such a linkage, between commitment to change and levels of trust in management has been recognised in previous research (Meyer & Hamilton, 2013).

Informed in this manner, trust cannot be programed or planned; rather it is a consequence of past actions that must be managed in the present. The ability of leadership and management more generally, to reinforce views through action, as highlighted by numerous interviewees, provides the linkage between the historical basis of such trust with the realities of the current change program.

A further point of context with regards trust is its linkage with values, especially within nonprofit organisations. Whilst the value alignment between change and the process by which it is managed has been recognised (Burnes & Jackson, 2011), nonprofit employee attributes (Speckbacher, 2003; Drucker, 1990; Lyons, 2001) widen the importance of values and its linkage to successful organisational change.

Table 2 below identifies how trust has been dealt with in the referenced change models, providing the basis for it being highlighted as a potential differentiating feature in the current research.



**Table 2: How is Confidence and Trust Dealt with in Existing Change Models?**

<i><b>Change Model</b></i>	<i><b>Mention of “Trust” and “Confidence”</b></i>	<i><b>How are the concepts dealt with in the model?</b></i>
Phase model (Bullock & Batten)	No formal mention	Not dealt with
Process model (Dunphy & Stace)	Identified in context of incremental change	Furthering proposition by Quinn (1980) that incremental change increases confidence amongst employees
Transformational change program (Dunphy, Griffith & Bennis)	Discussed in context of sustainability in organisational knowledge and as a fundamental element of organizational life	No direct link to any aspect of the change model
Building blocks of change (Kanter)	No formal mention	Not dealt with
8-step model (Kotter)	As part of the process of “building a Coalition that can make change happen”, and raises the issue of credibility within this step	Creating trust is viewed through the mechanics of off-site events and communication
Technology adoption curve and the five stages in the innovation-decision process (Rogers)	No formal mention	Not dealt with
8-step corporate transformational model (Taffinder)	No formal mention	Not dealt with

By reference to the details contained in Table 2 above, confidence and trust is referenced to some degree by the prevailing change models. However, its application is inconsistent in terms of its usage within each, and its underpinnings, within each of the various stages associated with these models. Based on the findings from the SAH research, it would appear that the reliance on trust and confidence by change recipients, as a precursor to the planned change, impacts the outcomes. The research further suggests that trust and confidence is multi-dimensional, in that the single focus of leadership must be augmented with high levels of transparency and honesty, with regards previous organisational change outcomes, opening the organisation internally to analysis of these earlier successes and failures. Such an approach has been identified in past research (Armenakis & Bedeian, 1999).

### **Third finding - Focusing on the individual**

Evidence from the present research suggested that the focus on the individual change recipients, through the provision of extra resources during the change, the time allowed for individuals to adopt to the new technology and the new processes that followed this, the inclusion of individual staff in the identification and development of the clinical pathways that underpinned the new systems and processes, and the ability for staff emotionally affected by the changes to seek in-house assistance in guiding them through their difficulties, supported both confidence in, and support of, the changes. From a planning perspective, it had been determined that such a focus would potentially extend the timing of the change program. The public awareness, that this was both acceptable and warranted, further enhanced the overall change outcomes. This was supported by a range of interview comments such as:

*It's interesting because I think that if you look at change from the basis that people potentially feel that they've lost something in the process, then it is a form of grieving. If you take the change out of the equation and just look at a grief process, nobody is going to turn around to somebody who's grieving and say 'Just get over it will you', you'd be regarded as being totally callous if you did say that. (Interview 1 with Interviewee #1)*

*I think it's easy in this process to deal with the intellectual side of what's going on, but then on the emotional side ... and their self-esteem starts to go. So I*

*think they've addressed those things pretty well. (Interview 2 with Interviewee #4)*

*A lot of TLC... A lot of 'We're here all the time. Call me,' a lot of positive feedback, a lot of 'You're doing really well'. All of that kind of stuff. The usual of what you have to do with people. So I think it helped. (Interview 1 with Interviewee #12]*

Over the last decade or so there has been a growing awareness amongst researchers of the need to focus on the perceptions of individuals within change programs, and the recognition that a focus on the organisation must be balanced with an appropriate focus on the individual (Bamford & Forrester, 2003; Becker, 2007; Shin, Taylor & Seo, 2012). Whilst much of such research has been centred on analysis associated with levels of resistance to change and issues that either compound or support such resistance, emphasis has now also been applied in research associated with perceptions of individuals experiencing change (Isett, Gleid, Sparer & Brown, 2013; Lines, Selart, Espedal & Johansen, 2005).

Table 3 below identifies how the focus on the individual has been dealt with in the referenced change models, providing the basis for it being highlighted as a potential differentiating feature in the current research.

**Table 3: How is the Individual Dealt with in Existing Change Models?**

<i><b>Change Model</b></i>	<i><b>Mention of “Individual”</b></i>	<i><b>How is it dealt with in the model?</b></i>
Phase model (Bullock & Batten)	No formal mention	Not dealt with
Process model (Dunphy & Stace)	Mentions in context of leadership only	No direct link to any aspect of the change model
Transformational change program (Dunphy, Griffith & Bennis)	Discussed in context of change agency as well as human sustainability	No direct link to any aspect of the change model
Building blocks of change (Kanter)	Discussed in context of empowerment, initiative, innovation, and investment in people	Incorporated in Building Block 1 – “Departures from Tradition”, and Building Block 4 – “Individual Prime Movers”
8-step model (Kotter)	Discussed in context of leadership, empowerment and training	Incorporated in Step 2 – “Form a powerful guiding coalition”, and Step 5 – “Remove obstacles & empower action”
Technology adoption curve and the five stages in the innovation-decision process (Rogers)	Discussed in the context of thresholds for adoption	Distinguishes between the individual level of analysis and the systems level of analysis
8-step corporate transformational model (Taffinder)	Discussed in the context of empowerment	Incorporated in Step 2 – “Building Systemic Innovation”

By reference to the details contained in Table 3 above, focusing on the individual has been referenced and applied in a number of the prevailing change models. Such application has been embodied in the context of leadership, the impact on, and by, change agency, the part that empowerment plays in the change process, as well as the recognition of the role that training plays as part of the change process. Based on the findings from the SAH research, it would appear that focusing on the individual as a fundamental aspect of the change process, often in parallel with the organisation-wide focus, and doing so in an overt and caring manner, positively impacts the success of the change program. This is reflective of the cultural characteristics associated with the nonprofit sector and the people attracted to work within it (Speckbacher, 2003; Bradach, Tierney & Stone, 2009; Leiter, 2012).

#### **Fourth finding - Timing attributes in planning for change**

Evidence from the current research indicated that some of these key planning aspects related to the focus, design, delivery, frequency, and content of communication; the development of employee-client engagement strategies evident in the visioning of the change outcomes; and the existence of responsive design and service delivery structures that evidence proactivity at the execution stage. This was supported by a range of interview comments such as:

*Well of all the changes that I've seen here, I think this would be the one that's been managed most efficiently because of the forewarning and the training, and because they have a dedicated team of people to assist, and they're only a phone call away, and they've been very proactive. They have had a good structured process of informing people and educating people, and I guess letting people know that they will be there to support us, which hasn't happened before. (Interview 2 with Interviewee #15)*

*To me, I think it's been slowly introduced and enough information given at the time to just get your ahead around and then give you the next bit of information, put your head around it and then now we've got patients ... so it's just enough to build you up to the big stuff. (Interview 1 with Interviewee #14)*

*I think we're getting better at planning and designing things. and "Well I'm actually quite impressed because I've seen improvement has been great so as a manager I actually think the way that the hospital now handles situations is a lot better." and "I probably would have been a bit "Oh not another change. Here we go again. Now you know more about it, it's okay.*  
(Interview 1 with interviewee #5)

These planning attributes do not replace the wide-range planning that is prevalent in many of the existing change models. They do, however, represent either a renewed focus on some of these existing strategies or a change to the design structure within them.

Aspects of communication have been extensively covered in more recent research on change. Various design considerations have been highlighted around the need for two-way communication (Baker, 2007), comparative assessments of formal and informal communication (Lewis 2011) and the expression of management concern that can be implied in well-structured communication processes (Lines, Selart, Espedal & Johansen, 2005). Content of communication has been raised by researchers in terms of addressing employee uncertainty (Bordia, Hunt, Paulsen, Tourish & DiFonzo 2004), winning the hearts and minds of employees (Ghislanzoni, Heidari-Robinson, & Jermiin, 2010), as a tool that can convince change recipients to respond positively to change (Lewis, 2011), and as a link between the progress of change and employees' goals and values (Lines, Selart, Espedal & Johansen, 2005).

Engagement has been raised in different contexts in recent literature, ranging in terms of knowledge creation as part of the engagement strategy amongst change recipients (Becker, 2007), to the development of new individual work routines (Balogun & Jenkins, 2003), through to its linking with the visioning role of leadership in organisational change (Gill, 2003).

Table 4 below identifies how the focus on certain communication and change recipient engagement strategies have been dealt with in the referenced change models, providing the basis for it being highlighted as potential differentiating features in the current research (Gill, 2003).

**Table 4: How is Communication and Engagement Dealt with in Existing Change Models?**

<i>Change Model</i>	<i>Mention of “Communication” &amp; “Engagement”</i>	<i>How is it dealt with in the model?</i>
Phase model (Bullock & Batten)	No formal mention of either	Not dealt with
Process model (Dunphy & Stace)	Communication is discussed in context of collaboration and coercion.	Suggests that communication about organisational adjustment and change underpins collaborative change
Transformational change program (Dunphy, Griffith & Bennis)	<p>Communication discussed in the context of skill attributes of change agents.</p> <p>Engagement discussed in context of employee empowerment especially with regard technological developments. Further referenced with regard directive styles of leadership</p>	<p>The content of communication is referred to as part of Step 2: developing the vision, as well as Step 6: securing basic compliance, wherein reference is made to ‘communication plan’. It is also referenced as part of Step 9: regarding communication of the focus of the change program.</p> <p>Engagement is identified in Step 2 and Step 4: assessing the readiness for change.</p>
Building blocks of change (Kanter)	Communication discussed in terms of visioning and articulating the change as well as the use and application of “catchphrases” that become “slogans” that underpin and support the broader message	Communication is incorporated in Building Blocks 3 – “Strategic Directions” and 4 – “Individual Prime Movers”, whilst Engagement is

	<p>regarding change. Further discussed in the context of communication vehicles that spread information regarding the change across the organisation</p> <p>Engagement discussed in the context of institutionalising change as it moves from conceptualisation to action.</p> <p>Overall reference to change failure being the result of lack of <i>“integrating, institutionalizing mechanisms than with inherent problems in an innovation itself”</i>.</p>	incorporated in Building Block 5 – “Action Vehicles”
8-step model (Kotter)	Both mentioned extensively	Communication is the basis for Step 6 – “Communicating Change Vision”, whilst Empowerment is basis for Step 7 – “Empowering Employees for Broad Based Action”
Technology adoption curve and the five stages in the innovation-decision process (Rogers)	<p>Communication referenced extensively</p> <p>No formal mention of empowerment.</p>	Communication discussed in the context of “Communication Channels” underpinning each of the Five Stages in the Innovation-Decision Process



8-step corporate transformational model (Taffinder)	<p>Communication discussed extensively with cross referencing to Kotter's comments regarding frequency</p> <p>Empowerment discussed in context of accountability and management devolution, and culture building</p>	<p>Communication dealt with in:</p> <p>Step 1 – “Leading Big Change” ,</p> <p>Step 4 – “Awakening”, &amp; Step 7 – “Delivering big change”</p> <p>Empowerment dealt with in:</p> <p>Step 2 – “Building Systemic Innovation”, &amp;</p> <p>Step 8 – “Mastering Change”</p>
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By reference to the details contained in Table 4 above, existing change models apply concepts and processes of communication and engagement in the planning and execution processes of change with mixed application and in various ways. Whilst such considerations feature in some detail within these, few of them seek to stress these elements to the extent identified by this research, as being potentially fundamental to the success of change programs and, thereby, a necessary focus in the planning stages. The need to ensure adequate planning and maintain a strong focus on this aspect of change and, by doing so, resisting the urge to prematurely proceed to ‘doing things’ that relate to the actual change, have been identified in earlier research (Beckhard & Harris, 1987; Gill, 2003).

## **Research limitations and implications for future research**

Whilst a single exploratory case study has been undertaken to respond to the research question, research limitations exist which the authors have identified for inclusion in future research, aimed at addressing issues associated with the generalisability of the findings across the nonprofit sector, leading to the development of a nonprofit specific OCM model for broader application.

One such limitation is the nature of the nonprofit sector, which contains many disparate organisations in terms of both size and industry, necessitating OCM research which can account for such diversity, further informing the limited single case study research undertaken at SAH from which an extrapolated position has been proposed.

A further limitation relates to the comparative impact of reflection and reflective practices within nonprofit organisations as they pertain to OCM. Current research has identified the potential impact that such practice has had on the outcomes within SAH, without any comparison of earlier change programs where such practices may have been either absent or given less focus. To respond to this limitation, further research should be undertaken in a single case study setting, where comparisons are made between multiple change programs, over time, within the one organisation.

In relation to findings associated with trust and confidence in management with regards OCM, a limitation is determining the extent of the impact on change outcomes. Future research could involve a comparative study between multiple nonprofit organisations, where each has varying performance attributes of its senior management team as evidenced by such instruments as staff survey responses over time, could further inform the implication of this finding in the SAH research to the broader nonprofit sector.

A further limitation relates to the for-profit and nonprofit comparison with regard OCM, from which this research is framed. Findings resulting from the SAH research could be ‘tested’ in for-profit environments to determine relative impacts. Such an approach would require controlled inclusion in a proposed change program where designated change processes do not materially differ from an earlier change process as the organisation may have a methodology that has been previously deployed.

As a singular exploratory case study, these limitations have been highlighted as pre-cursors for further research, aimed at strengthening the findings and the conclusions presented in this paper.

## **Conclusion**

This single exploratory case study has set out to identify potential unique attributes of change management as they may apply to the nonprofit sector, thereby informing existing OCM approaches, many of which have originated from research in the commercial sector. Observations from the qualitative data, derived from a detailed grounded theory methodology that was underpinned by a theoretical sampling strategy, highlighted four key findings, each of which may hold implications for existing OCM theory.

These observations, suggest that reflection, confidence and trust, a balanced focus on the individual as well as the organisation, and timing attributes, impact change outcomes within these organisations. Further research into a broader range of nonprofit organisations that is able to test these observations is necessary in order to substantiate the findings from this research,

Recommendations arising from the research as to the nonprofit characteristics that may extend existing OCM theory beyond current application include:

- The need to formally include reflection time and reflective practices for all change participants in the planning, execution, and concluding stages of change, understanding that those experiencing change react to a wide range of emotions leading up to the change, during the execution phase, as well as in the post-change phase, and throughout this period, need to not only absorb the practicalities of the change and what this may mean for their own positions, but to also be able to verbalise their thoughts and discuss these in an open and supportive environment with colleagues, including internal change agents and management.
- The need for the organisation to openly reflect on both the success and failure of past change experiences as a fundamental component of the planning stages of change, reinforcing trust and confidence in management with regards their ability to plan for, and execute change successfully.

- The need for management to maintain an adequate focus on the individuals experiencing the change rather than an organisational focus as a primary (and often sole) consideration, creating an organisation-wide view as to management's interest in the welfare of change recipients throughout the change process and reinforcing an inclusive approach to the challenge of change within the organisation; and
- The identification of appropriate timing considerations in the change-planning process, with specific reference to communication and change recipient engagement processes, underpinning a strong correlation between the level of change preparation and readiness, with actual change execution.

Research regarding change management in the nonprofit sector has been limited, with the general historical focus having been attributed to commercial sector organisations. The view amongst some organisational researchers fails to directly differentiate between sectors, and view change from the generic perspective of the organisation (Beer & Nohria, 2000; Brewer, 1995; Burnes, 2004). Others point to a range of differentiating features unique to the nonprofit sector that may impact on a range of organisational processes and challenges (Lutz, Smith & Da Silva, 2013; Speckbacher, 2003).

This research suggests that such differences may support further consideration of specific organisational change management models for use in the nonprofit sector.

Given the single case study approach, such conclusions are considered to be tentative and, as suggested in the research limitations earlier, additional research that explores the suggested strategies in additional nonprofit organisations, should be undertaken to confirm these findings and support their integration into the OCM body of knowledge.

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## Chapter 6 The Role of Reflection in Planned Organizational Change

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“HABIT RULES THE UNREFLECTING HERD.”

WILLIAM WORDSWORTH 1770-1850

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### Preface to Chapter 6

This paper was submitted for review in June 2017 to the ‘*Journal of General Management (JOGM-2017-0038)*’.

#### *Nature of Paper*

This paper delves further into one of the key research findings, namely the role of planned reflection in organisational change within nonprofit organisations. Whilst it recognises the role of group reflection, it focuses attention on individual reflection both from the perspective of the change agent and the change recipient.

#### *Purpose of the Paper*

This paper identifies how reflection, as an activity for the change agent and the change recipient, impacted change outcomes in the single case study. It develops a framework for reflection which can be applied to other nonprofit organisations as an integral process in planned organisational change. Evidence from this paper substantiates the need for organisational leaders and managers to consider the inclusion of individual and group reflection as a fundamental processual element in the management of organisational change.

#### *Development of the Paper*

The paper was developed as an extension of the grounded theory and focused on capturing reflection strategies and approaches that impacted the case study outcomes. It identified the multi-dimensional nature of reflection and the manner in which it may be subtly introduced into teams, departments and entire organisations, whilst its development and formal inclusion as part of a change management process has been, to some extent, underestimated.

This paper develops an Integrated Reflection Framework that drives reflection through three dimensions, the first identifies the mechanisms through which reflection is undertaken, the second identifies the sources of reflection, whilst the third considers the organisational and individual attributes stemming from reflection to support organisational change.

Mechanisms identified in the case study included face-to-face discussion forums, social media, group specific meetings, targeted mentoring and informal communication pathways. Sources were considered in terms of personal and group reflection, whilst the organisational and individual attributes incorporated a very wide range of considerations. These included attributes of learning, communication, confidence, storytelling and sensemaking, emotions and self perceptions. The paper developed recognition of these sources as prevailing approaches within change settings and considered each of these approaches, whilst developing them as an integrated approach for the purposes of the Reflection Framework. In this manner, links between self-perception and reflection were discussed, as was the application of applied learning and reflection, communication and reflection, storytelling / sense making and reflection, confidence and reflection, and finally, emotions and reflection. The dominant feature of this Integrated Reflection Framework is the recognition that in order to enable reflection, organisations and individuals must identify the diversity of opportunities and contexts within which this important activity can, and does, take place.

#### *Relationship to other Chapters*

This paper represents a key consideration resulting from Activity 5 identified in the Research Path depicted in Chapter 1, Figure 1. It extends the grounded theory to the development of specific nonprofit change management element, being the role of reflection. The paper results directly form the methodology discussed in Chapter 4, and integrated the key findings presented in Chapter 5.

#### *Relationship to overall Thesis*

This paper extended the PhD research by delving into one specific finding which evolved from the grounded theory. By further researching reflection and its role in change

management outcomes in the case study, the paper provides a linkage between a grounded theory of change management in the nonprofit sector and a key management practice initiative that supports successful change outcomes in this sector. By doing so, it provides further depth to the overall research and this thesis.

My co-authors for this paper were Professor Lucy Taksa and Professor Elizabeth More in their roles as principal and co-supervisor respectively. Professors Taksa and More's contribution to this paper involved them analysing and interpreting the data and critically revising intellectual content, both during the development of the paper, as well in the final output.

## **Introduction**

This paper refocuses research attention on the role of personal or self-reflection in the organisational change process and provides possible guidelines for the inclusion of personal reflection options at every phase of planned change programs, and in a manner that includes both change agents as well as change recipients, in the nonprofit sector. In doing so, it further emphasizes the positioning of the role of reflection in management applications (Kayes, 2002; Dehler et al., 2001; Reynolds and Vince, 2004) as a specific application of the process, distinctive from its origins in the field of broader social learning applications (Boonstra, 2004; Taylor, 1981), concerned with the activity of reflection per se.

This paper emphasizes the importance of personal reflection, as supported by a range of formal and informal reflective practices. However, it also argues that whilst group reflection in the context of planned organisational change provides opportunities for participants in such programs to understand and evaluate their experiences, recognition of the importance of individual reflection for change recipients as well as the change agent, goes further. It provides the physical and emotional space to consider events in the context of personal experiences, personal expectations, self-awareness, emotional well-being, as well as considered responses to the change process itself. In this manner, personal reflection follows the path of experience (which includes personal behaviour, feelings and ideas), reflective processes (which includes returning to the experience, attending to the feelings first identified, and re-evaluating the experience in that context), and then considering the outcomes which will incorporate reactions and responses moving forward (Boud et al., 1985a). The paper further suggests that reflection,

in order to be effective in planned organisation change, should be an ongoing process throughout the change, including the lead-up to the change, during the change, and for a period after the change.

This approach supports a range of earlier research as to the role and relevance of individual responsiveness to organisational change (Lewis, 2011), the relationship to people's willingness to change (Miller et al., 1994), the characteristics of individual coping mechanisms together with their general well-being (Noblet et al., 2006; Rafferty and Griffin, 2006; Robinson and Griffiths, 2005), and the extent to which change is individually well supported (Lewis and Seibold, 1996).

### **Theoretical framework**

Reflection can best be understood as a process of thinking and conceiving about future alternative actions based on the analysis of past actions and reactions to these. This approach to considering what defines reflection has been identified in the literature as a personal internal mapping exercise which supports the linking of uncertainty to learning (Bolton, 2010). In this manner, it is a process that drives individuals and/or groups of individuals towards a process of critical evaluation on how best to respond and move forward within a context of interpreting past activities and past reactions, including lessons learned. At this level of description, there are many elements that define reflection across a range of dynamics - a personal, group and organizational, learning and application, formal and informal, structured and an unstructured, social and psychological, underpinning a broader understanding of its applicability to change management outcomes, as part of a management application.

Researchers in this field have identified wide-ranging definitions and applications of the reflection activity. These have included its human evaluative focus (Boud et al., 1985a); as a stage in the learning process that is not time delineated (Taylor, 1981); as a dialogue process (Bredensj  and Huzzard, 2005) or a dialectical process (Boud et al., 1985a); as a discursive activity that limits premature reactions (Cameron and Green, 2009); as a method of separating thought from action (Malinen, 2000); as an assessment process that links perception and reactions in the act of problem-solving (Mezirow, 1990); a method of critical thinking that can

provide clarity (Moon, 1999); and a process that links directly with an experiential learning activity (Kolb, 1984).

A key aspect of reflection has seen a shift from personal or individual reflection, sometimes referred to as self-reflection, to that of group or collective reflection. This has been identified by many researchers and includes an emphasis on workplace discourse (Boud et al., 1985a); shifting the focus from individual to organizational learning and its integration as a workplace learning activity to strengthen its effectiveness (Boud et al., 1985b); identifying the social context of reflection which underpins it as a collective activity (Hoyrup and Elkjær, 2006); its role in collaborations of people sharing common situations (Cressey et al., 2005); promoting a combination of collective and individual reflection (Moon, 1999); identifying various organisational attributes that are beneficial to successful reflection outcomes (Reynolds and Vince, 2004); an inquiry into social power relations within organizations (Vince, 2002) and as a key component in the organizational political framework linking to learning and change (Kemmis, 1985). Such a focus on the collective, as originally characterized in the learning organisation descriptor (Senge, 1990) steers a slightly different path from other researchers who have primarily focused on individual reflection (Antonacopoulou, 1999; Dewey, 1997; Schuttlöffel, 2013; Senge et al., 1999).

As shall be identified in this paper, attention paid to the individual may positively impact organisational change outcomes through a process of utilizing personal reflection processes that involve the change agent as well as change recipients. In this manner, organisational initiatives are designed and developed as part of the planned change program to provide and support mechanisms and opportunities for these players to partake of, and maximise, the use of, and application of, reflective practices that can improve change outcomes.

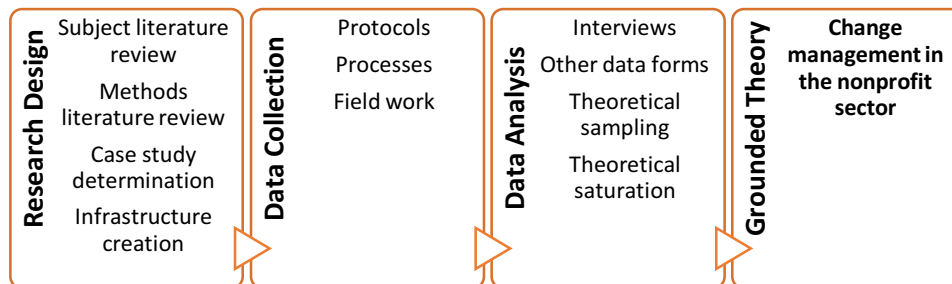
## **Methodology**

This longitudinal research study sought to understand the components of successful change management in the nonprofit sector based on interpreting relevant processes in the context of everyday activities of those who experienced it, and within the settings of their daily routines and work programs. Accordingly, genuine grounded theory was identified as the appropriate method for pursuing these aims. An overview of the grounded theory methodology appears in



Figure 1 below and highlights the importance of the design considerations at research commencement which then set the process for data collection and analysis, through to informing the grounded theory of change management in the nonprofit sector.

**Figure 1 – Overview of the grounded theory methodology**



The central attribute of this method is the user's ability to provide an enhanced qualitative framework with visibility, comprehensibility and replicability (Bryant and Charmaz, 2007). One of its key elements, namely, theoretical sampling, focuses on the derivation by the researcher of concepts, properties, and dimensions sourced directly from the data, whilst extracting the relationships that exist between those concepts. This underpins the interplay between induction and deduction (Aminian et al., 2013), supporting the uniqueness of the method and its appropriateness for this research. In line with this methodological framework, and using the Nvivo software application, dimensions from the data were extracted as an inductive process, followed by the identification of relationships between the dimensions as a deductive process, which, in turn, guided the researchers in an ongoing and iterative data collection and analysis process.

This research is a single case study and longitudinally based as it evaluates the views of staff, at many levels of the organisation, during each phase of the implementation. In doing so, it seeks to cast a wide net over staff and obtain from them their views and responses, providing a rich picture of a lived change process experience. A longitudinal approach to researching change in the context of a single case study, and sourcing qualitative data from interviews and

participant accounts, thereby understanding change through the lived experiences of those involved in the process, has been accepted amongst researchers (Burgess, 2003; Dawson, 1994; Dawson, 1997).

Interviewees included representatives from all ward nursing staff, ward nursing managers, allied health professionals, managerial staff involved in designing the E-Pathways system, as well as those tasked with implementing the system, including the internally designated change agent and the change agent team. Members of the hospital's executive team, including the chief executive officer, were also interviewed. This wide source of interviews ensured that interview data was obtained from an array of those who were impacted by the changes, directly and indirectly. In keeping with theoretical sampling principles, these interviews developed an iterative framework as data analysis informed ongoing interviews.

The interviews were conducted at three distinct stages, namely, before the change was implemented in their areas, during the rollout, and on a post implementation basis, to assess the success factors as well as the failure points from an organisational change management perspective. Such a longitudinal approach was also aimed at understanding the personal feelings of the employees, how these were dealt with by the organisation, and how these impacted on the processes and outcomes of the change program, recognising that a wide range of positive and negative emotions abound within such change processes.

During the course of the research, with data collection undertaken over a 3-year period, 56 interviews were conducted. These included 12 before-the-change (BC), 19 during-the-change (DC), 18 after-the-change (AC), and 7 member-checking interviews (MC), with the latter being used for validity purposes. Staff movements in and out of the hospital during this period resulted in varying combinations of interviews being undertaken. Of the total number of interviews, 11 staff members involved themselves in only 1 change phase each. A further 9 staff members were involved in 2 change phases each, and 8 staff members were each involved in all three phases of the change. Whilst this reflected on one of the challenges of conducting longitudinal research within an organisation, continuity of critique was evident in the common threads of comments made and observations identified throughout the research period at the hospital. These were augmented by numerous group meetings that were attended by the principle researcher, acting as a non-participant observer. Evaluation of a broad range of hospital-based

documentation enabled effective triangulation which underpinned conclusions drawn from the data (Eisenhardt, 1989).

All interviews were audio recorded as a basis for developing detailed transcripts. Interviews were semi-structured and open-ended, so as to ensure maximum engagement with the interview participants. This approach was considered most appropriate, given the principal author's desire as the major researcher, to understand participants' behaviours and experiences as well as actions, motives, beliefs, values and attitudes, and how these impacted their perception of the change process. Additionally, such an approach provided the basis for a thick rich description of the interviews to support theory development.

In identifying a single case study where a longitudinal approach could be undertaken encompassing the three stages of before/during/after-the-change, at a time that was conducive to effective 'real-time' analysis, the Seventh Day Adventist Hospital (SAH), a Sydney based nonprofit organisation was identified as appropriate to these requirements. SAH has been in existence since 1903, and, at the date of this research, employed in excess of 2,200 staff in varying capacities, accounted for 700 accredited medical specialists, catered to an average of 50,000 in-patients and 160,000 out-patients per annum, in addition to some 20,000 Emergency Care admissions.

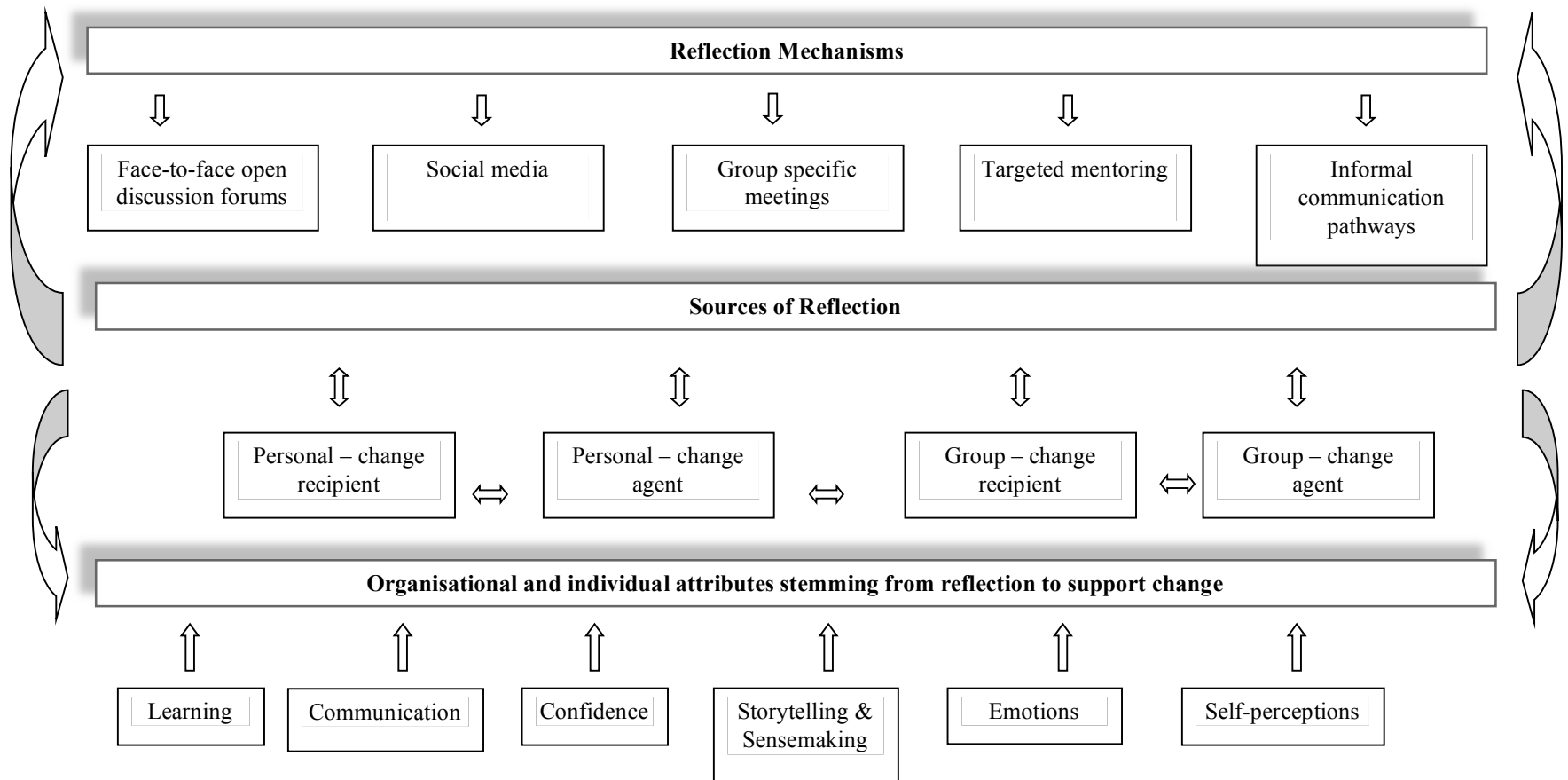
## **Findings**

The findings of the research identified the impact of four key characteristics that required a more substantial focus in planned organisational change when applied to nonprofits (Rosenbaum et al., 2016). These included formal reflection for the change agent and change recipients, development of trust and confidence in the organisation prior to the actual change, focusing on the individual as distinct to largely on the organisation, and the sequencing of events from a planning perspective. In the context of formal reflection, the inclusion of the change agent as well as change recipients recognised the broad role that reflection plays, whilst its application throughout the change process recognised the importance of maintaining reflection as an assimilated component of planned organisational change.

Evidence from the research identified a number of attributes of reflection that lead to outcomes associated with the change process experienced at SAH. This has resulted in the development

of an integrated reflection framework that highlights the relationship between the sources of reflection and reflective practices, organisational and individual attributes that result from these in the support of change, and the individual reflection mechanisms that can be applied in the process. These are presented in Diagram 1 below.

**Diagram 1 – Integrated reflection framework**



The process of integrating learning experiences of change recipients, as supported through individual reflective practices, into ongoing refinements to both the change processes and content in an iterative fashion, impacted both the planning and the execution of change, where there was formal reflection on feedback during the ongoing change process, and this was utilized to inform future activities in the change process. The structure, content and frequency of communication, before, during and after the change supported this process. This was evident in such comments as:

*“Each time you rollout you’ve learned things from it ... sometimes you assume people think how you think or know you think or know what you know, and I think I’ve learned to make sure that I communicate more clearly.”* [Interview 1 with Interviewee #13]

*“... it’s been slowly introduced and enough information given at the time to just get your head around and then give you the next bit ...”* [Interview 1 with Interviewee #14 when commenting on the impact of a reflection process]

Formal and informal communication, some of which evolved following the ongoing reflection processes amongst the change agent group, identified a range of initiatives that supported the change processes. These included policy development that enabled nursing staff to actively reflect on the clinical repercussions of the changes, as well as the informal communication that were undertaken between nursing staff across wards to encourage supportive reflection before the change in pre-implementation wards with feedback stemming from nurses’ experiences in post-implementation wards, for those nurses who worked across multiple wards. This was evident in the following comments:

*“We’ve tried to initiate certain things to help with it, so we change a lot of policy and procedure ... evidence based.”* [Interview 1 with Interviewee #1 when commenting on the application of an evidence-based approach which underpinned policy changes]

*“So they’re already able to go back to their areas and say ‘Okay I’ve used the new system, so when we get it I’ll already know it .” [Interview 3 with Interviewee #5 when commenting on the movement of nurses between wards that have experienced the change and those that are yet to experience it and reflect on their experiences in those affected wards]*

The reflection process supported an ongoing improvement in levels of confidence amongst those experiencing the changes, both during and after, thereby strengthening the likelihood and sustainability of successful change. This was evident in such comments as:

*“... they appreciate it because they can now go home and they’ve got a little bit more idea on the computer, what they’re doing and how to get there ...” [Interview 1 with Interviewee #7)] and “I think I’m open to it. I think it’s given me some confidence and I think it is beneficial. I’ve learnt that it’s been helpful for my practice in that I can access information easier. It’s been helpful for me in terms of developing new skills.” [Interview 1 with Interviewee #11 when discussing the impact of reflection on their ability to interpret the changes on their own nursing practice]*

*“I think some of the benefits that we accrued at that time – because we all then went back to our roles at the end of the project – so we took with us I guess quite a lot of skills in doing those sorts of things that we were able to implement in our day-to-day roles.” [Interview 1 with interviewee #1]*

*“Hang on, I’m empowered here” and I think it’s really beneficial because I think it’s helping to build people’s skills and what I feared about it was we’re going to be like a rudderless ship. It’s not actually true at all; people have risen to that occasion.” [Interview 1 with Interviewee #1]*

Storytelling and its impact was also identified as a valuable process in supporting the change, and grew out of personal reflections stemming directly from an individual assessment of how

best to ‘sell’ the transition to certain parts of the organisation. This was highlighted in the following comment:

*“I find storytelling very powerful and so I try- and you always get the people who are like – but you see the other people who go ‘Oh yeah’ who can really relate to it. Well I think storytelling generally is very important and I’m not too sure if enough organisations are able to effectively tell the story. Sometimes fact and figures on their own don’t compute.”* [Interview 1 with Interviewee #1]

The emotional impact of planned organisational change was also affected by the degree of reflection that was both a formal and informal part of the process at the research site. Assisting the change recipients and the change agent in this process involved recognising barriers and enablers of change and supporting these with articulated responses to support the process. This was evident in such comments as:

*“You have to make the head change and then find ways to implement the change at a clinical level. I am forcing myself to be a mature person, woman, who can adopt to change. So that is my challenge and so when changes come I personally ... reflect ... on how I can deal with it the best possible way.”* [Interview 1 with Interviewee #6]

*“I rang the other girls in the support, which I think if you’re going to do any kind of change within you’ve got to be supportive together, and I said ‘I need time out’. So they came up and we swapped over.”* [Interview 1 with Interviewee #12]

*“[as I reflected] I think I learned a really valuable lesson there to actually look when people are oppositional to change, try and look at that hidden, underlying thing, because if you can actually get to that you can then work with the person to try and I guess, reassure them ... It was that point when*



*I recognised that I hadn't understood what her issue was, but once I understood it I was able to shore that up for her"* [Interview 2 with Interviewee #1 when considering how the process of reflection had been undertaken and the impact that personal reflection had on the overall change process]

The role that self-perception played with regards those experiencing change and the impact this may have on change outcomes became evident during the course of the interviews. Such personal reflection enabled change participants to actively make personal behavioural adjustments that led to better levels of 'buy-in' to the change which resulted in outcomes that were consistent with expectations set by both the hospital executive and the internal change agent. This was evident in comments such as:

*"Well you've got to work out what's going to suit you the best to be able to do it in your allocated time"* (Interview 3 with Interviewee #5)

*"... she did it in her own environment, she was at home and she was not under pressure ... she was actually giving me more positive thoughts to think maybe after a little while ... she'll be okay with it"* (Interview 2 with Interviewee #9)

*"I think these sentinel events or issues that pop up from time-to-time in the process of transition ... are important for us to dwell on and try and really understand them ... reflecting on difficult, critical situations"* (Interview 1 with Interviewee #20)

Personal reflection may provide the underpinnings for a number of resulting activities that support the management of planned organisational change. A number of these have been identified in this case study, pointing to such reflection-related activities as the impact on self-perception; the process of applied learning; an understanding of the roles of both formal and informal communication; an overall improvement in confidence levels; storytelling as a mechanism and the possible mitigation of emotional responses to change. These are identified further in the discussion of these results that follows.

The opportunities for reflective practice that supported the change program were introduced through a number of different mechanisms, recognising that, as with communication, change recipients, as well as the change agent, may engage to differing levels with each. Limiting such reflective opportunities may reduce the desired impact on the change process and thereby the change outcomes. Approaches that were adopted in the case study are further discussed below.

Open-invite face-to-face discussion forums held throughout the hospital at all stages of the change. These were initiated by the internal change agent and advised in advance of the event, and normally coincided with a completed ward implementation. These provided an opportunity for formal group reflection and informal personal reflection following these forums, as was evidenced by comments such as:

*“They just went okay, there has not been a lot of barriers and I think any insecurity or whatever was quashed”* (Interview 3 with Interviewee #1),

*“...sort of walk with them a bit on the road to give them confidence to get to the point of believing.* [Interview 2 with Interviewee 6]

Additionally, recognition of the importance of these forums was evidenced by such comments as:

*“People all need to be on the same page and I think sometimes people are not on the same page because they are too busy and have not gone to these sessions that have promoted the change and sort of missed out.”*  
[Interview 1 with Interviewee #13]

Whilst there was no organisation-wide technology-based discussion platform in use at the time of the change, individual change recipients utilised their own social media platforms to comment on the developments within the organisation with regards the changes. This provided opportunities for interactive discourse which developed into a wide platform for airing views following ongoing ward implementations. It soon became apparent, following comments such as:

*“That's a real test, it's in the social environment and people are going ‘It's fantastic’... Afterwards there was just oodles and oodles of comments of her friends.” [Interview 1 with Interviewee #4],*

that purpose structured technology-based platforms can be introduced to support change management programs in a manner that encourages open discourse as an outcome of personal reflection.

Individual ward-based meetings were conducted throughout all stages of the change program, before/during/and after and were ancillary to the regular hand-over meetings. These were driven by the Nursing Unit Manager rather than being an integral component of the organisational change strategy and accordingly were not a common activity across all wards. In those wards where this was applied, it acted as a means of support and encouraged an open dialogue opportunity enabling participating nurses to reflect on their experiences with the new technology and the related operational changes that ensued. This represented an opportunity for both group and personal reflection which resulted in a wide range of issues being canvassed by participants during this activity, as evidenced by the following questions being asked during one such session - *“Is it a big change? How are you coping? Is it going to make more work?”* [Interview 3 with Interviewee #5]. Following one such session in a different ward a participant commented about her experiences in the meeting and how she reflected on the outcome, to which her comment was:

*“I don't know, I think everyone up here just has a positive attitude towards it, and if it doesn't work, whatever the change might be, the management and everyone else, educator, all them, are quite happy to sit down and discuss different ways to approach it, if it isn't working, whatever it may be.” [Interview 2 with Interviewee #24]*

The aim of focusing reflection on experiences with the change was reinforced by one Unit Nursing Manager when she indicated from a process perspective, following the formalities of the shift handover that she opened the session with the following question to the group:

*"Okay, now we've finished that, let's go round the room and you can tell me all about the changes and how you feel about it". [Interview 2 with Interviewee #21]*

Targeted mentoring was applied to those change recipients that were identified as being in need of the process. Anticipated and actual benefits were identified in lower resistance levels and better change outcomes. From a mentoring perspective, the focus on the individual and the personal return from learning through formal reflection, combined with the coaching focus on performance and task, accelerated the degree of change acceptance for those that were less inclined to grasp the change from a cultural perspective or, as was more often the case, less confident in applying the new technology and hence preferring to shy away from its adoption. Immediately following one such mentoring session, one interviewee discussed the advantages she found in having time to reflect outside the ward and within the parameters of one-on-one coaching and commented that:

*"So it's been an ongoing learning process for me and a frustrating one, but I can see the benefits of it." [Interview 1 with Interviewee #11]*

The informal communication pathways was actively encouraged and, to some extent, relied on by the internal change agent as a means of verbalising personal reflection amongst those nurses who traversed wards in the normal course of their fortnightly shifts. In essence the process relied upon utilising those nurses who had experienced the implementation in one ward, taking their feedback on their experiences to another, yet to be implemented ward, and absorb their messaging into the casual discussions amongst the nurses in that ward. These discussions evoked reflection amongst the nursing staff which challenged them to critically evaluate their concerns regarding the implementation which tended to directly impact their levels of resistance. This strategy became overt during the ongoing changes throughout the hospital in those wards where the opportunity for such 'cross-fertilisation' presented itself. This strategy, and its impact, was highlighted in the following comments:

*"Yes, the grapevine is alive and well, but you can use it to your advantage and I think the particular implementers of our system...used that to her*

*advantage...she actually now takes clinical champions from one ward and works them on the next ward as supporters because they are people who will speak positively about the whole program.”[Interview 1 with Interviewee #1]*

*“It does influence a lot of people. People saying, oh it’s really hard, or it’s not working well, or something. But I did one shift, upstairs on level, I think it was 11, and they were already live, and I got a quick crash course in it. It was quite good, so I’m looking forward to it.” [Interview 1 with Interviewee #24]*

## **Discussion**

### *Self perception and reflection*

Evidence from this research suggests that individual reflection for both change recipients as well as the change agent further embedded a range of self-perception attributes that supported the change processes and outcomes. Individual perceptions of change can be readily influenced by the processes that are implemented and the sequencing of the events that follow (Armenakis and Bedeian, 1999). The focus on individual dimensions as distinct from purely organisational dimensions (Bamford and Forrester, 2003; Oreg et al., 2013), has laid the research foundations for better understanding the individual as both the focus and the locus of attention in addressing planned organisational change, linking directly with their perceptions, interpretations and responses (Brewer, 1995).

Such perception of change can be strongly influenced by personal experiential involvement associated with earlier change (Isett et al., 2013) to the extent of such experiences cementing attitudes toward change, both positive and negative (Kelman, 2005). This has been further exemplified by linking such experiences with change recipients maintaining ongoing monitoring of the organisational environment as a precursor to forming opinions about the extent of trust in the management of the organisation (Lines et al., 2005). Perceptions of those

experiencing change, together with the reality of the change, are equal protagonists in successful change outcomes (Swanson and Creed, 2014).

### *Applied learning and reflection*

Whilst much has been researched and written with regards learning organisations as a response to growing organisational challenges linked directly to varied internal and external change factors (Altman and Iles, 1998; Antheil, 2011; Ford and Ford, 1994; Senge, 1990), the focus on applied learning in executing successful change requires further consideration. In focusing on applied learning, the emphasis becomes one of drawing insights from experience and applying these to the organisational challenges at hand, based on integrating formal reflection into the process. The iterative nature of the interactions between the internal change agent and the change recipients, which was integrated into the formal reflection processes of the change agent and her staff, reinforced learnings of the change.

The linkages between learning and its application as an ongoing social process (Armitage et al., 2008) was considered in the context of three learning theories. Firstly as an experiential process (Keen and Mahanty, 2006), secondly as a transformative process (Mezirow, 1996), and finally as an iterative social activity heavily reliant on reflective processes (Keen et al., 2005). The processes of acting, reflecting, interpreting and sensemaking have also been identified when considering learning in the context of change in routines (Boonstra, 2004). Such an emphasis on reflection has a long history in extant literature where recognition of the role of reflective activities and the learning experiences combine to enhance overall learning, where allocation for reflection time is provided through such formal activities as debriefing sessions and time availability for maintaining some form of a reflective diary (Boud et al., 1985b).

As reflection has been closely linked with effective learning, learning has been closely aligned to effective change. A range of researchers have discussed the linkage between effective change and organisational and personal learning (Fiol and Lyles, 1985; Huber, 1991; Argyris, 1992; Srivastva et al., 1995), working on the premise that the outcome of learning is new knowledge that can be applied to dealing with the organisational and personal challenges that change brings (Beckhard and Pritchard, 1992). A number of researchers have historically spoken of an

inseparable linkage between learning and change, suggesting that the concepts are, to some extent, synonymous (Beckhard and Pritchard, 1992; Handy, 1995; Friedlander, 1983).

The application of this learning into the ongoing change program supported process and application refinements that reinforced numerous aspects of the change execution throughout the various change recipients and their teams. In this manner, learning was identified and further developed as ongoing refinements, supporting both learning and change (Mets, 1997; Tam, 1999). Personal reflection on the part of the internal change agent, supported by group reflection by the change agent team, enabled learning to be applied in a manner that supported the individual requirements of targeted change recipients and thereby better integrating learning and change.

### *Communication and reflection*

The issue of communication is one that has been raised frequently with regards the management of change. It has been presented in terms of its consistency (Armenakis and Harris, 2002); as a foundational element in organisational change readiness (Armenakis et al., 1993); as a process in supporting the rationale for change and to articulate a vision (Baker, 2007; Freeze, 2013; Lewis, 2011); from the perspective of the appropriateness and clarity of language types and style (Barrett, 2002; Bommer et al., 2005); as an aid in reducing change recipient uncertainty (Bordia et al., 2004); as a necessary core organisational capability (Hughes, 2010); as both positive and negative feedback mechanisms within organisations (Kelman, 2005); and as both a fundamental element in successful change as well as a primary reason for change failure (McClellan, 2011).

The nature of communication in a change management context focuses understandably on communication at three levels: namely, between the organisation and the change agent, the organisation and the change recipients, and the change agent and the change recipients, all of which need to be on a two-way basis. Once we consider the interaction of reflection, both formal and informal, communication must also be accounted for within the change agent group as well as within the change recipient group. Such inward communication provides opportunities, as

depicted in the case study, for levels of interaction on both an inter-group and intra-group level. Such interactions identified in the case study and supported by management in the organisation, resulted in higher levels of identified inclusion amongst change recipients as well as higher levels of satisfaction amongst members of the change agent support team.

### *Storytelling, sensemaking and reflection*

Storytelling as an organisational process aiding the management of change has been widely discussed in recent literature (Dailey and Browning, 2013; Brown et al., 2005; Brown et al., 2009), focusing attention on the advantages associated with narrative repetition and the effectiveness of the speed with which the circulation of stories through the organisation impacts its social fabric and hence its culture. As stories are spread through the organisation and referenced and reinforced through formal reflection processes, levels of cognitive dissonance (Bartunek et al., 2011) amongst change recipients potentially decrease, providing the opportunity for change leaders to effect a positive sensegiving framework regarding the change, and for change recipients to absorb a positive sensemaking framework within which change is generally better supported (Mantere et al., 2012).

A substantial body of knowledge has evolved which focuses on the role of storytelling to support organisational change. Recognising varying storytelling techniques and utilising them under different circumstances has been recognised as a positive leadership trait in communicating and implementing successful change (Kouzes and Posner, 2006). Applying unique approaches of storytelling through creative and visual means, and in so doing considering the approach of collective voicing as a reflective practice, has also been the subject of research in the public health system (Päsilä et al., 2015). It has also been suggested that stories of change may provide the creative base for employee empowerment which links the organisation with work and self and hence supporting the change process (Driver, 2009). This has been further extended to the view that organizational change produces stories that in turn can either result in further change or, in some cases hinder change through a sensemaking lens which defines what change means to individual change recipients (Brown et al., 2009). Such sensemaking processes have also been linked to member perceptions of identity and image under a range of change conditions in academia (Gioia and Thomas, 1996). This has also been



extended beyond management levels to frontline employees, given that the responsibility for change implementation often makes its way to this level in the majority of organisations (Maitlis and Sonenshein, 2010). At the conceptual level storytelling integrates with the two key questions that sensemaking processes sequences, namely what is the current story and what are we now going to do with that story? (Weick et al., 2005). Reflection enables these questions to be discerned by those involved in this process.

A key attribute of storytelling in the context of change management is the nature and extent of reactions to them and how such reactions potentially embed themselves in the minds of those who interact through the activity (Beech et al., 2009). These interactions, as identified in the case study, involved both formal and informal elements, both of which were, to a great extent, facilitated through a reflection process that was supported and encouraged through all levels of the organisation. Linkages between such discursive approaches and innovative organisational outcomes related to change have been previously identified (Peirano-Vejo and Stablein, 2009) and well placed within the spectrum of sensemaking possibilities (Brown et al., 2009).

#### *Confidence levels and reflection*

The role that confidence levels of change recipients play in the overall change management process has been described in varied ways in extant research. Whilst evidence of the roles of individuals in change programs has been evident (Becker, 2007), there has also been identification of the linkages between personal ownership and change outcomes (Hambrick et al., 1998), perhaps suggesting that such ownership can only take place as a direct result of rising confidence levels within the change recipient group. Such confidence is also assumed as an ingredient in the behaviour adjustments that are required in this group, in order to effect change at the organisational level (Hesselbein and Johnston, 2002). Ensuring change recipients have the full range of resources leading into a change program, in order to underpin successful change (Shin et al., 2012), may also be extended beyond the physical resources and into a range of cognitive resources and capabilities gained through wide-ranging personal confidence levels in both themselves and in the change program itself.

The interrelationship and interdependencies between change recipient confidence levels and change outcomes at the organisational level are perhaps supported by levels and types of formal and informal reflection processes created and offered by the organisation throughout a change process. Evidence from the case study suggested that reflection enabled mature-age change recipients to better come to grips with the ‘destruction’ of well-versed processes (Biggart, 1977) and accepting and working with wide-ranging uncertainties and anxieties (Bolton, 2010). Reflection and reflective practices as utilised in the case study supported notions of change recipients’ ability to consider how best to address issues of personal ignorance regarding the changes (Antonacopoulou and Gabriel, 2001) and how to potentially address this, not only amongst their own peer group members, but also with the internal change agent and related staff members.

### *Emotions and reflection*

A wide array of emotional responses to those experiencing change, be they as change recipients or the change agent, has been addressed to varying degrees in recent research, with an increasing emphasis applied since the early 1990s (Bartunek et al., 2011). This, however, has focused most attention at the organisational level with less emphasis on the individual, appreciating that individual reactions to change vary (Becker, 2007; Cook et al., 2004) and emotional and spiritual buy-in must be recognised (Dunphy et al., 2007). More recent recognition has been afforded to the linkage between individual staff perceptions of the change and organisational supports (Baker, 2007), whilst also observing the limited research with regards the evolving nature of emotions during the change process (Klarner et al., 2011; Liu and Perrewe, 2005). This has been extended to an evolving understanding of the intense feelings that individuals may experience as they are exposed to change, in line with the earlier studies in grieving (Kübler-Ross, 1969). Linked to this are the interactions between change recipient and the change agent, with the latter helping the former to work through the changes and accept them (Cawsey et al., 2011).

These emotional reactions and processes are integrated into the way change recipients feel about proposed changes and the ability of the change agent to tap into these feelings ahead of the change, as well as during and even after the change, providing opportunities for deep and

meaningful engagement between these individuals. Feelings of change appropriateness, real and sensitive interaction with management, ownership and inclusion, and personal connection with change outcomes, enable valuable interactions between change recipients and the change agent, underpinning levels of responsiveness to change at relevant points throughout the process. The case study identified the mind shifts that were necessary in this change program in order to deliver success as supported by a reflective practice regime that recognised the importance of integrating it into the mainstream day-to-day activities of the change recipients as well as the change agent (Bolton, 2010), and considering its systemic inclusion in the workplace (Dixon et al., 2016).

### **Research limitations and implications for future research**

Given this research has been undertaken as a single exploratory case study in the nonprofit sector, a number of limitations have been identified that could be addressed in future research. One such limitation relates to the possibility of unique characteristics relevant to the industry within which this research has been conducted, namely the nonprofit hospital sector, and the impact that these may have had on the findings. To respond to this limitation, further research should be undertaken, either as a single case study or multiple case studies, in other organisational settings.

A further limitation relates to the lack of comparison between the inclusion and non-inclusion of reflection and reflective practices on organisational change management outcomes. To respond to this limitation, further research within a single case study or multiple case studies, in similar organisations to this research, would strengthen current findings.

### **Conclusions**

This article presents findings from recent single case study research into change management that identified the role that reflection, in various forms and across various actors in a change scenario, played in delivering a successful change outcome in an Australian nonprofit organisation. An integrated reflection framework presented in the earlier Diagram 1, highlighted a range of group and personal reflection sources that fed directly into a number of

varying reflection mechanisms. These in turn resulted in a range of organisational attributes that were able to support organisational and personal change.

As a longitudinal qualitative study, applying grounded theory as the methodology, the case study sought to understand what success factors played an integral role in achieving the outcomes sought by the organisation. As a qualitative study, the focus was placed on interpreting change from the perspective of both the change recipients and the change agents, and relied on both interview data and observational analysis. The findings identified the role of planned reflection, the role of actor confidence, the role of personal recognition, and the role of change sequencing, as preconditions to successful change. In this context, elements of formal and informal reflection as well as personal and group reflection, was evident throughout all stages of the change program. Such reflection activities and practices resulted from a combination of structured and unstructured activities, fully supported by management as well as the change agent and her team.

Whilst reflection can be described as “...*in-depth focused attention*...” and reflective practice as “...*the development of insight and practice through critical attention to practical values, theories, principles, assumptions, and the relationship between theory and practice which inform everyday actions*...” (Bolton, 2010: xxiii), the activities in the case study were very much centred on individual change recipients and the change agents. These activities evidenced the use of reflection and reflective practice as a means of clarifying the change, clarifying the impact of the change, addressing the emotional challenges that some had with the change, as well as addressing errors within and around the change. This process was strengthened by individual change recipients and the change agent focusing their own minds and efforts on the various tasks that were put before them and for them to better understand the roles that they needed to play leading up to the change, during the change, and after the change.

The reflective practices undertaken derived from face-to-face discussion forums, technology assisted discussion platforms, in-ward meetings, targeted mentoring sessions, as well as informal intra and inter ward communications supported and encouraged by an active approach by the change agent. These reflection opportunities and pathways were developed within the time context of the organization’s management who viewed the change program as a continuum

which required adequate time to unfold rather than be rushed, resulting in potential detrimental outcomes for the change recipients, the change agent, and the organization.

This process identified a range of activities that influenced the change processes in the case study and best supported the latest research findings in sporting associations applying positive psychology, where in those settings reflection was seen as central and supportive in achieving effective change management (Dixon et al., 2016). In the case study, numerous activities and approaches were applied to create and support reflective practice, whilst a range of outcomes were identified as a direct result of the organisation-wide focus on reflection. Self-perception as a necessary ingredient in individuals managing change was supported by the attention given through the reflection process.

Learning as an applied process embedded in the change program was a key ingredient, and the integration of reflection involving the change agent, her staff and the change recipients, reinforced this process. Communication as an intra-group exercise, amongst both the change agent and the change recipient groups, encouraged and supported through a range of reflective practices, heightened the sense of inclusion and further supported the successful outcome of change processes. Storytelling linked the change program to the culture and history of the organisation as well as the experiences of different individuals through the changes. It was supported through the reflective practices, and focused the attention of change recipients in a discursive process that enabled a positive sensegiving framework to be established, increasing levels of support for the change by recipients. Confidence of change recipients, a necessary ingredient in successful change, was reinforced by the individual and group reflection that enabled those potentially less able to cope with the change, to, over time, address their concerns and involve themselves more proactively with the change. Finally, recognising the importance the role that emotions of change recipients' play through a process of mind shifting, reflective practices were integrated into normal organisational activities for all involved including change recipients as well as the change agent, evidenced in both formal project plan narrative, and change agent responses to iterative activities during change execution.

The findings of this case study may substantiate the need for organisational leaders and managers to consider the inclusion of individual and group reflection as a fundamental process

element in the management of organisational change. Key elements for consideration include building formal reflective practices into the overall time-frame of the change. Formalising reflection for change recipients as well as the change agents as unique groups, and formalising reflection for change recipients and the change agent on an intra-group level, may also prove beneficial. Further, structuring reflective practices so that they reinforce key underpinnings of successful change outcomes through strengthening self-perception, communication and confidence amongst change recipients, whilst simultaneously developing reflective practices that support the emotional reactions to change, which can develop from change recipients viewing change as destroying existing well-versed processes, may also support planned change initiatives. Finally, maintaining a reflection regime throughout the change process, including before, during and after the change, and introducing storytelling within a reflection framework to support the sensemaking possibilities associated with the change may also form essential ingredients that support successful change outcomes.

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## Chapter 7 - Conclusion

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“ONCE YOU CLIMB THAT MOUNTAIN AND PEER  
THROUGH THE CLOUDS TO THE VALLEYS AND  
RIVERS BELOW, YOU MAY ASK WHAT NEXT? CLIMB  
THAT NEXT MOUNTAIN AS THE MORE YOU CLIMB  
THE GREATER THE CLARITY OF THE VIEW

DAVID ROSENBAUM 1956 -

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### The Research

This research sought to understand what characterised planned organisational change in a nonprofit organisation, and, in doing so, to identify any specific enhancements to recognised change management models that could therefore be beneficial to this sector. The fundamental premise of this research is that existing change management models have largely developed from research conducted in for-profit organisations. This suggests an historic underlying assumption that differences between the for-profit and the nonprofit sectors are potentially not relevant when considering such organisational challenges as change management.

The evidence in this research suggests that wide-ranging operational and human differences between the nonprofit and the for-profit sectors point to the need for refinements in existing understanding of the management of planned organisational change (Rosenbaum, More, & Steane, 2013). Many issues have been identified in the prevailing literature including organisational sustainability (Ball, 2011); diversity in revenue generation models (Eikenberry & Kluver, 2004); performance management difficulties (Manville & Greatbanks, 2013); governance challenges resulting from complex stakeholder characteristics (Myers & Sacks, 2001); employee attraction and development difficulties (Productivity Commission, 2010); plus political bias impacting delivery of community-based services and shifting regulatory environments (Steane, 2008). Together, these point to the unique challenges of this sector. Such

uniqueness warrants research into an enduring organisational challenge – managing planned organisational change.

Defining this research has necessitated considerations as to an appropriate methodological framework that would provide deep insights into the practice of change within an organisational setting. The focus of this research has been in identifying, understanding, and interpreting the perceptions of those who have experienced the change process from within a single-case study - the actors within the change setting. These perceptions are considered a fundamental ingredient in understanding change, as its success or otherwise is largely dependent on how these actors respond.

A qualitative research methodology was determined as the most appropriate means to approach investigation of these issues given the specified focus of understanding the reactions of individual actors within the organisational setting. Whilst change management is a well-researched topic in the for-profit sector, its research within the nonprofit sector is extremely limited. Further, a longitudinal study in the manner identified, has not been previously undertaken within this sector. This provided an opportunity to use true grounded theory as the principal methodological framework, responding to a longitudinal process of evaluating the experiences of change actors across the time continuum of before, during and after the change (Rosenbaum, More, & Steane, 2016a).

Many examples of grounded theory have been identified in prevailing research. In this study a range of essential elements underpinned what has been described here as true grounded theory. These elements included coding and data categorization; concurrent data collection and analysis; writing and analysis of research memos; theoretical sampling; constant comparative analysis using inductive and abductive logic; application of theoretical sensitivity; intermediate coding practices and routines; core category development; and the application of theoretical saturation (Tummers & Karsten, 2012).

The application of the grounded theory methodology has resulted in the identification of four key activities that could be integrated into planned organisational change programs for nonprofit organizations (Rosenbaum, More, & Steane, 2016b). These findings have been

supported through an analysis of the wide-ranging literature on planned organisational change, which identified key linkages from Lewin in 1946 through to the present time. In doing so, the literature review (Rosenbaum, More, & Steane, accepted for publication 11th July 2017) sought to reinforce the non-linearity of Lewin's three-step change model and refocus attention on its current application in introducing and managing planned organisational change.

## **The Findings**

In the context of a single case study approach, the findings from this research identify four key issues that could be considered in planned organisational change programs within the nonprofit sector. These findings have been presented as activities which, based on the findings of the research, increase the likelihood of success within this sector.

Whilst elements of these findings appear in a number of the in-use research-based change management models, they do so incidentally, rather than in an overt and integrated manner. The findings presented in this research, indicate that these require integration in a planned and structured manner in order to maximise their impact, leading to successful change management within this sector.

Each of these findings has been assessed against a number of broadly applied research-based change models. These have included the phase model (Bullock & Batten, 1985); the process model (Dunphy & Stace, 1993); the transformational change program (Dunphy, Griffiths, & Bann, 2007); the building blocks of change model (Kanter, 1983); the eight-step model (Kotter, 1996); the technology adoption curve model (Rogers Everett, 1995); as well as the eight-step corporate transformational model (Taffinder, 1998). Detailed analysis of each of these models against the findings in this research suggest that the elements of planned reflection; actor confidence; personal recognition; and change sequencing, have not previously been identified in an overt manner as part of planned organisational change.

Although substantial literature exists regarding planned organisational change, originating from Lewin's original works, and supported by diverse research to the present day, this thesis has differentiated change management from change management models. The former has been defined as the tools and techniques and organisational processes that are designed and

implemented to deal with both the individual and organisational inhibitors and enhancers of change, all aimed at producing a change that is in keeping with the unique organisational outcomes sought within each change strategy. The latter has been defined as a framework that identifies how change management has worked within the bounds of the research case study. Based on the application of these definitions, the change models used for comparative analysis with the research findings reflect research-based change management models that fulfil two key criteria that are desirable in characterising working models. On the one hand, they have a high degree of complexity in order to fully account for application in the real world, whilst on the other hand they are simple enough to apply in a prescriptive manner in those real world settings.

As identified in the detailed analysis of the prevailing literature, different approaches to change management have originated from a range of research-based and practice-based undertakings. The original works by Lewin have, and continue to provide, a common thread of systemic understandings as to the change management process, resulting in the development of models that, with the inclusion of specific organisational nuance, support replication and, to an extent, generalisation. Thus, the selected comparative models are viewed as providing levels of prescription for organisations in the real world, as distinct from many other change models that, whilst informing important aspects of change, fail to develop an holistic approach to its implementation.

The first finding, described here as **Planned Reflection**, suggests that the likelihood of success of change in the nonprofit sector may increase as a direct result of formal time availability for reflection, for all actors in the change, including the internal change agent, as well as change recipients. In the manner identified in the research, an extended time frame allotted to the change program in order to foster reflection and reflective practices, aided the change outcomes. Of the change management models referenced in this research, only one, being the Transformational Change Program (Dunphy et al., 2007) mentions the concept directly, whilst others provide more obscure connection with aspects of activities that may involve, or be the outcome of, some form of reflective practices in parts of their suggested frameworks (Dunphy & Stace, 1993; Taffinder, 1998)



The second finding, described here as **Actor Confidence**, suggests that the likelihood of success of change in the nonprofit case study was impacted by the level of confidence that change recipients have in management's ability to design and execute change. This, in part, is a direct consequence of the organisation's past history in designing and implementing change. Such confidence on the part of actors in the research, resulting from the openness of the organisation to discuss past change successes and failures, further aided the change outcomes. Of the change models referenced in this research, the Process Model (Dunphy & Stace, 1993) and the Eight-Step Model (Kotter, 1996) both reference and deal with this aspect, whilst others fail to mention it in any real or conceptual manner.

The third finding, described here as **Personal Recognition**, suggests that the likelihood of success in change management in the nonprofit sector case study was impacted by the extent to which change recipients felt that management is interested in them personally during the change process. This contrasts with the organisation's focus on broader outcomes, where those experiencing the change are made to feel as mere ingredients in the process. The research evidenced a direct link between change success and recognition by the organisation that actors in the change process, their views, their emotional concerns, their ability to deal with the change, and the manner in which the organisation actually provisioned for dealing with these, were a necessary ingredient to positive change outcomes. Of the change models referenced in this research, all, other than the Phase Model, specifically recognise the individual actors, albeit with different emphasis. However, when delving into how such reference is dealt with in the actual models, the Building Blocks of Change Model (Kanter, 1983), the Eight-Step Model, the Technology Adoption Curve (Rogers Everett, 1995) and the Eight-Step Corporate Transformational Model (Taffinder, 1998) incorporate specific processes within their approaches.

The fourth and final finding, described here as **Change Sequencing**, suggests that the likelihood of successful change in the nonprofit sector case study increased as a direct result of the organisational change sponsor better understanding a broad range of timing considerations that were applied in the planning processes leading to implementation. Much of the change sequencing issues revolved around the focus, design, delivery, frequency and content of

communications, which directly informed engagement strategies, and responsive approaches to minimizing interruptions between employee and client. Of the change models referenced in this research, all, other than the Phase Model, specifically reference communication, albeit with different emphasis. In regard to engagement, no formal reference is made in either the Phase Model, the Process Model or the Technology Adoption Curve, whilst extensive coverage, in various ways, are provided in the remaining models.

### **Integration of Research Literature and Research Findings**

Lewin's writings on change were multi-faceted. His work in the area of change on minority problems in 1946 was predicated on the iterative processes of action research where the role of fact-finding in the planning process was clearly defined. The iterative processes involving evaluation of the action, assessing initial learning outcomes, laying the foundations for further planning, and finally the remodelling of the plans themselves, provided the foundations for a fluid, non-static approach.

One of his well defined techniques, force field analysis, became evident in understanding the inhibitors and enhancers of change. Whilst his mathematical modelling of the impacts makes for interesting reading, it's the practical application in a change strategy that gives credence to its ongoing use. Identifying and prioritising those positive forces that drive change, and those negative forces that restrain change, have been identified by many in the change 'industry' as being contextually relevant.

Further application of group dynamics and resulting group decision-making processes supported the Lewin integrated approach to the management of change, which was also identified in his 1947 papers. This further suggested group decision in a planned social change utilising the three stage process of unfreezing, changing, and refreezing, had a general overall advantage over a more individualised process.

Much of what was discovered at the Sydney Adventist Hospital regarding the management of their change program, suggested close association with elements of numerous well accepted and researched change models. These included Bullock and Battens' phase model (1985), Dunphy and Stace's process model (1988), Dunphy, Griffith and Benn's 10-step

transformational change program (2007), Kanter's building blocks of change model (1983), Kotter's 8-step model (1996), Roger's technology adoption curve and the five stages in the innovation-decision process (1962), and Taffinder's 8-step corporate transformational model (1998).

Whilst common attributes existed with many of the change models identified above, other characteristics were identified as being potentially unique to the Hospital's approach. These characteristics have been highlighted in this research as they may underpin a refinement of existing commercial-sector originated models and provide evidence of the value of further research originating from change management in the broader nonprofit sector.

In the context of the qualitative research undertaken, four major findings have been identified which need to be considered as having possible implications for existing organisational change management theory when applied to the nonprofit sector.

The findings of Planned Reflection, Actor Confidence, Personal Recognition and Change Sequencing, provide the linkages between the case study analysis and the research literature. The application of reflection and reflective practices has been referenced in some of the prevailing literature. This has included its use as a strategy for revising conceptual change models (Van de Ven & Sun, 2011)); as a counter to pure operational styles in managing organisations (Bamford & Forrester, 2003); as a method of obtaining feedback and monitoring reactions (Lewis, 2011), and as a practice to enable personal growth within organisations undergoing radical change (McDermott, 2002). Broader recognition of the benefits associated with formal reflection processes have been documented in research in health service-based implementations and change (Damschroder et al., 2009; Edmondson et al., 2001). The inclusion of such formal reflection processes appeared as one of the underpinning aspects at the Hospital and therefore should be considered as a potential formal step in appropriate nonprofit focused change models.

A key element of Actor Confidence, trust, has been referenced in much of the prevailing change literature, especially in the context of leadership (Lutz et al., 2013; Lines et al., 2005). Trust is somewhat one-dimensional in that it reflects a range of personal attributes of the leader and

reflects the 'light-on-the-hill' approach, where leaders represent the aspiration of the organisation, and the motivation for moving forward (Smith & Graetz, 2011).

Evidence from the research suggests a wider application of trust. Its existence in terms of how it has been historically applied in past changes, and the extent of openness and honesty that such leadership can evidence, may be a precursor to the commencement of a new change process. In this manner, the ability of management to openly discuss past change experiences, irrespective of the degree of success or failure, laid the groundwork for levels of trust amongst the change recipients towards the current change process. Such a linkage, between commitment to change and levels of trust in management has been recognised in previous research (Meyer & Hamilton, 2013).

A further point of context with regards trust is its linkage with values, especially within nonprofit organisations. Whilst the value alignment between change and the process by which it is managed has been recognised (Burnes & Jackson, 2011), nonprofit employee attributes (Speckbacher, 2003; Drucker, 1990; Lyons, 2001) evidence the importance of values and its linkage to successful organisational change. The research further suggests that trust and confidence is multi-dimensional, in that the single focus of leadership must be augmented with high levels of transparency and honesty, with regards previous organisational change outcomes, opening the organisation internally to analysis of these earlier successes and failures. Such an approach has been identified in past research (Armenakis & Bedeian, 1999).

Personal Recognition has an important focus on the individual in change efforts. It stands on an equal footing with the more traditional organisational focus. Over the last decade or so there has been a growing awareness amongst researchers of the need to focus on the perceptions of individuals within change programs, and the recognition that a focus on the organisation must be balanced with an appropriate focus on the individual (Bamford & Forrester, 2003; Becker, 2007; Shin et al., 2012). Whilst much of such research has been centred on analysis associated with levels of resistance to change and issues that either compound or support such resistance, emphasis has now also been applied in research associated with perceptions of individuals experiencing change (Isett et al., 2013; Lines et al., 2005). Whilst focusing on the individual has been referenced and applied in a number of the prevailing change models, such application

has been embodied in the context of leadership (Dunphy & Stace, 1988; Kotter, 1996); the impact on, and by, change agency (Dunphy, Griffith & Benn, 2007); the part that empowerment plays in the change process (Kanter, 1983); as well as the recognition of the role that training plays as part of the change process (Kotter, 1996). Based on the findings from this research, focusing on the individual as a fundamental aspect of the change process, often in parallel with the organisation-wide focus, and doing so in an overt and caring manner, positively impacts the success of the change program. This is also reflective of the cultural characteristics associated with the nonprofit sector and the people attracted to work within it (Speckbacher, 2003; Bradach et al., 2009; Leiter, 2012).

Change Sequencing attributes associated with communication, employee engagement strategies, as well as responsive design and service delivery structures during the change, provide an important focus in the overall findings. Aspects of communication have been extensively covered in more recent research on change. Various design considerations have been highlighted around the need for two-way communication (Baker, 2007); comparative assessments of formal and informal communication (Lewis, 2011), and the expression of management concern that can be implied in well-structured communication processes (Lines et al., 2005). Content of communication has been raised by researchers in terms of addressing employee uncertainty (Bordia et al., 2004); winning the hearts and minds of employees (Ghislanzoni et al., 2010); as a tool that can convince change recipients to respond positively to change (Lewis, 2011), and as a link between the progress of change and employees' goals and values (Lines et al., 2005).

Engagement has been raised in different contexts in recent literature, ranging in terms of knowledge creation as part of the engagement strategy amongst change recipients (Becker, 2007); to the development of new individual work routines (Balogun & Jenkins, 2003); through to its linking with the visioning role of leadership in organisational change (Gill, 2003). A number of existing change models apply concepts and processes of communication and engagement in the planning and execution processes of change with mixed application and in various ways. Whilst such considerations feature in some detail within these, few of them seek to stress these elements to the extent identified by this research, as being potentially

fundamental to the success of change programs and, thereby, a necessary focus in the planning stages. The need to ensure adequate planning and maintain a strong focus on this aspect of change and, by doing so, resisting the urge to prematurely proceed to ‘doing things’ that relate to the actual change, have been identified in earlier research (Beckhard & Harris, 1987; Gill, 2003).

### **Research Findings in the Context of the Research Questions**

The primary question which drove this research was: **What is unique about the management of change in a nonprofit organisation?** This was supported by the subsidiary question of: **What nonprofit specific enhancements to recognised change management models could be beneficial to this sector?**

In response to these questions, the research identified a number of unique characteristics of the nonprofit sector. These were identified in the broader context of sector management challenges which impacted their ability to successfully manage change. These included financial sustainability challenges resulting directly from reliance on government funding which, in part, was a direct result of them being exposed to the vagaries of political bias. This was further complicated by the ongoing conflict between mission and margin which is a key issue for religious-based nonprofit organisations. This sustainability issue was further challenged by a wide range of human resource challenges which directly impacted service delivery across the physical disability, mental health, and aged care subsectors.

Further challenges were associated with the use of hybrid performance measurement criteria for those nonprofits operating commercial and quasi-commercial activities in competition with for-profit organisations. This approach has been adopted by numerous nonprofit organisations enabling them to apply profits generated from these activities, to their core mission-based causes. This often results in the need to manage complex revenue generation models that are further complicated by the nature of government agency and nonprofit organisation interactions.

Compounding these sustainability issues, are management challenges associated with wide and diverse volunteer pools which many nonprofit organisations have come to rely upon in order to

either directly deliver their services, or directly support employed staff in service delivery. A further related element, is the need to understand and deal with large, varied, and dispersed external and internal stakeholder groups, which tend to stretch limited management resources. Additionally, the need for management to maintain an outcomes focus as distinct to a purely bottom-line focus, ensured that these challenges were fundamental to understanding why the management of change may be different in this sector to the management of change in commercial settings. This issue becomes more important when appreciating that much of the historic research has been undertaken in commercial organisations, resulting in a paucity of research within the nonprofit sector.

This research was undertaken in a nonprofit setting, and despite the limitations identified in later sections of this Chapter, the findings provided clear evidence to suggest that existing recognised change management models require specific enhancements in order for them to be fully effective in a particular nonprofit organisation. These findings integrated activities associated with planned reflection, actor confidence, personal recognition and change sequencing in specific response to the subsidiary research question. Recognising the limitations of this research, namely a single case study, implications for future research have been further identified in this Chapter.

### **Implications of Findings**

The importance of these findings stem from the recognition that across many of the existing change management models, gaps exist with regard to applicability to planned organisational change within the nonprofit sector. The findings in this research have identified a number of activities that were critical to implement successful planned organisational change in the case study. In identifying and discussing these, it is apparent that change management models-in use, being the more substantial and commonly referenced ones identified in this thesis, have not included all of these activities to the extent considered necessary to support success as evidenced in the research case study.

In terms of the utilization of academic research and the ideal of linkages to management practice, the concept of doing “...research that matters...” (Wartzman, 2012:46) would

highlight the need for change management academics and practitioners focusing their attention on the nonprofit sector, to incorporate the findings from this research into their change planning activities. This would necessitate recognition that perhaps a single-solution, or single-model approach to change in this sector may not be sufficient. On the contrary an approach that recognises the inclusion of these findings within existing planned organisational change models, may provide an optimum organisational change outcome.

### **Limitations and delimitations of this research**

The scope of change management is wide and has been researched over a substantial period of time and in many research contexts. In the time frame of PhD research, I have been cognizant of the need to establish clear focus in the research questions, efficiency in the data collection and review process, and clarity with regard to the achievement of an outcome.

To achieve this, I have defined the parameters of the research in terms of the scope of data sources and collection, and the defining characteristics of change management that I sought to investigate. The research process and outcomes highlighted a number of limitations. These include the single case study approach as part of a longitudinal analysis; the nature of the nonprofit sector; the method used to identify interview respondents; the time restrictions needed to be applied to each interview; the attention given to the number of existing change models identified for comparative research purposes, and the physical and professional placement of myself as researcher given my industry involvement.

Limitations were identified during both the planning phases of this research as well as during the course of the research itself. The nonprofit sector contains many disparate organisations in terms of both size and industry, necessitating organisational change management research that can account for such diversity. Whilst comparative case studies would have proven ideal, this was deemed to be impractical in terms of the time constraints identified earlier. The single case study is in keeping with recognised methodology for building theories from case studies (Eisenhardt, 1989; Eisenhardt & Graebner, 2007; Raelin & Catalado, 2011), whilst recognising some of the limitations associated with single source data (Denzin & Lincoln, 1994). As a single



case study, the hypothesis developed should be tested in additional nonprofit settings in order that a more generalised application of the findings can be tested.

One limitation relates to the comparative impact of reflection and reflective practices associated with planned organisational change in nonprofit organisations. Current research has identified the potential impact that such practice has had on the outcomes within the case study, without any comparison of earlier change programs, where such practices may have been either absent or given less focus.

In relation to findings associated with trust and confidence in management, the potential correlation between trust levels and success in organisational change should be further investigated.

An additional limitation relates to the for-profit and nonprofit comparison with regard organisational change management, from which this research is framed. Findings presented in this research could be investigated in for-profit environments to determine relative impacts. Such an approach would require controlled inclusion in a proposed change program where designated change processes do not materially differ from an earlier change process as the organisation may have a methodology that has been previously deployed.

A further limitation relates to the nature of the case study itself, being undertaken within a functioning hospital. This resulted in interviews having to be staged in relatively short time frames of no more than 30 minutes per interview, as nurses were either about to commence, or finish, their shift. This resulted in multiple interviews for each of the three phases of the change process. Given the complexity of the shift arrangements, interviewees were not chosen randomly, but were identified by a hospital appointed liaison.

Recognising my centrality as researcher (Fendt & Sachs, 2008) posed other limitations as a direct result of my consulting work in this sector and in the area of change management. Although not being involved with the Hospital in any capacity other than as a researcher, I undertook the research with a high level of familiarity with both the field of change management and the operations of nonprofit organisations, including hospitals. The research necessitated that I dealt with preconceived notions and maintained an open mind in the

interpretation of the interview data. Adopting a neo-positivist approach (Rowley, 2012) was seen as the most effective approach in order to achieve the stated research outcomes. This included designing relevant and insightful questions (details of which have been reproduced in Appendix 2 of this Thesis), minimizing bias by recognising it existed and dealing with it accordingly, and validating my interpretations using a range of methods including extensive member-checking routines (Creswell, 2012; Goulding, 2002), whilst recognising some of the inherent limitations in this process (Angen, 2000; Denzin & Lincoln, 1994; Sandelowski, 1993).

As a single exploratory case study, these limitations have been highlighted as pre-cursors for further research, aimed at strengthening the findings and the conclusions presented in this thesis.

### **Implications for Future Research**

Future research into planned organisational change within the nonprofit sector will need to address a number of the limitations in this current research. Given the broadly recognised organisational change failure rates and the direct cost of failure in a sector that is generally regarded as financially under-resourced, the opportunity of improving success in this activity appears professionally attractive.

These limitations have been identified to include the following issues. First, the findings of this research have been derived from a single case study. It would be beneficial to expand the research to incorporate additional research sites in order to determine the extent to which these findings can be supported by other nonprofit organisations. Expanding the research beyond the nonprofit hospital sector into other nonprofit sectors would ensure that the findings are not uniquely reflective of only this one organisation, but also not reflective of this one sub-sector within the broader nonprofit environment. Second, the grounded theory methodology, specifically structured and applied in this research, could be replicated in the suggested studies identified above, thereby providing the basis for replicability across research sites and, in doing so, reduce the possible impact of ‘methodology drift’ which could be criticized in future findings. Third, this research could be applied to the for-profit sector to determine the extent to

which these findings are in fact nonprofit specific. Such expansion of this research would need to occur once the broader research into the nonprofit sector was undertaken. Finally, in order to better understand the actual impact that these findings may have in nonprofit sector organisations, a single or multiple comparative case study of planned organisational change could be undertaken, which would compare different change management events over different time periods from within the same organisation. One change event would include the findings of this research whilst the other change event would ignore the inclusion of the findings from the current research. With careful structuring, this could provide further depth of understanding as to the impact that current research findings would actually have on planned organisational change outcomes.

In deploying a recognised qualitative methodology that sought to understand change management from the viewpoint of change agents and change recipients as change unfolded in their organisation, this research has identified unique characteristics with regard the management of change in a nonprofit organisation. In doing so, this research identified specific enhancements to recognised change management models which, if implemented, could be beneficial both to theory and to this sector by focusing on those factors that may improve the outcomes of planned organisational change in a sector that can least afford failure.

## **Recommendations**

This thesis has identified a number of recommendations regarding research outcomes associated with the management of change in nonprofit organisations, which, to the extent that generalisations can be made from a single case study, may prove beneficial for organisations in this sector.

As identified in chapter 1, the nonprofit sector is a diverse environment with unique operational and management challenges. Ongoing research in this sector is supported by paucity in current research, especially within the area of change management. This represents a substantial opportunity for ongoing research.

As presented in chapter 2, the nonprofit sector is, in part, characterised by the people that work within it, and their emotional response to organisational change may, to an extent, determine

the success or otherwise of any change initiative. Understanding the impact of these emotions will inform nonprofit organisations as to the scale and type of interventions that may be necessary to consider and implement, in order to improve change management outcomes. Understanding the design and structure of these interventions should become a key aspect for management to consider when planning for change.

As presented in chapter 3, to develop an appropriate change management method for a nonprofit organisation, there must be an understanding of available research and practice in this area. Numerous research-based and practitioner-based approaches to change have been developed over the last 60+ years. Whilst many of them have common roots in Lewin's categorisation in 1947, the key may be to determining appropriate fit between the requirements of the nonprofit organisation and those elements from a plethora of models that best fit the organisational requirements. Before undertaking such organisational change, it may be beneficial to ensure a sound understanding of the structure of these models and accept that some degree of cross-fertilisation between them could provide the best organisational outcome.

As identified in chapter 4, change management is, to a great extent, all about people. A common saying has been that organisations do not change, rather, it is the people within it that change. Researching change management using qualitative methods, such as grounded theory, that enable a deep understanding of how individuals within organisations deal with, respond to, and, to some extent, shape change, provides opportunities for further expansive research to be undertaken in this sector.

As highlighted in chapter 5, the findings described as Planned Reflection, Actor Confidence, Personal Recognition, and Change Sequencing, should be considered for inclusion in change management processes within nonprofit organisations. The identification of an appropriate Integrated Reflection Framework, as identified in chapter 6, providing further depth to the finding of Planned Reflection, suggests reflection being a core activity that can support successful organisational change.

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Appendix (Ethics approval) of this thesis has been removed as it may contain sensitive/confidential content

### **3. Interview Questions**

#### **Questions for Executive Team Members**

(Due to the timing of the project roll-out at Sydney Adventist Hospital and the timing of my entry into the field, there were no Phase 1 interviews with members of the Executive Management Team)

#### **Phase 2: During the Change**

How long have you been involved with the organisation in any capacity?

What has been your experience of change within the organisation to-date?

From your experience, how would you describe the organisation in terms of its approaches to the design, planning and implementation of change?

What were the key considerations that were uppermost in the minds of executive management in planning for the E-Clinical Pathway Project?

How were these considerations dealt with by the executive management team?

What was the impetus for this Project?

At the time that the Project was being discussed what were your personal feelings regarding its scope and the ability of the organisation to successfully complete the project?

At that time what was your idea of how project success would look like?

Given that the project is currently being rolled out, what, if any reflections have you had regarding it?

In your executive capacity, what ongoing involvement have you had with the project to-date?

At this point of the implementation, what things, if any, do you think you would do differently?

Upon reflection at this stage of the project, what have you learned about the organisation with regard its capacity to absorb change?

## **Questions for Executive Team Members**

### **Phase 3: After the Change**

Now that the implementations have been completed, what are your thoughts regarding the change process that has taken place?

Upon reflection what changes, if any, would you have made in terms of the organisational planning and activities that preceded the change?

How have you satisfied yourself that the changes that have been made have been successful?

What communication have you had with various staff across the organisation regarding their views of the change process and the outcomes that have been achieved?

Upon reflection what have you learned about the organisation with regard its capacity to absorb and deal with change?

## **Questions for Manager Level Team Members**

### **Phase 1: Before the Change**

How long have you been involved with the organisation in any capacity?

What has been your experience of change within the organisation to-date?

From your experience, how would you describe the organisation in terms of its approaches to the design, planning and implementation of change?

When thinking of the change programme that you are about to embark upon, how would you describe it?

How relevant do you see this change to your current work?

To what extent are you comfortable with whatever is being proposed?

What has the organisation done leading up to this change program that has impacted on your current comfort levels?

What, if anything, could the organisation have done to improve your current comfort levels?

## **Questions for Manager Level Team Members**

### **Phase 2: During the Change**

Thinking about how you felt regarding the change before it commenced, have your expectations been met by what is currently taking place?

Reflecting on the current process, what would you say is going well and what would you say is not going so well?

In the context of the current status of the implementation, what thoughts do you have as to things that could have been done differently in terms of the planning and associated processes that you were aware of?

How do you think your confidence levels at this stage of the process compare to those that you anticipated prior to the commencement of the process?

What things have impacted on those confidence levels?

How will you determine success in this project?

## **Questions for Manager Level Team Members**

### **Phase 3: After the Change**

Now that the implementations have been completed, what are your thoughts regarding the change process that has taken place?

Upon reflection what changes, if any, would you have made in terms of the organisational planning and activities that preceded the change?

How have you satisfied yourself that the changes that have been made have been successful?

Upon reflection what have you learned about the organisation with regard its capacity to absorb and deal with change?

How would you describe your personal views regarding what you have experienced during this process?

Upon reflection what would you consider to have been the things that went well compared to those things that did not go so well?

Based on your experiences with this particular change program, can you describe how your views of the organisation may have changed and why?

## **Questions for Staff Level Team Members**

### **Phase 1: Before the Change**

How long have you been involved with the organisation in any capacity?

What has been your experience of change within the organisation to-date?

How relevant do you see this change to your current work?

To what extent are you comfortable with whatever is being proposed?

What has the organisation done leading up to this change program that has impacted on your current comfort levels

What if anything, could the organisation have done to improve your current comfort levels?

## **Questions for Staff Level Team Members**

### **Phase 2: During the Change**

Thinking about how you felt regarding the change before it commenced, have your expectations been met by what is currently taking place?

Reflecting on the current process, what would you say is going well and what would you say is not going so well?

In the context of the current status of the implementation, what thoughts do you have as to things that could have been done differently in terms of the planning and associated processes that you were aware of?

Based on your experiences in this project, have your views of the organisation changed from prior to project commencement and if so what have they changed from and to?

## **Questions for Staff Level Team Members**

### **Phase 3: After the Change**

Now that the implementations have been completed, what are your thoughts regarding the change process that has taken place?

Upon reflection, what changes, if any, would you have made in terms of the organisational planning and activities that preceded the change?

Having now experienced this project to completion, what are your thoughts as to your own capacity to deal with such changes?

How would you describe your personal views regarding what you have experienced during this process?

Upon reflection what would you consider to have been the things that went well compared to those things that did not go so well?

Based on your experiences with this particular change program, can you describe how your views of the organisation may have changed and why?