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**The Intricate Issue of  
Technology-driven Change**

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*“For the times, they are a-changin’ ”*

- Robert Allen Zimmerman (Bob Dylan)

## **Abstract**

In this thesis important steps in guiding a technology-driven change process are examined. Essential factors that support such a change are discussed and special attention is paid to managing human behavior. Extensive literature research has provided the commonest steps and factors. These were validated by the information gathered from interviews conducted at Deloitte Amsterdam. A model has been created that can be used as a guideline to enhance the success of a change driven by technology.

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## Contents

Abstract.....	3
Acknowledgements.....	4
Chapter 1: Introduction.....	7
Chapter 2: Background information and basic terminology.....	9
Chapter 3: Way of thinking.....	15
Chapter 4: Theoretical framework.....	17
4.1. What are crucial steps in guiding a technology-driven change process?.....	17
4.1.1. Important factors in a change process.....	17
4.1.2. Change management tools.....	22
4.1.3. Change process approach.....	23
4.1.3.1. Best practices according to literature.....	25
4.1.3.2. Common mistakes.....	31
4.1.3.3. Tips for tackling technology-driven change processes.....	32
4.2. What are the key factors to manage human behavior in periods of change?.....	36
4.2.1. Attitudes to change.....	37
4.2.1.1. Resistance.....	40
4.2.1.2. Change agents' part in resistance.....	43
4.2.1.3. Utility from resistance.....	44
4.2.1.4. Managing resistance to change.....	46
4.2.2. Key factors for managing organizational change.....	51
4.2.3. Participation, communication and learning.....	52
4.3. The Change Management Model.....	54
4.3.1. The process description and the (human) factors.....	54
4.3.2. The model.....	57
Chapter 5: Interviews.....	60
5.1. Participants.....	60
5.2. The interviews.....	61
5.3. The conduction of the interviews.....	63
Chapter 6: Results from the interviews.....	64
6.1. Approach.....	64
6.2. Comparison data gained from interviews and literature.....	64
Chapter 7: Conclusion.....	71

Bibliography .....	73
List of figures .....	76
Appendix 1 Vragenlijst interviews .....	77
Appendix 2 Uitspraken uit interviews .....	81

## Chapter 1: Introduction

The world has changed enormously over the years. The emergence of, for example, the use of several technological devices has had an enormous impact on people's lives. These innovative changes have also influenced the way of working in many organizations. According to Tsoukas and Chia (2002) there are ongoing processes of change in organizations. This means that organizations are constantly adapting their way of working, their business processes and parts of the infrastructure to let them fit in the changing environment. Adapting to the changing environment is crucial for an organization in order to stay competitive. (Agboola and Salawu, 2011) One of the drivers for organizational change is the introduction or adaptation of a technology. Changes that an organization has to make may be only minor ones, which do not have a great impact on the organization. These changes can probably be made without a lot of effort. However, when introducing a new technology, it is possible that an organization has to adapt complete processes to make them function in the right way. Benjamin and Levinson (1993) state that, besides introducing or adapting technology, changes have to be made to the organization, business processes and culture as well. In the case of a big change, the impact on both the organization itself and individual people can thus be immense.

When an organization has to make major changes in their way of working and business processes, it is necessary to implement them correctly. According to Beer and Nohria (2000) 70 percent of all change initiatives fail due to bad management. It is no surprise that many organizations are facing problems when implementing change projects. When a particular organization wants to change their current way of working, it is mostly the change agents who determine which adaptations have to be made. They design new procedures, which they think are appropriate for the organization. However, change agents are not the only people who have to use this new way of working. In addition, it is crucial that other employees are pleased with the redesigned working processes. When these people are familiar with the current way of working and this way suits them, it is understandable that they are not very happy to hear that these working processes are going to be changed. They probably resist the upcoming change, since they do not want to make alterations to the processes which they are used to and which they think work well for them. According to Garvin and Roberto (2005) people in general are reluctant to alter their habits. They state that people will keep doing what they -always do.

To ensure that the upcoming change process will be a success, it is necessary to manage the process optimally. Harvard Business Review<sup>1</sup> (p. 4) states that leading change is essential, but that it is also incredibly difficult. Mostly there are general change programs which are used in the organization to tackle any change process. According to Beer, Eisenstat and Spector (1990) these programs "end up covering nobody and nothing particularly well" (p. 115). The programs often do not work in practice, because they are universal and not designed for specific departments or units. Beer et al. (1990) state that a substantial proportion of the energy that is required to solve business problems is lost when change programs are too general. It is thus not useful to approach the change as the execution of a plan. (Thomas,

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<sup>1</sup> <http://ceewl.ca/12599-PDF-ENG.PDF#page=1>

Sargent and Hardy, 2011) Consequently a different way will have to be found in which change projects can be managed well, a way that is more suitable for the particular organization. Furthermore, in order to reach the change goals it is important that managers combine the organization, technology and the business processes in the right way. (Benjamin and Levinson, 1993)

In this thesis I will investigate which factors need to be taken into consideration when a company wants to design and implement a technology-driven change project. It is essential to realize what the necessary steps are in the process and which choices have to be made to ensure that the change process will be a success. When an organization has designed a change project and wants to implement the changes, it is important that employees and other stakeholders also keep up with the change. It should be determined what they key factors are to manage human behavior and take along these people. As stated earlier, there is a possibility that people are not happy with the announced adaptations and therefore will resist the upcoming change. How can these different opinions be managed optimally to ensure that less resistance is experienced and people are more willing to change? In this thesis I will deal with possible answers to the following question:

- What are important steps in guiding a technology-driven change process and managing human behavior in times of change?

In order to be able to answer this question, I will answer the following sub questions:

- What are crucial steps in guiding a technology-driven change process?
- What are the key factors to manage human behavior in periods of change?

These sub question will eventually lead to an answer to the research question.

I intend to deal with these and other questions by obtaining information from both literature and interviews. The interviews have been conducted within Deloitte Touche Tohmatsu Limited. Several employees from different departments within Deloitte Amsterdam have been invited to respond to several questions using the experiences they have gained when guiding projects. The interviews will be analyzed and finally the findings will be compared with the information which was gained via literature. After the comparisons have been made, some conclusions are drawn.

To be able to answer the research questions in the right way, it is important, first of all, to provide some background information on the topics which are going to be discussed in this thesis. This information can be found in chapter 2. In chapter 3 an extended explanation is given of what this thesis is about and how the research has been conducted. Besides this, an overview will be given on the content of the remaining chapters.



## **Chapter 2: Background information and basic terminology**

### **Perspective on change management**

According to Lewin every successful change project involves three steps (Burnes, 2004). The first step is called “Unfreezing”. Lewin thought of stabilized human behaviour as a “quasi-stationary equilibrium”. In the unfreeze-step this equilibrium needs to be destabilized before the old behaviour can be unlearned and the new behaviour can be adopted. After this destabilization phase, step two is reached in which the new behaviour can be learned. This phase is called “Moving”. The final step, the “Refreezing”-step, is there to “stabilize the group at a new quasi-stationary equilibrium in order to ensure that the new behaviours are relatively safe from regression” (Burnes, 2004, p. 986). This also means that the new behaviour has to match with other characteristics of the behaviour of the learner. According to Burnes, changes in norms or organizational culture are often required as well.

Schein (2002) states in his article that there are three types of change in organizations, namely natural evolutionary changes, planned and managed changes and unplanned revolutionary changes. The first is about all the learning processes which occur in every organization. It is about what every employee learns in general. With the second type of change Schein intended to point to change processes in which people can control what is learned to some degree and in which direction the change goes. Schein also concludes that every change process consists of the stages mentioned above. However, he added some intermediate steps to the model. In the unfreezing stage it is, according to Schein, really important to change forces which are acting on the system. Schein states that the current state has to be disconfirmed and some guilt or anxiety has to be felt since, for example, some targets will not be reached. Furthermore, enough “psychological safety” has to be given for people to defend themselves. People have to feel “an optimal level of anxiety or guilt, without arousing so much learning anxiety as to cause denial, repression, projection, or some other defense mechanism”(Schein, 2002, p. 36). In stage 2, which is called the “Changing” phase by Schein, people have to identify with or imitate role models. People have to learn when they see the world through eyes of a role model. Another important step is that they have to scan the environment looking for solutions and trying out those solutions, until some new behavior is found which works well. In the refreeze state it is important, according to Schein, to incorporate the new behavior into your own identity, a group’s identity and into the relationships you have. Therefore it is of the utmost importance that it matches the personality of both individuals and the culture of the entire group. The model of Lewin mentioned above is a fixed approach which is used for planned changes. As we have seen in the previous chapter change often cannot be planned. As we have seen there are ongoing change processes in an organization. These processes cannot be planned at all. Therefore it will be more helpful to view change from a more emergent point of view.

In their article Tsoukas and Chia (2002) mention the so-called “synoptic accounts of organizational change”. Change can be seen as an event which can be described. According to them it looks similar to a stage model. There are distinct states at different points in time which can be described well. Unfortunately the distinguishing features of change cannot be

captured. Tsoukas and Chia state that Lewin’s model cannot capture those features either. According to them the actual change goes on between the stages of the model. It is therefore also helpful to think of change as a process.

In her article Gersick (1991) approaches change as a punctuated equilibrium. This equilibrium consists of three things. First of all there are equilibrium periods in which all patterns stay the same. These are long periods of stability. They are interrupted by revolutionary periods. These are periods of change. In these periods, the third element of the punctuated equilibrium, which is called the deep structure, is destroyed. Then some fundamental changes are accomplished, a new deep structure is found and the revolutionary period is concluded. Subsequently the organization enters an equilibrium period again. After a long period of stability it is, according to Gersick, possible that the deep structure of the organization is disturbed by either internal or environmental changes.

### Technology change

The general purpose of change, according to Beer, Eisenstat and Spector (1990) is: “to create an asset that did not exist before - a learning organization capable of adapting to a changing competitive environment.” (p. 119) There are many drives for this organizational change, but there is one thing they have in common. Kotter (2007) says in his article that the purpose of the change is, in almost every case, the same, namely, organizations want to “make fundamental changes in how business is conducted in order to help cope with a new more challenging market environment.” How an organization tackles a change project can be very different and depends on various factors. One of these factors is the attitude of the organization towards technological change. Possible attitudes are reflected in the *Technology Adoption Life cycle*, which can be found in figure 1.

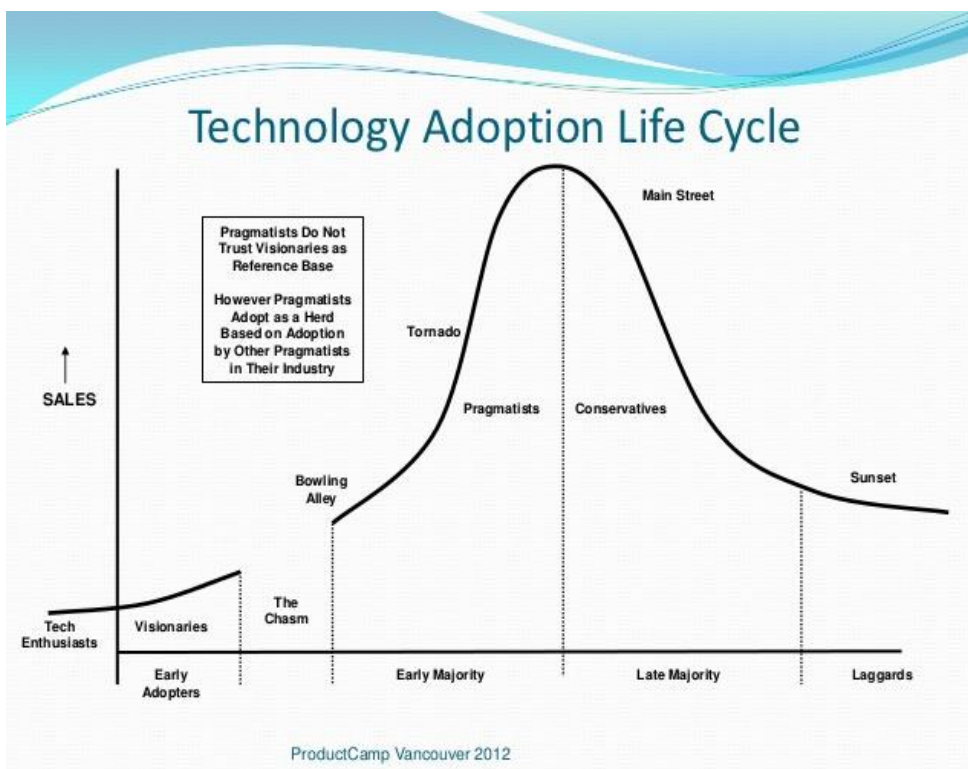


Figure 1:  
*The Technology Adoption Life Cycle*

This model describes the adaption and acceptance of a new technology. There are five categories to which an organization can belong.<sup>2</sup> The first group is the innovators. These are the organizations that are willing to take risks, are technology enthusiasts and want to adopt innovations. The second category is the early adopters. They are also very keen to adopt innovations. After these two categories there is something which is called the chasm. In this period of time nothing happens. The next category, in which more organizations find themselves, is called the early majority. Those organizations are slower to adopt an innovation, but are interested in trying new things. They, in turn, are less slow than the late majority. These organizations are later with adaptations than the average organization. They only use it when they have no other option and it is unrealistic or unlikely to live without the technology. The last category is the laggards, which refers to the organizations that are the last to adopt a new technology and actually only want to use a technology if it is no longer possible to live without it. This model can also be combined with another model: Gartner's Hype Cycle.<sup>3</sup> It describes the road a new technology has to take until it becomes a generally accepted product. In figure 2 the two models mentioned above can be found. In the first phase of Gartner's Hype Cycle, which is called the phase of the Technology Trigger, the

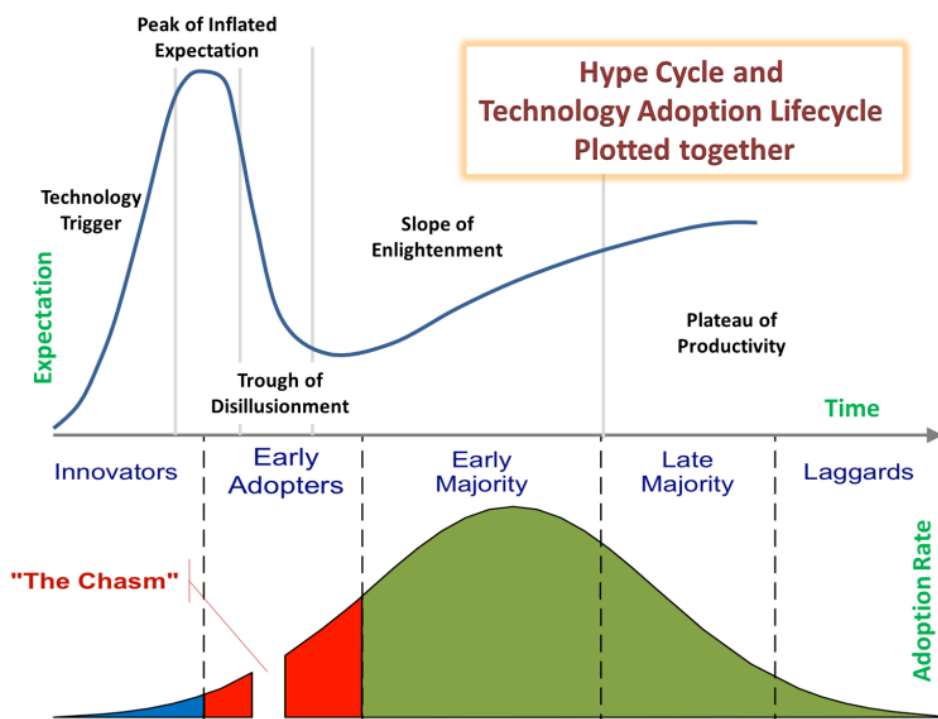


Figure 2: *Gartner's Hype Cycle for Emerging Technologies and the Technology Adoption Life Cycle (TALC) plotted together*

technology is, among other things, mentioned in media for the first time. In the next phase, the *Peak of Inflated Expectations*, there are already high expectations of the new technology. You can see that the number of organizations which are actually using the technology is

<sup>2</sup> <http://joshua-fischer.com/2016/02/03/technology-adoption-lifecycle/>

<sup>3</sup> <http://www.venturemedia.nl/Gartner-Hype-Cycle.php>

really small. After this peak the technology goes through the *Trough of Disillusionment*, in which the defects of the technology stand out. In the TALC it is also noticeable that in this period no organization is really adopting the technology. After this disappointing period the *Slope of Enlightenment* phase is entered. In this period the usage of the technology increases, which is also shown in the TALC. The last phase of Gartner's Hype Cycle is the one in which the effects of technology are seen most clearly. This final phase is called the *Plateau of Productivity*.

When an organization wants to introduce a new technology, it is very important, besides choosing the right technology, to look carefully at the characteristics of the organization. When it is clear where an organization can be found in the Technology Adoption Life Cycle, this can also provide you with more information about the chance an organization actually adopts the technology. If you want to introduce an innovative technology that occurs in the Technology Trigger phase of Gartner's Hype Cycle in an old-fashioned organization this may cause some problems. An organization in the Laggards category (see TALC), will obviously tend to work in a rather conventional way, so its employees will probably be reluctant to adopt innovative technologies.

### **Organizational culture**

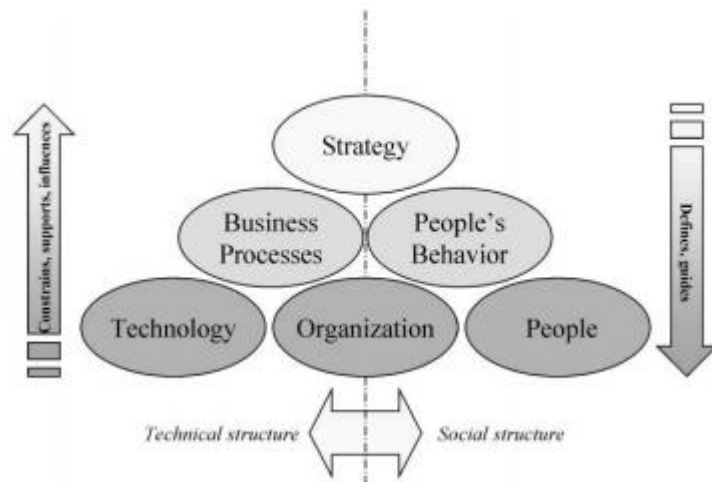
Á. Cabrera, E. Cabrera and Barajas (2001) state that organizations give too little attention to, for example human and organizational (non-technical) factors. These factors are, according to Á. Cabrera et al., crucial in determining if the new system is effective. Most often IT projects are exclusively technology-led, in order to save costs. According to the authors in successful IT implementations the people and technical factors of the change are viewed as inextricably linked. They state that the ultimate goal is to efficiently manage the technology-driven change by minimizing the human costs and maximizing the benefits obtained from technology. Therefore it is important to understand how various people in the organization behave. To understand this correctly, it is advisable to consider the nature of the culture of an organization. The definition which is used by Á Cabrera et al., for organizational culture is:

“a pattern of basic assumptions and beliefs, developed by a given social group throughout its history or internal integration and external adaptation, that has worked reasonably well in the past to be considered by the group as valid and important enough to be passed on to new members as the “correct” way of interpreting the organization's reality”. (Á Cabrera et al., 2001, p. 247-248)

When a new technology is introduced in an organization, it is possible that the nature of the work which is done will have to change, so people may be asked to change their behavior. According to Á Cabrera et al. the success of a technological innovation depends on whether this behavior fits the current culture or whether the culture can be changed to match the behavioral requirements. The effectiveness of an organization will depend on how well both social and technical systems are designed with respect to each other and the market. Á Cabrera et al. (2001) designed a model, which can be found below (figure 3), in which there are three levels of analysis of organizational performance. At the bottom the *infrastructure or architecture level* can be found, where technology, structure and people can be found that are

responsible for carrying out *behaviors and business processes*, which constitute the capabilities of the organization, which is the second level, also referred to as the *capability level*. The upper level, the *strategic level*, describes the relation between the organization and the stakeholders. When an adaption is made in technology, structure or human resources, the capabilities of the organization and also the chances the organization achieves their objectives, can be influenced. (Á Cabrera et al.) It is very important to make sure that the technological change matches the strategy and that it also fits the structure and HR. The technology should be used by the right people, in the right way and at the right time.

Figure 3:  
A multi-system framework of organizational performance  
(Á Cabrera et al., 2001)



### People in the change process

Organizational change and people are thus interconnected. According to Inc.(n.d.), managing this change is trying to minimize resistance and costs and maximizing the change effort. As stated earlier, there are different drivers for organizational change. There are strategic, technological, structure and also people changes. (Inc.) In most cases people change is the most difficult one. People often do not want to change their way of working or behaving since, for example, they are afraid of losing their jobs or they do not think it is right to change in the manner conceived. According to Agboola and Salawu (2011) organizational change is also about moving from known to unknown. People usually do not support the change, unless they have compelling reasons to do so. Agboola et al. state that managing resistance and deviant behavior is crucial in every organization.

### Management of technology-driven change

That this management of technology-driven change is of the utmost importance, is also mentioned in the article of Geyer (2002). It is stated here that IT has changed many ways in which an organization conducts business. The management of technology can be “the savior” of some organizations, but when managed badly it also can be the downfall. It is crucial, for a manager, to balance efforts across three dimensions of organizational change, which are *outcomes* (the aim of developing/delivering business outcomes), *interests* (mobilize the world of power and influence) and *emotions* (enable adoption of people and culture). (Cameron and Green, 2004)

However, it is clear that the management of organizational change is extremely difficult. This is, according to Heifetz and Linsky (2002), due to the fact that the risks during

times of organizational change are very high, because people are required to give up what they really hold dear. Therefore it is essential to determine what the important factors are that have to be taken into consideration when managing technological change. What is of even more importance is the optimal management of people in this process to ensure that they will be more willing to participate in the change process and that they want to contribute to the success of the technology-driven change.

## Chapter 3: Way of thinking

As stated earlier, there can be many reasons for change in organizations. The management may, for example, want to change the way of working because they have noticed that a major competitor is working far more efficiently than their own company is, or it is necessary to dismiss lots of people to save costs to prevent the organization from going bankrupt. They may decide it is necessary to change. There are several drivers that may cause an organization to change. In this thesis the focus will be on changes which are driven by technology. The world has changed immensely and technology nowadays has a key role in the way people live and, this implies, that they communicate differently. In organizations this technological revolution is noticeable, too. Everything can be done faster, more accurately and more efficiently when technology is used. Therefore in many organizations technology is introduced to accomplish tasks which used to be done by human beings or which were not done at all. This may result in a total redesign of, among other things, business processes.

It is wise to define what is meant by the concept of technology-driven in this thesis. First of all it is important to take a look at the definition of technology. However, unfortunately a comprehensive definition of technology cannot not be found. Instead the definitions of technique and automation are used. In the Oxford Dictionaries<sup>4</sup> technique is defined as: “a way of carrying out a particular task, especially the execution or performance of an artistic work or a scientific procedure.” Automation is defined as “the use or introduction of automatic equipment in a manufacturing or other process or facility. (Oxford Dictionaries<sup>5</sup>)” The definitions of *Technology* and *Technology-driven change* are derived from the above mentioned concepts and will be defined in this thesis in the following way:

***Technology:*** A non-human production factor capable of automated processing of special tasks.

***Technology-driven change:*** change which is caused by the introduction or the continual improvement of technology in the organization.

Every change process which is initiated by technology will be classified as a technology-driven change process. Of course the extent of these changes may differ enormously. In this thesis, a distinction will be made between the different change processes.

Technology-driven change processes can be initiated by:

- a small adaption of an existing technology
- a technology which is new for a specific organization (but which has already been used by other organizations)
- a disruptive technology (which is new for the organization and (relatively) new for the world)

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<sup>4</sup> <https://en.oxforddictionaries.com/definition/technique>

<sup>5</sup> <https://en.oxforddictionaries.com/definition/automation>

The aim of this thesis is to find essential steps which have to be taken to ensure that the change, which is driven by technology, will be carried out in the best possible way. It is essential to establish what these crucial steps are. Furthermore, the aim of this thesis is to try and find important factors to incorporate people once the change has been initiated and manage their behavior in times of change. In chapter 4, the sub questions, which were introduced in chapter 1, will be answered by using information that can be found in literature. Best practices, important steps and factors, mentioned in literature, which are crucial when guiding and managing a technology-driven change process will be investigated. At the end of chapter 4 the most important and most frequently mentioned factors and steps will be discussed and can be found in a model designed for this purpose.

In the subsequent part of this thesis attention will be paid to the interviews which have been conducted. In chapter 5 it will be explained how these interviews were carried out and what questions the participants were asked. Some background information on the participants has been added too. The participants are all employees of Deloitte Amsterdam. Deloitte provides services in the field of accountancy, consulting and financial, risk and tax advisory.

The participants that were interviewed work in different departments within the company. All the interviewees were asked about their experiences with technology-driven change processes. The participants were each asked a set of questions made in advance. The answers to these questions were subsequently analyzed and the most important quotes can be found in the attachment. These quotes describe the opinions and ideas of the different participants on, among other things, important steps and factors in guiding and managing a change. These findings will be compared with the steps and factors mentioned in the model and this comparison will be used to provide an answer to the (sub) questions. Finally general conclusions will be drawn in chapter 7.



## **Chapter 4: Theoretical framework**

In this part the sub questions which were introduced in the introduction are going to be answered based on information which can be found in literature. In the first part of this chapter sub question 1 is discussed. Factors which may have some influence on change processes are introduced and the features of a successful process will be discussed. Furthermore, tools which can be used to support the change process will be mentioned.

In the second part of this section more attention is paid to the “people part” of the organizational change. Several ways in which people can respond to the upcoming change are discussed. It is possible that people support this change, but they can also resist it. When people are resisting the upcoming change, it is necessary to manage the process in the best way to reduce the negative effects. In the subsequent part attention will be paid to the possibility of utilizing the effects of resistance. Furthermore key factors of a well-organized process will be discussed. At the end of the chapter tips will be given to involve people in the change process and to communicate optimally.

Finally a summary will be given of all the important steps (which can be found in literature) that have to be taken in a technology-driven change process to increase the chance of success. Key factors of a well-managed process, which are necessary to take into consideration are mentioned here as well. At the end of this section a model is provided, which was devised after having gathered information from literature. This model provides an overview of the important steps and factors, mentioned above, that are important in every technology-driven change process.

### **4.1. What are crucial steps in guiding a technology-driven change process?**

#### **4.1.1. Important factors in a change process**

As stated earlier, it is very hard to use one generic method to tackle a change process. This is also the reason why there is no general plan which can be followed when an organization wants to implement a new technology. Of course there are some necessary general steps which an organization has to take which have to be taken by an organization in order to make the change more successful, but it is not possible to tackle the process for every single technology in exactly the same way. Still there are some important factors which have to be taken into account in every single technology-driven change process, since they can have a huge influence on the course of this process.

#### **Culture and the organization**

First of all the organizational culture, which has already been mentioned in chapter 2, is of great importance. The culture of the organization eventually determines whether the people in the organization will accept the change or not. When a new technology causes people to have to change their behavior, this way of behaving has to match the original culture of the

organization and the culture of the people working in it. It is, of course, possible that the culture will be slightly adapted when the technology is introduced and the way of working is changed, but this adaptation should not be rigorous, because people will probably resist the change then.

It is also important to take a closer look at the organization in which the technology is going to be introduced. In chapter 2 the attitude of the organization towards technological change was mentioned as an important factor. When an organization is more open to make adaptations to new technologies, there is a better chance that a new technology is actually adopted and accepted by the organization. The employees are probably also more open to new technologies. This is the case because it can be assumed that, since they work in this organization, they really fit in the organization culture. Therefore, when a new technology is introduced in a more conventional organization, people are less likely to accept changes. This may result in the change process becoming more difficult. Of course there are also other characteristics of an organization which can have an influence on the way in which a change process is dealt with. According to Hofstede, Hofstede and Minkov (2010) it is possible for an organization to indicate where its culture finds itself in each of the following dimensions. The six dimensions are: (Hofstede et al.)

1. Process oriented versus results oriented
2. Employee oriented versus job oriented
3. Parochial versus professional
4. Open system versus closed system
5. Loose versus tight control
6. Normative versus pragmatic

In the first dimension a distinction will be made between organizations that are more process oriented and organizations that are more oriented on results. In the first kind of organizations people are more focused on avoiding risks and maintaining a stable process, while in case of a more results oriented organization people are looking for new challenges. The second dimension makes a distinction in whether there is more concern for people or for completing the job. In the latter case there is more attention for the work an employee does. In case of an employee oriented organization the wellbeing of an employee is of great importance. In a parochial organization employees' behavior at home is more or less the same as the way in which they behave in the organization. In the case of a more professional culture the personal life of an employee is separated from their work. In an open system the people and the organization itself are open to outsiders and new people. However, in a closed system, only a couple of people have the feeling that they fit in the organization. Most people have the feeling that they have to be secretive and closed, while in open systems people are very open and feel at home very soon. Dimension 5 makes a distinction between loose and tight control. This dimension deals with the difference between organizations where people are always punctual (when it comes down to meetings and appointments), jokes are not common and costs are very important (tight control) and loose control organizations, where everything is more relaxed. Besides that there is a sixth dimension which distinguishes a normative unit, where following organizational procedures and rules are important from pragmatic units,

which are mainly market driven and focused on results. (Hofstede et al., 2010) By indicating where an organization is classified within the six dimensions, a reliable picture of the organization can be formed. This can help in creating a change program which is more suited to the particular organization. It seems logical that a change program which is appropriate in an organization with loose control is probably less successful when it is applied in an organization with tight control. In the latter organization employees probably want more structure and formality than in the other organization.

Not only the organization culture is of great importance. The culture of the country where the organization is located has to be taken into account as well. Hofstede et al. also created a model of differences in national cultures. In this case, there are several dimensions in which a particular organization can score. First of all there is a dimension of national cultures which is called *power distance*. It indicates to what extent it is accepted that there is power difference between people within a country. In the second dimension, the particular country will be given an Individualism Index score. A distinction is made between *Individualism* and *Collectivism*. People within countries that score very high on individualism have no tight ties with other people, while in a country which is more collectivist, people are integrated into strong groups and have very strong bonds with each other. The next dimension distinguishes *masculinity* and *femininity*. When a society is masculine this means that emotional gender roles are very distinct. Men are really focused on material success for example and women have to be tender and concerned with the quality of life. In a feminine country men also are supposed to be tender and concerned about the quality of life. Whether a country is more masculine or feminine can be determined on the basis of the Masculinity Index score. In the fourth dimension the Uncertainty Avoidance Index indicates whether members of a certain culture feel threatened by unknown or uncertain situations. When a country scores low on this index, uncertainty is just normal. It is accepted in normal life and people feel comfortable in ambiguous situations. The higher the score is, the more uncertainty is feared. Also a last dimension is addressed. Finally the fifth dimension makes a distinction between *short-term and long-term orientation*. In case of a long-term orientation people are mainly concerned with future rewards, whereas with short-term orientation people are more focused on the past and present. (Hofstede et al., 2010) The cultural dimensions which are mentioned can provide a good picture of the country. Hofstede et al. researched where several countries have to be classified in the dimensions, looking at the scores of several indexes. For example, a country like the Netherlands scores very low on power distance. The Netherlands score high on individualism and this is, according to Hofstede et al., due to the fact that the Netherlands' national wealth is high. In the third dimension it can be noticed that it is a feminine country, in which gender roles are more mixed. In the final two dimension the Netherlands can be found in the middle. People are not extremely afraid of uncertainty and people are not exactly long-term oriented in comparison to other countries either.

When designing a change program it is advisable to look at the culture of the country too, in order to ensure that the program developed is suitable for the particular organization. When designing a communication strategy that can be used during the change, it is advisable to adjust it to the country in which the department or the organization is located. In a country where the power distance is small, it is no problem to organize meetings with people from

different levels in the hierarchy of the organization. In a country where the power distance is big, this probably is not a good idea. When an organization in a specific country is short-term oriented and uncertainty is feared, it is recommended to focus on the short term goals, only, to approach the change in small and accessible parts and not to proceed too rapidly.

When a change program has to be designed for an organization with several locations in several countries it is necessary to adapt the designed change program to the specific countries and to take the cultural differences into account.

### **Kind of technology and setting**

As mentioned in chapter 3 technology-driven change processes can be initiated by the desire to introduce/adapt several kinds of technology. First of all it is important to know whether the change is driven by a small adaptation which is made to an existing technology or whether it is a more radical change, because the organization wants to introduce a new or a disruptive technology. If it is the case that only a small adaptation has to be made to an existing technology, the impact of this change will not be very big. Employees are used to working with the technology and they probably only have to be aware of the changes that are implemented. In the case of the introduction of a new technology or a disruptive technology, more attention has to be paid to the design and implementation of a change process. It is advisable, for example, to pay attention to things like timing and involving people at the right time.

Furthermore, with the involvement of people, it is also important to involve the right people. When the technology is only introduced in a certain department of the organization, it is, of course, not useful to give exactly the same information to people within this department as to people who do not have to work with the technology. People not immediately concerned will have to be informed as well, but do not have to know all ins and outs. Therefore, when designing and implementing a change process, it is essential that an analysis is made on which stakeholders are end-users and which of them need to be informed and to what extent. Benjamin and Levinson (1993) also emphasize the importance of the analysis of the stakeholders. According to them it is essential to check whether commitment of a certain stakeholder group is necessary to achieve a goal, to describe the changes that are needed and also the benefits of the change and the expected resistance. Furthermore, they stress the importance of the analysis of the effort that is required to gain commitment from the stakeholders. When this analysis is made correctly, the most important stakeholder groups can be distinguished so that the distribution of time and attention is efficient.

### **Trigger and purpose of the change**

Another factor which influences the change process is the purpose of the change. Of course several causes for technology-driven change processes can be distinguished. Robert W. Swaim (2011, July 28) gives several potential reasons for change. According to him, these are, among others:

- **Possible crises.** Crises can cause that the organization has to change as well.
- **Performance gaps.** When the goals of an organization are not met, this can be a reason for change.

- **New technology.** A new or disruptive technology which may improve the efficiency of an organization.
- **Identification of opportunities.** To ensure that the organization increases its competitiveness.
- **Reaction to internal and external pressure.** External pressures can come from competition, markets, customers and shareholders, for example.
- **Mergers and acquisitions.** Due to a merger or an acquisition, changes have to be made in processes, technology etc.
- **Imitation.** Other organizations have been successful so you follow their example.
- **Planned abandonment** (of markets, products e.g.)

It goes without saying that the reasons mentioned above are very general and can also apply to changes which are not driven by technology. Yet some of the reasons may apply more to this kind of change than others do. Mainly the introduction of a new technology will be the most common driver for the change. As stated earlier, the kind of technology which is introduced in the organization has an impact on the way in which the change process is designed and implemented. The amount of attention which eventually has to be paid to the change process, is adapted to the kind of technology which is going to be changed/introduced.

It is also possible that one of the other reasons mentioned above can be the trigger to change and eventually result in the fact that the organization wants to introduce/adapt a technology. A weighty reason for changes is the *reaction to internal and external pressure*. An organization without any internal and/or external pressure is hardly imaginable, since there always has to be someone or something that “pushes” for change. Of course, in some cases the pressure will be higher than it is in other cases. When all competitors have introduced a certain technology and you have not, but you notice that you are losing clients, the (external) pressure can be very high to introduce the technology in your own organization too, or at least change some crucial things in how the organization works. In this case the necessity to change can be felt. The purpose of the change will then be “keeping up with the others”. It is, however, also possible that the organization just wants to experiment with a new or disruptive technology. When an organization for example wants to use robots or drones to transport goods, which is currently done by employees in order to check whether this is more effective or not, the pressure is less high. It is a choice of some people in the organization to experiment with the drones/robots and therefore the drive to change is coming from within the organization. The change is not initiated by necessity, but it is a matter of choice.

In this case it is important as well to map the purpose of the upcoming change. Is it *necessary* to change and to keep up with competitors or is it optional to experiment with (new) technology to try and increase the performance or the efficiency of business processes (*choice*)? In the first case the necessity is felt and often this is caused by pressure from outside the organization. In the latter situation this pressure will be less high and the change is probably initiated by people inside the organization. When the trigger to change is less

based by keeping up with competitors and satisfying external people, the pressure on both the organization and the stakeholders who have to change, will probably be less.

CliffsNotes <sup>6</sup> mentions the difference between the internal and external environment. The internal environment is shaped by, for example, procedures, systems and management policies. The external environment is affected by several factors from outside the organization. These factors can be technological, social, economic or political. This means that when, for example, politicians have decided that an existing law has to be changed, this may also result in a change.

### **Other possible factors**

Of course there are more possible factors which may have an impact on the design or implementation of a (technology-driven) change process. For example the sector to which the organization belongs will also have an impact on how the change process has to be tackled. This and other factors are not included in this thesis.

### **4.1.2. Change management tools**

In the previous section, factors that are necessary to consider when guiding a change process, which is driven by technology, were discussed. When these factors are taken into account, the design and implementation of the upcoming change process will probably be better. In this section some attention will be paid to change management tools and methods which can be used to help designing better suited change programs or as instruments for support during the implementation of a process. Tools which are used within Deloitte will be mentioned here.

#### **Change Adoption Profiler**

One tool which has been developed by employees of Deloitte, in collaboration with the Cornell University, is the Change Adoption Profiler (CAP). CAP is a scientifically based, data-driven method which can be used to support organizational change. The method aims to find a matching change approach for each group of stakeholders by using HR information, data gained from surveys and behavioral data. This can be very helpful, since every employee can react differently to organizational change<sup>7</sup> and, as stated several times, general change programs often do not work. If CAP is used in the correct way the adoption of the introduced change can be accelerated, time and money can be saved, risks can be identified sooner and employee satisfaction will be increased, since the best solution is provided for each group of stakeholders.

The Change Adoption Profiler consists of a *change scan* and a *change monitor*. The former can be used to measure the general readiness of the organization to change. Characteristics of employees and the organization itself can be assessed by whether they enable or impede

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<sup>6</sup> <https://www.cliffsnotes.com/study-guides/principles-of-management/managing-change/causes-of-organizational-change>

<sup>7</sup> <https://www2.deloitte.com/nl/nl/pages/human-capital/solutions/change-adoption-profiler.html>

change. The latter can be used to measure the employees' perceptions of the specific change (how they perceive the change, the perceived harm/benefit etc.).

The CAP method can be executed in about 7 weeks and starts with some preparatory activities and sending out the surveys that have been customized. The data that can be gained from the surveys provide the organization with information about the self-reported behavior of an employee. HR data have to be collected in weeks 2 to 5. This information can be used to cluster data. At the same time behavioral data can be collected as well. These data can be gathered and used to record actual behavior. Interpreting the data and monitoring the results of the change can be done from weeks 5 to 7 and in week 6 the process of writing the personalized report can be started. After the report has been completed, the results and a detailed change approach can be presented.

The information stated above is based on information received from employees who were involved in creating the CAP method and has been published in this thesis with their approval.

### **Enterprise Value Delivery**

One method that is developed and often used by employees of Deloitte is, Enterprise Value Delivery™ (EVD). Several EVDs have been developed for different tools/methods that are used within Deloitte (SAP, Agile etc.). EVD is a methodology that describes a standardized approach existing of key tasks that are important when implementing technology in a project. Furthermore, some templates, standards and best-practice deliverables, that can be used to support the process, are included as well.<sup>8 9 10</sup>

#### **4.1.3. Change process approach**

In this section important steps and best practices found in literature on how to tackle a technology-driven change process will be discussed. The most important and crucial steps, according to several authors, are mentioned here.

#### **Change in organizations**

According to Van de Ven and Poole (1995) there are “four basic types of process theories that explain how and why change unfolds in social and biological entities” (p. 511). These four types are: *life-cycle*, *teleological*, *dialectical* and *evolutionary* theories/motors. Each of them describes a particular way in which changes unfold. Van de Ven et al. state in their article that each organizational change and development theory can be built from one or more of the above mentioned types. It is desirable to take a closer look at these types, because this

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<sup>8</sup> <https://www2.deloitte.com/nl/nl/pages/human-capital/solutions/hr-technology-.html>

<sup>9</sup> <https://www2.deloitte.com/content/dam/Deloitte/nl/Documents/technology/deloitte-nl-technology-proces-en-erp-optimalisatie-flyer.pdf>

<sup>10</sup>

<https://www2.deloitte.com/global/en/pages/about-deloitte/solutions/agile-devops-advisory-transformation-delivery.html>

will probably help create a better understanding of how changes in organizations unfold as well. Most of all, according to the writers, change theories can be built from two or more motors, but some theories can be reduced to only one. The above mentioned motors are also referred to as schools of thought. Each of them are different process theories and below the sequence of events in these theories will be described.

First of all there is the *Life-Cycle Theory*. This theory describes the development of a single entity from its initiation to the end state. It describes a unitary sequence of stages. According to Van de Ven et al. all events have to occur in a prescribed order and they all contribute to the end product. Every single stage has to occur since, otherwise, it will be impossible to reach the next stage and eventually the end stage. In order to ensure that the developmental activities are carried out in the right way there are set rules.

In the *Teleological Theory* a single entity is trying to reach a specific goal or an end state. In contrast to the theory mentioned previously the entity does not follow a certain prescribed process. It is constantly implementing goals that are formulated and monitors the process. After the goals have been reached, the process will be monitored and goals will be adapted if necessary. This means that the entity is nevertheless staying in a permanent equilibrium. Van de Ven et al. state the focus is on requirements that have to be met to reach a certain goal in this theory.

The third school of thought is the *Dialectical Theory*. In this theory there are several entities that have conflicting goals. These groups are competing for priority (Van de Ven & Poole). There is a current thesis (current values, events and forces) and an antithesis (opposing values) and the power of both parties is normally in balance. Only when the antithesis group has enough power to confront the current status quo, changes can occur. When this is the case a synthesis can be created. This synthesis can be a totally new construction but it is also possible that this synthesis is replaced by either the thesis or the antithesis. This synthesis is going to be the new status quo and eventually also the new thesis.

The *Evolutionary Theory* is the last motor and describes a change process as a prescribed cycle of variation, selection and retention. Several new forms of organizations are created first. Subsequently the entities that fit the best are chosen. In the end certain organizational forms are maintained.

The above mentioned schools of thought can also be found in figure 3. The theories all describe different process conditions. Which conditions apply in a certain organization can be established according to Van de Ven and Poole (1995). Unfortunately hardly any organizational change path can be described by the process of only one single motor, but by a combination of several schools of thought. This also emphasizes the complexity of organizational change projects. Change processes are very complex and therefore it is not really possible to design one fixed change approach to tackle every single change process in a particular organization. Instead it is necessary to take into account the unique characteristics of the organization constantly.



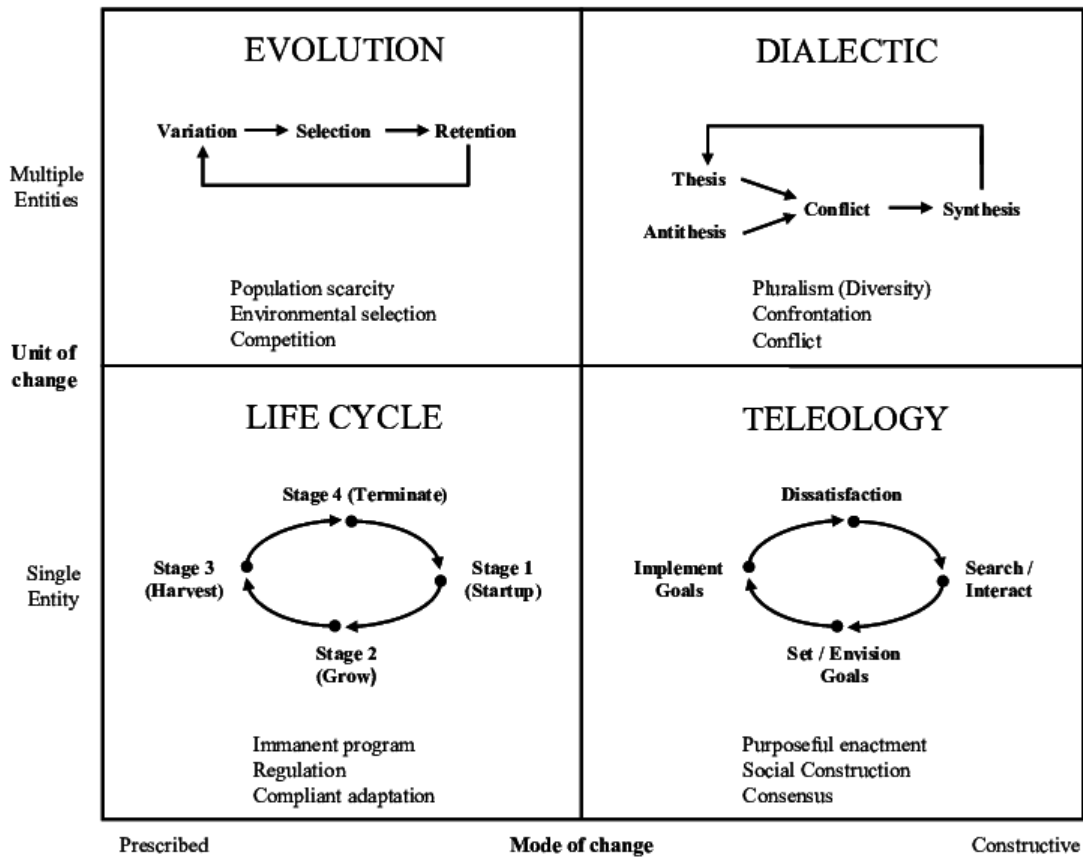


Figure 4: *Process Theories of Organizational Development and Change*

#### 4.1.3.1. Best practices according to literature

In this section several views, found in literature, on how to approach (technology-driven) change processes are discussed. The most crucial steps that have to be taken in a change process, questions which have to be asked and factors that have to be taken into account, which can be found in literature, are stated, here.

As explained above, change processes in general are very complex and hard to implement. However, it becomes even more complex, according to Benjamin and Levinson (1993), with change processes which are driven by technology. Technology-driven, and especially IT-enabled, change processes are different from general change processes according to them. They state that these IT-enabled processes involve difficulties and unique issues that managers need to deal with. Benjamin et al. introduce the so-called “*technologically integrated organization*”. They enumerate some crucial issues to be taken into account within these organizations. One crucial thing they address is the importance of, among other things, culture. Managers often have to deal with multiple cultures, organizational structures and reward systems when units are operating in several countries. Secondly, the resource and funding allocation must be considered. Furthermore, a common infrastructure that can support common processes, but especially a soft infrastructure has to be provided. If this is

not the case it will be hard to conduct common processes. Benjamin et al. state that especially the lack of a soft infrastructure will prevent common processes from being implemented. These three things are essential elements in a technologically integrated organization, but when IT-enabled changes are made in an organization there are several principles the management has to consider. Below, these factors, which are mentioned by Benjamin and Levinson in their article, are explained.

It is really of great importance to develop a change process. This means according to Benjamin et al. that it is necessary to describe the tasks that have to be accomplished at every stage of the process. The model of Beckhard and Harris can be used to develop a good change process. In this model the process consists of a number of future states and is moving towards a certain vision. It is necessary to ensure that each future state has a clear deliverable or goal and that all stakeholders are informed on what they can expect in such way that it encourages them to give input. It is important to manage all transitions (which can involve planning, implementing or institutional tasks) from present state to the next future state.

As stated in chapter 2 it is necessary to ensure that organizational elements are in an equilibrium. When the equilibrium is disturbed it is of importance to analyze what has to change and what actions have to be taken to reach this new equilibrium. (Benjamin et al.) According to Benjamin et al. the elements that have to be in balance are strategy, technology, individual roles and culture, management processes and structure. In particular the last three elements are frequently ignored according to the authors and therefore the results of IT implementations are often poor. It is advisable to pay constant attention to which adaptation will have to be made to, in particular, business processes, technology and organization and culture.

The third important thing to do is to check *whether there is enough energy for change*. This means that it is important to check whether stakeholders are ready and open to change. In order to transform successfully, stakeholders have to support the change. There has to be sufficient energy, which can be obtained from a change that matches the organizational requirements. Nevertheless, the requirements of the stakeholders have to correspond to the change, too. If this is not the case the energy can be restored by for example training. (Benjamin & Levinson, 1993)

An analysis of the size and scale of the change effort has to be made in the next phase. (Benjamin et al.) This step, according to the authors, includes checking the extent of the change (whether the change is only caused by an incremental adaptation or a paradigm shift). If the latter applies, the energy that has to be put into the change project, will have to be more substantial. Furthermore, Benjamin et al. state that the level of task integration that is needed has to be determined. Of course the higher the level of task integration, the more difficult the change process is going to be. This also goes for change processes which are spread across different boundaries and for processes which introduce technology with greater functionality. These change processes will probably require multiple changes in several areas.

As stated earlier stakeholder commitment is crucial. It is necessary to analyze whether there is commitment, to find out whether the organization is ready to change, to identify which stakeholder groups have to be involved, to determine what potential resistance could occur and how to overcome this resistance and to eventually develop a change strategy (Benjamin & Levinson).

In addition to the fact there has to be commitment from stakeholders, it is also important to have one person (at least) who actively supports and expresses the change, someone who coaches and counsels, influences stakeholders and also ensures that there is funding. This person is called a *Champion*. However, it is also possible to have more persons.

Furthermore, prototyping can be helpful to investigate what is “the organization’s response to the process and technology being introduced” (Benjamin & Levinson, 1993, p. 32). This can be helpful when noticing possible resistance to change. Prototyping can, among other things, help to discover whether and why there is resistance.

The final thing that the authors point out is the importance of regularly reviewing the whole change process. (Benjamin & Levinson, 1993)

In his article John P. Kotter (2007) also mentions some important steps which should be part of a change process. At the start of the process it is important to establish a sense of urgency by examining for example potential crises and realities of competitors and to form a group that has enough power to guide the change effort. Moreover, according to Kotter, it is as Benjamin et al. (1993) claimed, necessary to create a vision since this also helps to develop a change strategy. It is important, too, to communicate this vision (by, for example, teaching new behaviors) and to empower others to act on this vision. Possible obstacles have to be removed and people have to be encouraged to take risks. When designing the change process it has to be ensured that performance improvements are visible, that they fit the vision and that people who are involved in these improvements are rewarded. In the end the new approaches have to be institutionalized. If, according to Kotter, mistakes are made in any of these phases, these mistakes can destroy the entire change process. Unfortunately, several mistakes are often made. In section 4.1.3.2. these mistakes are discussed.

In the two articles mentioned above some principles are mentioned that have to be taken into account when managing a change process, but before the change process can be implemented some steps have to be completed. According to Schein (2002) the change management process consists of the following (preparatory) steps: (Schein, 2002, p. 40-41)

**1. Why change?**

It is important to investigate whether, and if so, why it is necessary to change and to determine the trigger and the goals for the upcoming change. Furthermore, it is necessary to decide whether there is willingness for this change and whether making this transition is possible at all. It is also of great importance to ensure enough information is gathered to enable a successful implementation.

**2. What is the desired future state?**

Schein also stresses the importance of creating a vision. How to organize the new way of working and which values are needed to support these working processes need to be carefully considered.

**3. What is the present state? How to determine it?**

The present way of working and the current values have to be revealed in addition to the current cultural assumptions and the assumptions that would support the desired future state. Furthermore, the question whether the desired future still seems achievable needs to be given sufficient thought.

#### **4. Gap analysis**

The gap between the desired future state and the current state has to be discovered. Furthermore, attention should be paid to which change program can bridge this gap.

#### **5. Making the transition plan**

This last step includes making plans on who will manage which step, which person will take a particular action, how progress will be determined and the planning of meetings and the moments of sharing of information. These plans are, according to Schein, part of the implementation plan.

The importance of determining the current and the desired state of affairs is also stressed by Á Cabrera, E. Cabrera and Barajas (2001). They state it is necessary to define where the organization stands now (to which they refer as “as-is”) to check whether it is possible to implement the proposed changes and to define the “to-be” organization to establish a direction for the changes. In chapter 2 the three levels of analysis of organizational performance were mentioned. (Á Cabrera et al.) According to the authors the framework can also be used when managing change. It is important, when being in charge of change processes, to think of issues on *strategic level, capability level and infrastructure or architecture level* first, to achieve the desired “to-be” organization in the end.

#### **Strategic level**

Some main variables are important to consider when governing the strategic part of the organization.

First of all it is important to understand what value an organization wants to offer to customers and the way in which they try to achieve these values. (Á Cabrera et al.) When the orientation of the organization is known, the priorities of the organization can become clear as well. Furthermore, Á Cabrera et al. state that it is important to know the organization’s *perspective on innovation*. When this perspective is clear this can give information on what the organization may expect from its investments in technology. It is also important to check whether the organization has any general business plans to expand or reduce the amount of clients or the services they deliver. (Á Cabrera et al.) These plans can affect the success of the upcoming change. When a particular European organization is also opening new offices outside Europe, but during the development of the original change plans these changes are not taken into account, it is certainly possible that the organization has to change again, since, in the original change plans, the possible cultural differences are, for example, not taken into consideration.

It is very hard to define the exact strategy. Therefore Á Cabrera et al. state that it may be helpful to organize strategy clarification meetings with managers and decision makers of all affected areas of the organization. In these sessions people can discuss what opportunities and threats the organization is going to face. Organizing these meetings ensures, according to the authors, that the objectives, the organization wants to pursue, are clarified. Furthermore, these meetings can contribute to reaching consensus on expectations and priorities, developing a clear vision for the future and increasing the level of commitment of the organization’s management to the objectives of the change. (Á Cabrera et al.)

### **Capability level**

It is important that the strategic objectives defined above are translated into *processes* and *behavior specifications*. (Á Cabrera et al., 2001)

First of all it is crucial to reengineer the business *processes*. In order to find out which processes are the most important ones it is, according to Á Cabrera et al., crucial to know whether they are willing to innovate.

When it comes to *behavior specifications* the organizational culture is relevant. According to the authors it is essential that the culture “encourages the kinds of behaviors that are critical for the organization to successfully compete in its environment” (Á Cabrera et al, 2001, p. 255). It is crucial that an organization also pays attention to culture during strategy clarification meetings. The authors state that the, in section 4.1.1. mentioned, model of organizational culture by Hofstede can be used very well in this case. It can be used to detect whether there are misalignments between the current culture and the requirements of the desired culture. Furthermore it can help to determine which organizational strengths an organization has to focus on and can detect potential resistance to change (to check whether the definition of the desired culture by employees is similar to the management’s desired culture).

### **Infrastructure level**

After having considered the previous levels, it now has to be clear which role the *technology* that is going to be introduced, is expected to play. The strategic characteristics can reveal which technologies are probably better to choose. The new designed work processes can clarify what functionalities the technology has to have and it is important that the technology fits in existing processes and technologies. On the *organization* part of the infrastructure the introduction of a new technology can require adaptations in the distribution of responsibilities and definitions of jobs. In the transition plan it has to be stated “what persons will be assigned to what jobs and what training actions must be carried out to facilitate the change” (Á Cabrera et al., 2001, p. 257). The final part in which adaptations have to be made is: *people*. They probably have to be persuaded by organizations to ensure that the required patterns of behavior are generated. Managers try to influence their employees by, for example, choosing the way in which they are trained and the way in which the managers communicate with them.

Beer, Eisenstat and Spector (1990) state that more companies over the world are moving towards a model in which they are more task-driven. According to them this means that first it has to be clear what task needs to be done. After this, the decision of which persons are going to work together is made. In their study, the authors examined that successful change processes in organizations included a sequence of six basic managerial interventions. These six steps are described below.

1. First of all it is important to ensure that there is *commitment to change*. This can be ensured, first of all by developing a shared diagnosis and clear definition of the business problem. This can be done by forming teams with stakeholders. When discussing the problem, it is possible that a common understanding is created and a potential solution is found as well.

2. Beer et al. (1990) also mention that it is important to develop a *shared vision* in which is stated how competitiveness can be organized and managed. When changing towards a more task-driven organization, it is necessary to develop a vision of what new roles and responsibilities are going to be created. This will help to coordinate the new flow of information and work.
3. The third step is fostering *consensus* for the vision. A manager can play a crucial role in helping to ensure consensus for the vision. Beer et al. (1990) state this can be done by supporting only those managers that are helpful. Furthermore, competencies have to be created to ensure that the created roles and responsibilities can be introduced. These changes will have as a result that different skills and attitudes will be learned and according to the authors learning will be forced by working in teams.
4. In this step it is crucial to ensure that *revitalization* is spread to all departments of the organization. It is important that every department gets a chance to “find its own way to the new organization” (Beer et al., 1990, p.118). They have to find a manner in which the new roles and responsibilities, the new way of working, can be adopted in and adapted to the department.
5. In the fifth step this *revitalization* has to be *institutionalized*. Here the new way of working is established. Within this step it is crucial that the information requirements are clear before changes are made to the formal organization (systems, procedures etc.).
6. The last step stresses the importance of monitoring behavior and also continual adaptation and learning. (Beer et al., 1990)

Beer, Eisenstat and Spector (1990) also mention the importance of aligning the vision with the core task, since this will probably result in employees appreciating the new approach and thinking it will be more effective than the old one. They are likely to have less resistance and therefore also be willing to change their behavior.

Peter de Jager (2001) states that in organizations there are many change attempts. We need these change projects since the world around us is also changing constantly. However, if we should implement all these projects, an organization would constantly have to make changes for the years to come. Furthermore, the changes will probably conflict sometimes. Therefore, according to the author, it is necessary to choose a particular change, among all the projects, that is the most appropriate for the organization. In order to make a good decision it is necessary to choose a change process which is a good replacement of the old situation. Every possible change project needs to be assessed and the process has to be compared with all other alternatives and with the old situation. It is, according to De Jager, of great importance to answer the questions stated below. (De Jager, 2001, p. 26)

1. “Why is the old status quo no longer sufficient?”
2. “What will it cost to make the transition from the old way of doing things to the “new-fangled method”?”

*The author stresses that costs for training, people leaving the organization and replacing them and emotional costs, for example, have to be taken into account.*

3. “Is this “cost of transition” justified by the incremental benefits of what is being proposed?”
4. “Does the proposed change support and reinforce existing core values?”

The successful steps mentioned above can be used when managing change processes. In literature some mistakes that are often made or unsuccessful steps are mentioned, too. In the following part these mistakes and steps are discussed.

#### **4.1.3.2. Common mistakes**

In their article Beer, Eisenstat and Spector (1990) again stress the biggest fallacy in change processes. According to them this is the idea that change comes about through company-wide change programs. In companies where more successful transformations took place, ad hoc organizational arrangements were created by general managers to solve concrete business problems. Senior managers that were the most effective ones were, according to Beer et al. (1990), managers that specified the general direction an organization has to follow without specifying any solution. The authors state that at the beginning of a change program people too often believe that tackling the knowledge and attitudes of individuals is a good thing to start with. Nevertheless, it would be better, according to Beer et al. (1990), to place people in a setting in which they cannot possibly avoid adopting new roles, responsibilities and relationships. Furthermore, they stress the importance of three elements that are necessary to make change programs successful. When one of these three elements is missing this may result in the failure of a change project. These necessary factors are: coordination or teamwork, commitment and new competencies (knowledge and skills). One example Beer, Eisenstat and Spector discuss in their article is that you can increase the competence of your employees but when because the other elements have not been improved, this new knowledge is not used, people will only get more frustrated. It is thus necessary to keep an eye on these three elements.

In his article Kotter (2007) also stresses some mistakes that are often made within the transformation process that he has discussed in his article before. This process consists of 8 steps that can be used to transform a particular organization. The mistakes often made in these steps are:

- The sense of urgency is underestimated by people. It is crucial that people are motivated and want to cooperate in the change program. If this is not the case, serious problems can be caused later on in the process (according to Kotter).
- Another mistake is that there is often no really powerful guiding coalition in an organization and this group is not led well either. Members of this coalition have to be people who have, for example, important information, titles and expertise, but this team also consists of people who are not part of the senior management. (Kotter, 2007) Therefore it is necessary to operate outside the existing hierarchy. Since this can be very unusual, it is necessary to designate someone to lead this team that can also, for example, create a level of trust. According to Kotter this leadership is crucial, because without it, a group can never achieve the required effect.

- It is necessary to develop a clear vision of the direction in which the organization wants to move. If this direction is not clear (or too complicated), it may result in the organization going in the wrong direction. Lacking a vision is thus one mistake that is often made.
- Another mistake is made in the choice for certain communication methods and the amount in which they are used. Without a lot of credible communication, it is not possible to enthuse people and really convince them of the utility of change. According to Kotter (2007) it seems to be a good idea to “use all existing communication channels to broadcast the vision”. (p.8)
- A guiding coalition can support the change by communicating the new direction successfully to other people. However, it is also necessary to remove possible obstacles (for example a person or an organizational structure) that prevent the transformation from taking place. Sometimes this is forgotten.
- A well-planned change process, according to Kotter, exists of short-term wins. If it is not clear what can be expected of the change in a limited period of time, this will probably result in resistance. It is necessary for a manager always to have clear objectives, involve people in the change and to keep looking for new short-term wins to ensure that a certain level of urgency is felt.
- A seventh mistake, according to Kotter, is that people may declare victory far too soon. Only after a long period of time (a few years at least) when the changes have eventually been “incorporated” in the culture of the organization can the success of the change be assessed.
- The last two important things to do are continuing to show people why the changes that have been made contribute to improving the performance and ensuring that the next top management also personifies the new way of working. This is necessary to ensure that the change will remain a successful.

Heifetz and Linsky (2002), stress the importance of leadership in their article. They explain how a manager can avoid personal downfall as a result of his/her management techniques. First of all the authors stress the desire of a manager to be in control and to be important. To have a certain control is a good thing, but there may be too much control and this may result in having insufficient time to deal with other challenges. It is not a good thing either to make yourself too important, because then you will “encourage people in the organization to become dependent on you” (Heifetz & Linsky, 2002, p. 71). This will probably cause stakeholders to have too high expectations of the manager being able to solve their problems. Furthermore, this may result in the fact that decisions you make as a manager are not challenged by other people.

#### **4.1.3.3. Tips for tackling technology-driven change processes**

Á Cabrera, E. Cabrera and Barajas (2001) discuss some recommendations for change processes which are driven by technology. First of all they state that introducing or adapting a technology may also cause changes in subsystems. It is important, that after the introduction or adaptation of the technology, these systems are also brought back into a new equilibrium.



Furthermore, the strategy of the organization, its capabilities and the infrastructure (among which the new technology) have to match. The new technology has to contribute to generating the new capabilities and this has to result in the organization achieving its goals. Moreover, it is important that the human resource architecture and the structure is adapted as well, to ensure that the technology is used in the right way by the right people. This is likely to result in the necessity to adapt current jobs. Culture is of great importance, however, according to the authors. When employees share, among other things, the values of the organization, this may result in a better way to assess and manage the change process (Á Cabrera et al., 2001)

### **More crucial factors, as found in literature**

#### **Planning**

Planning is, of course, very important in change process. According to Á Cabrera, E. Cabrera and Barajas (2001) it is crucial to ask people to give input in the planning of changes and also to inform them appropriately. If this is not correctly done, it can result in resistance. Beer, Eisenstat and Spector (1990) also stress the importance of planning, or in other words, timing. The authors state that this is crucial in the management of change. When a particular step is taken at the wrong moment, this can be counterproductive or even have disastrous consequences. To design a realistic agenda of objectives and timing, it is, according to Á Cabrera et al., advisable to find out what are strengths and weaknesses of the particular organization, since this can reveal how large the step is that an organization can take at one time.

#### **Institutionalization**

As stated in section 4.1.3.1., according to Benjamin and Levinson (1993) transitions between states in a change process can be divided into three types of tasks. One type of task is the *institutionalizing* tasks. This task is often forgotten in the change process. When the existing culture has changed, for example, it is necessary to provide support for this new culture.

#### **Culture assessment**

Á Cabrera, E. Cabrera and Barajas (2001) stress the importance of evaluating stakeholders that are affected by the change process and making a culture assessment. This includes, among other things: doing a demographic study to discover how the target group of stakeholders is composed and figuring out how the communication architecture is structured. The latter can clarify, for example, how effective available communication channels are. Furthermore, human resource practices that induce the desired behavioral changes have to be discovered and attention has to be paid to how these practices can be changed. In addition, it might be interesting to have a closer look at the degree of dominance in leadership. This will be discussed in the next section.

#### **Leadership**

According to Á Cabrera, E. Cabrera and Barajas (2001) dominant leadership is very important. In particular the involvement of other employees can be a success factor.

However, it is essential that leaders are really open to input from others, for example, on the planning of the upcoming change. Informing the employees is also essential, as stated above. Furthermore, the authors stress the importance of commitment with the top management, since this can be helpful when gaining sponsorship for the implementation of the necessary interventions and when their involvement is desired.

Heifetz and Linsky (2002) also stress the importance of good leadership. Leading organizational change often includes reconfiguring the network of people, tasks and institutions radically. When the equilibrium is disturbed, people often feel lost. Frequently this also results in people who resist the change. Heifetz et al. discuss important tasks a leader has to perform to minimize resistance.

First of all it is crucial to maintain perspective. Since it is not possible to plan your change process precisely, it is necessary to anticipate events, so that programs will fit future plans. Seeing the bigger picture is one crucial aspect, but this is very complicated. Secondly, it is of importance to have an idea of what your opponents are doing to adjust or improve your change initiative. It is even more important, however, to have strong relationships with the people in the middle layer of the organization, who aware of your plans. They can easily push you aside since your initiative will probably disrupt their lives. Therefore it crucial to show them that you are serious. It is important too that they understand the loss they may have to accept. As a leader it is also crucial to adopt the same behavior you expect from others as well, since this may persuade the people who are now resisting. Besides that, you have to take responsibility for your own behavior, which can contribute to the problems that are now experienced. Thus it is, according to Heifetz et al. (2002), important to not blame others too soon. In times of change it is, of course possible that resistance is experienced or that people have opposing points of view. If this is the case, a conflict may arise. As the person in charge it is necessary to manage this conflict in the right way, since, according to the authors, if conflicts are managed well, they can serve as “the engine of progress” (Heifetz & Linsky, 2002, p. 69). It is crucial to motivate everyone so that a maximum of energy can be used. Stakeholders have to pay attention, deal with threats and have to be motivated, but as a manager you also have to reduce the level of anxiety experienced. The latter can be done by talking to the people or by using humor or giving parties. (Heifetz & Linsky) Finally, a manager has to understand that he should not provide all stakeholders with answers, especially when he/she cannot provide solutions.

Some general things a manager who is in charge of a change process has to do are to steady and stabilizing himself in times of change, according to the authors, and to look for a person, whom you can talk to without the fear of being judged by this person. One piece of advice the authors also give is not to take “attacks” personally, as the attack is probably only directed at the role the manager plays in the organization.

As stated above, Kotter (2007), also mentions the importance of leadership. According to him change requires creating new systems and in order to create them it is important to show good leadership. A successful transformation process therefore starts with a person who is a strong leader and who also feels the necessity of a major change. It is very important according to the author that this person is a real change champion and not only a manager.

Beer, Eisenstat and Spector (1990) state that leadership is of great importance especially when some people do not appreciate the change. The authors also stress some tasks a senior manager has to perform. It is important to place the responsibility for starting a change project (without specifying a particular approach) with employees/managers. As a senior manager it is necessary, according to Beer et al. (1990), that standards are created for all operations. These standards can help in generating pressure to enable increase of performance. It is important that people understand that these standards are dictated by competitive forces. Furthermore, senior managers have to encourage people to change the way in which they use HR. (Beer et al., 1990) Secondly, a senior manager needs to pay attention to units that are already experimenting with innovations. These units need good support and can also be used as a guidance for other units, since they can learn from the experience of this unit. What is of even more importance is encouraging people to develop leadership. This can be achieved by making leadership an essential criterion for promotion. It is therefore necessary to provide training for people. However, Beer et al. (1990) stress that it is mainly crucial that leaders (the CEO and his/her management team) are changing their behavior and, as Beer et al. (1990) state, “apply to themselves what they have been encouraging their general managers to do” (Beer et al., 1990, p. 120-121), otherwise the whole change process will probably fail.

### **Stakeholder analysis**

Leadership, as noted before, is important when managing a change process and especially guiding and managing people within this process. However, to manage a change process successfully, knowing who important stakeholders are, is essential. This can be determined by doing a stakeholder analysis. Schein (2002) states that it is of great importance to determine where the change is going to occur and then select the person who is going to be your change target at the very start of the process. This person has to be accessible. According to Schein this is probably a person that is lower in status. However, since it is also important to choose a person that is linked to other people, you have consider whether it might be better to choose someone that has more status and thus is probably more linked to other people as well. When you have found a person that is accessible and has good contacts with others, it is of importance that the change you want them to make is appropriate and that the target itself is open to change.

The need for a stakeholder analysis and determining the stakeholder commitment is also stressed by Benjamin and Levinson (1993). They state that after identifying a goal or vision and determining future states with sub goals, these goals need to be divided into three areas (*process* changes, *technology* changes and *organization/culture* changes). For every goal it is necessary to determine who your key stakeholders are. Key stakeholders are people whose commitment is necessary to reach this goal. Every stakeholder, according to Benjamin et al., has to describe the necessary change, the possible resistance and the expected benefits. Subsequently the effort that is needed for stakeholder commitment has to be determined and action plans have to be developed.

Á Cabrera, E. Cabrera and Barajas (2001) also emphasize the importance of doing an impact analysis and thus discovering which stakeholders will be affected most by the upcoming change.

The factors mentioned above are all important when guiding a change process. Besides creating a vision and providing guidance, leadership and stakeholder involvement seems to be essential. If there is no powerful leadership and stakeholders are either not involved or involved in the wrong way, there is likely to be a lot of resistance to the upcoming change is .

In the next section more attention is paid to these factors and further emphasis is placed on the “people part” of the change process. Possible attitudes of people regarding the upcoming change and key factors that have influence on how people behave will be discussed. Furthermore, attention is paid to the meaning of resistance and how resistance can be handled effectively. The way in which people can be involved in the change process, and especially how communication and learning can be used to support this, will be discussed as well.

## **4.2. What are the key factors to manage human behavior in periods of change?**

In this section more attention is paid to the “people-part” of a change process. Heifetz and Linsky (2002) stress the difficulty of so-called “adaptive change” (p.65). Solving technical problems can be challenging, but can be solved using a problem-solving process. Adaptive problems (which require people to change their way of working and their behavior) are much more difficult, since, according to Heifetz et al., the employees themselves will have deal with it. Therefore it is necessary to take a look at the management of people and their behavior in periods of change.

First of all we will take a look at possible attitudes of stakeholders to changes. Piderit (2000) states that individuals’ responses to proposed organizational change are very complex. It is thus interesting to take a closer look at them. Schraeder, Swamidass and Morrison (2006) state that the technology adoption-performance link can be strengthened when more insight is gained in employee responses in technology changes. The reactions of stakeholders can thus impact the success of change initiatives. People can have a positive attitude towards the upcoming change, but they can also show resistance. In this thesis special attention is paid to the concept “resistance”. In sections 4.2.1.1. to 4.2.1.4. the concept is explained. Resistance is usually regarded as something negative. In section 4.2.1.3. the positive contribution is stressed as well. Furthermore, in section 4.2.1.4., possible ways to manage this resistance are dealt with. When managing IT-enabled change, it is of great importance to understand the sources of resistance and to make plans to cope with this resistance (Benjamin and Levinson, 1993) According to these authors, only then is it possible to improve the management of the change. They state that it is necessary to unfreeze resistance, since only, in this case, people can consider new ideas. Managing reactions of people to change is thus an important part of managing the whole change process. This is also addressed by Schraeder et al. (2006). In the subsequent part of this chapter additional factors that are important when managing people are discussed. Furthermore, the importance of participation, communication and learning during the change process is stressed.

### 4.2.1. Attitudes to change

When introducing a new technology or adapting an existing technology in an organization, it is often necessary to make adaptations to the strategy and structure of an organization as well. Changes in the way of working of people, the kind of tasks they have to perform and their behavior are required as well. People can respond to these changes in several ways. They can have a positive attitude towards this change. Mostly these people judge the change as a necessary thing to do or they support the change because they do not like the current situation. However, it is possible that there are also stakeholders who are not enthusiastic about the change and who have resistance to the upcoming change. Kotter and Schlesinger (2008) state that it is not easy to make correct assessments of this resistance, since individuals and groups may respond in different ways to the this change. Unfortunately, it is thus not possible to give one reason to explain why people like or do not like a suggested change, since, as stated above, reactions to change are very complex. Still, Schraeder, Swamidass and Morrison (2006), say that whether people adopt technology changes, and thus whether they are actually open to change, is largely dependent on people's perceptions of how the technology will impact their jobs or themselves.

As stated in chapter 4.1.1. there are many reasons for the adaptation or introduction of a technology. People who are enthusiastic about the upcoming change are probably people who understand the necessity or the choice to go through these changes. They understand why this change can contribute to the competitive position of the organization or they realize that the change can increase efficiency. Agboola and Salawu (2011) state that these people are probably those who have invested less in the status quo. People who have invested in this status quo might perceive the change as a threat, since change also threatens this status quo. (Agboola et al., 2011) Resistance is their way of trying to maintain this status quo.

It is, according to Dent and Goldberg (1999), necessary in order to manage change to investigate what the effect of the change from the perspective of employees will be. Peter de Jager (2001) also stresses, in his article, the importance of understanding why people resist the upcoming change. Only in this case can managers really improve processes. There are several reasons why employees/stakeholders resist the upcoming change. (Dent et al., 1999; Kegan and Lahey, 2001)

- **The desired situation is unclear:** it is possible that the employees/stakeholders do not have a clear perception of the desired situation for the organization.
- **Doubts about the feasibility of the desired change:** people are not certain about whether the organization will be able to achieve the desired change. (Benjamin and Levinson, 2011)
- **Misunderstanding the change and its benefits:** people may also resist the upcoming change, because they fail to see the benefits of this change (Thomas, Sargent and Hardy, 2011) or do not understand why it is desirable to change at all (Benjamin et al.). This misunderstanding can, according to Kotter and Schlesinger (2008), also be the result of a lack of trust between the change initiator and the employee. The

employee then resists the change because he/she thinks that more is actually invested than is gained.

- **Feeling comfortable with status quo:** people do not want to change since they like the way in which everything is working at the moment. (Benjamin et al.)
- **Possible loss of things of value:** an employee may also resist the plans for change, since he/she thinks that something that has proved to be valuable is going to be lost when the change is implemented. (Kotter and Schlesinger, 2008) Kotter et al. stress this as “parochial self-interest” and they blame employees who resist, due to this reason, for focusing on their own best interests and not the interests of the organization.
- **Fear/insecurity :** a reason why people are unwilling to change may be the fear of learning something new and their doubts about their ability to adapt to an uncertain future. (De Jager, 2001; Thomas et al., 2011) Benjamin and Levinson (1993) state that when introducing a new technology this may also result in unique knowledge being lost when it is converted into a digital form. People often have the feeling they lose control of information and they lose power as well. This may result in people feeling insecure. (Benjamin et al.) Another factor which may cause people to be anxious when it comes to change is the uncertainty about job security.
- **Change agents imposing change without employee’s interaction:** employees who have good ideas about the change, may resist this when the boss does not take their opinions into account.
- **Coercion:** an employee may be unwilling to accept the upcoming change when the change is “forced on them against their will”. (Agboola and Salawu, 2011, p. 237)
- **Different assessments:** it is possible that the current situation in an organization is assessed differently by employees or stakeholders from the way it is viewed by the change initiators. Stakeholders may, for example, foresee adverse effects of the change for the organization which the initiators have not thought of. (Kotter and Schlesinger, 2008)
- **Resistance to change as a result of personality:** according to Thomas et al. (2011) it is also possible that some people are resistant in general. Agboola and Salawu (2011) even state that people by nature challenge any change.
- **To address other issues that are important:** it may also happen, according to Piderit (2000), that people express resistance to emphasize some issues that deserve more attention according to the employees.
- **Self-protection:** people may show resistance to protect themselves against the outcome of the change. Possible results of the change are:
  - **Threat to a person’s status:** someone’s status can be threatened by the change.
  - **Isolation:** someone may become isolated owing to the change
  - **Disadvantaged by change:** changes in one part (structure/technology) of the organization can also cause the emergence of new tasks or job descriptions for individuals. This may result in employees resisting the change, because they do not like the new way of working. The same thing applies when the culture of an organization is going to be changed. (Agboola and Salawu, 2011)

- **Too much work:** stakeholders who are already very busy may be reluctant to accept the upcoming change, because they think it will increase the workload even more.

All of the reasons mentioned above are possible explanations why people are averse to the upcoming change. According to Kotter and Schlesinger (2008) it is helpful to investigate which of these reasons apply to the stakeholders that are affected by the change, since this can help a manager selecting the best way to overcome this resistance.

Besides the above mentioned reasons for people to resist the proposed change there also are, according to Schraeder, Swamidass and Morrison (2006), some general attitudes of employees that may influence the reaction to a technology change. In their article they discuss four pre-change attitudes. Two of them can have a positive impact on reactions to change. The other two attitudes can affect the reactions to change in a negative way. The four attitudes are: (Schraeder et al.)

- **Job Satisfaction:** this is the extent to which the work-related values an employee has, have been achieved.
- **Organizational Commitment:** the extent to which an employee has psychological attachment to an organization. The higher the degree of commitment of an employee, the higher the chance this employee will remain with the organization and will make a real effort.
- **Intent to Turnover:** the chance an employee will leave the organization. Organizational change can have an impact on job security. Therefore the possibility of someone leaving tends to be higher in times of organizational change. (Schraeder et al.)
- **Job Stress: Role Stressors:** employees can be stressed in times of change and affect the organization's well-being.

It seems that high levels of job satisfaction and organizational commitment can positively influence the reactions of the individual to technological changes, while individuals who have high levels of intent to turnover and role-related stress will probably react negatively to changes. (Schraeder et al.) Furthermore, the authors stress that positive attitudes towards change can enhance the implementation of future change initiatives. They stress the importance of considering these attitudes, because they can have a huge impact on reactions of individuals to technology changes.

Therefore it is necessary for a manager to pay close attention to change attitudes, employee's responses and reasons why they are responding in the way they do, since these can also help in overcoming resistance to change. It is thus essential, according to Piderit (2000), that patterns of attitudes and ambivalence are observed over a longer period of time. This can be helpful in predicting the success of an upcoming change.

In the next section the concept of "resistance" is discussed. Resistance is often viewed as something bad, but it can also have an added value. An explanation of the positive value of change is given. Moreover, ways to overcome resistance or use it in a positive way are discussed.

#### **4.2.1.1. Resistance**

The attitudes of individuals mentioned in the previous section and the negative reactions a stakeholder may have, are all possible causes for resistance to the upcoming change. To overcome resistance that is experienced, it is, firstly, useful to have a closer look at the definition of “resistance to change” and how it is perceived by, especially, change initiators.

##### **Definition of “resistance to change”**

Resistance to change often arises as a reaction or response to a change. (Waddell and Sohal, 1998) In literature many explanations and definitions of “resistance to change” can be found. They may be phrased slightly differently, but they all amount to the same.

In their article, resistance is defined as “an effort to maintain the status quo” (Agboola and Salawu, p. 237). Individuals use it to protect themselves against threats. This is also stated in the article by Waddell and Sohal (1998) as one of the many definitions of resistance. Resistance is a way to “maintain the status quo in the face of pressure to alter the status quo.” (p. 543). Piderit (2000) also says that resistance is a “restraining force moving in the direction of maintaining the status quo” (p. 784).

According to Dent and Goldberg (1999) resistance comes down to a reaction that is caused when employees are not embracing the change that the management intends to implement.

Kegan and Lahey (2001) define resistance to change as something completely different. They state that resistance is “a kind of personal immunity to change” (Kegan et al, p. 77). In the article by Thomas, Sargent and Hardy (2011), resistance is referred to as a response which is dysfunctional and obstructs the change efforts of senior managers.

In literature sometimes a distinction is made between different kinds of resistance.

Agboola and Salawu (2011) distinguish between active and passive resistance as possible reactions to change. From their words we might conclude that some people may actively show their unwillingness to cooperate or even thwart the plans for change while others may not be so outspoken.

Peter de Jager (2001) notes another difference. He distinguishes between rational resistance and irrational resistance. The former refers to resistance that mostly arises when people do not feel involved or are afraid to learn something new. This kind of resistance can be overcome when it is substantiated with reasonable explanations. The latter, irrational resistance, is much harder to overcome and cannot be solved by simply explaining why it is necessary to implement the change, as the grounds that people have to resist the change are not based on logic. It depends, according to De Jager (2001), on the culture of the organization what is the best way to manage it.

##### **Expressing resistance**

Change recipients can express their resistance in several ways. They can choose simply not to cooperate with the change and not to adapt their old way of behaving. Besides that, relatively



passive and non-aggressive method of showing that you are not happy with the proposed changes, resistance can be expressed by showing so-called “deviant behavior”. (Agboola and Salawu, 2011). This kind of behavior is one form of resistance and can be divided into production, property or political deviance and personal aggression. Absenteeism, leaving early from work or working slowly can be categorized as *production deviance*. When employees are deliberately lying about the amount of hours they have worked and are sabotaging this can be called *property deviance*. *Political deviance* means that employees are gossiping and showing their preference for certain people. People may, however, also exhibit aggressive behavior by verbal abuse of people or sexual harassment (*Personal aggressions*). (Agboola et al.)

The emergence of this deviant behavior is due to provocations that arise from the difference between the current and the ideal state and the frustrations that are involved. (Agboola et al.) It depends on, among other things, the personality of an individual which form of resistance is shown.

Although there is no clear definition of the term “resistance”, in articles the concept “resistance to change” is more or less explained in the same way.

From the various definitions it may be concluded that resistance always illustrates an opposing response of the change recipient to the suggested change, to express that he/she is not embracing the change and/or tries to maintain the status quo.

One thing that is very striking, is the fact that resistance is often depicted as a really negative thing. In literature it is often stressed that in the case of people resisting the change, this is contra-productive and that it is crucial to eliminate it.

### **Negative view**

The fact that resistance is often perceived as something negative is also stressed by Waddell and Sohal (1998) in their article. According to them, it is often seen as a “critically important contributor” (p. 543) to the fact that the process has been a failure. This is confirmed by Schraeder, Swamidass and Morrison (2006), who state that resistance often impedes the successful implementation of changes which are driven by technology. In the article by Benjamin and Levinson (1993) it is stated that the change process will often be undermined when managerial resistance is experienced. Possible benefits of the change are usually not gained. This is again confirmed by Ford, Ford and D’Amelio (2008), who state in their article that it is often presumed that “change agents are doing the right and proper things while change recipients throw up unreasonable obstacles or barriers intent on “doing in” or “screwing up” the change.” (Ford et al., 2008, p. 362). Resistance is thus seen as a response of change recipients which is not justified and which resides “completely “over there, in them” ” (p. 362).

Resistance to change is often seen as an attempt of an employee to try to alter the change, delay or even stop it. (Waddell et al.) Piderit (2000) therefore stresses that people who are resistant are often seen as disobedient. It is often stated that resistance to change is one reason that change projects are not successful. People who are resistant, are a problem. (De Jager, 2001)

### **Resistance in the past**

It is no surprise that resistance nowadays is perceived as a negative thing. In the past, according to Waddell and Sohal (1998), having different attitudes was seen as something which reduced the effectiveness of an organization and which resulted in a lower performance. The different opinions would not contribute to the competence of the particular organization. A person who was resistant was seen as someone whose self-interest interfered with the interests of the organization. Resistance in itself was perceived as a conflict in normal and healthy conversations between people. (Waddell et al., 1998)

It is implied that change recipients who resist the upcoming change are just troublemakers, who simply want to oppose the plans. It might be advisable to try and find out whether people actually have good reasons to have their doubts about the change or if they oppose the plans just for the sake of it.

### **Resistance, a logical response to change**

Kegan and Lahey (2001) state that when a change is introduced, people are often asked to question certain beliefs that they have had for a long time. Furthermore, according to the authors, changes may be impeded because anxieties or embarrassments from the past may interfere with a new project. Therefore, it seems reasonable that people are not happy with the change. De Jager (2001) shares the same opinion. He states it is also logical that people are hesitant to change. People are asked to give up their current way of working, the way they are used to and they are probably happy with as well, and need to adapt to a completely new method. Employees thus have to replace a method that has worked well by an untested method. According to the author it is your task, as a change recipient, to ask why this is necessary. (De Jager, 2001) It is reasonable to do so too. He states that change recipients have to insist that the change initiator also proves the change is the best thing to do for the organization.

### **The complex phenomenon called resistance**

Waddell and Sohal (1998) stress that resistance is far more complex than it is often perceived. Resistance consists of several social factors, according to them. These factors are: rational factors (based on people's own rational assessment of the outcome), non-rational factors (which are based on preferences), political factors (based on personal favoritism for the change initiator) and management factors (poor management styles contribute to resistance as well). All of these can contribute to whether or not people resist the change. Organizational factors (for example systems and processes which are not efficient) can also cause resistance. It cannot be denied that resistance is a very complex concept which is caused by many factors!

Piderit (2000) confirms this. It is, according to her, necessary that the way an employee responds to the change, is viewed from several dimensions. The author suggests to look at the responses from an emotional, a cognitive and an intentional perspective. First of all, there is the *emotional dimension*, which is about the feelings of a person towards the change. Furthermore, you have the *cognitive dimension*, which refers to the beliefs of a

person about the change object. The final dimension is about the willingness to cooperate during the change. According to her, it is possible that a response is not consistently positive or negative, but positive in one dimension, while the response is negative in another dimension. There is a possibility, for example, that an employee is really sad about the fact that he/she is asked to change his/her way of working (emotional dimension), because he/she really liked it, but at the same time cognitively understands why it is crucial to change it. In addition, there can be ambivalence within a dimension itself. (Piderit, 2000) The author states that an employee may, for example, anonymously state that he/she is going to oppose the upcoming change, but in the end intends to support it, since he/she is afraid of the response of the management to criticism that is expressed. Piderit pleads thus for a multidimensional view on attitudes of people towards a change, since it can result in a richer view of possible responses people can have. As stated above, creating an overview of possible attitudes can help in overcoming resistance, which may result in the change process being more successful.

Resistance to change is thus a very complex concept. However, it is often perceived as a reaction of people who actively oppose change initiatives by other people. (Piderit, 2000) Apparently change recipients often deliberately try to stop or ruin the change process and are thus held responsible for the failure of the change process.

Is this a reasonable assumption or is it possible that change agents contribute to the success of the change process and the amount of resistance experienced as well? According to Ford et al. (2008), resistance can probably also be seen as the interpretation of the behavior and communication of a change recipient, by change agents. It seems that the role of a change agent can also have an impact on the resistance that is experienced.

#### **4.2.1.2. Change agents' part in resistance**

It is often believed that when a change recipient resists a change, he or she reacts in a completely spontaneous but negative way to the upcoming change and that the relation between the person and the change agent has no impact at all. (Ford, Ford and D'Amelio, 2008) Change agents are thus, according to the authors, often viewed as people who have to deal with the resistance of change recipients but who do not influence the environment or contribute to the "resistant behaviors and communications" (p. 362) themselves. They do not have any influence on the amount of resistance experienced and they cannot do anything about it.

However, Ford et al. (2008) stress that change agents can definitely have an influence on the resistance that is expressed. First of all they state that these people often try to disguise their own mistakes and other factors that are causing problems, by blaming people who oppose for the difficulties that are experienced (Ford et al., 2008). This is also stressed by Piderit (2000). She states that resistance is often used to blame recipients for change efforts that had an unsatisfactory outcome. The initiators often blame others for what went wrong in the change process instead of themselves. This also goes for change recipients according to Piderit. Ford et al. (2008) agree and mention that change agents say resistance is the reason for problems

that are experienced. If, on the other hand, a change process is a success, they attribute it to themselves.

Change agents can also contribute to negative reactions from employees. (Ford et al., 2008) First of all it frequently happens that change agents promise things they cannot deliver. They often fail in repairing the lack of trust the change recipients have. Change recipients will probably only repair the relationship when the change initiator offers a heartfelt apology. When employees have the feeling they are not treated well or betrayed, they will automatically cooperate less in the change process and probably be more reluctant. This can also result in the employee being less satisfied with the change initiator.

Furthermore, the lack of knowledge a change agent has may contribute to the emergence of resistance. Waddell and Sohal (1998) stress that change agents often do not understand the problems that are experienced. Since they want to solve the problem and approach the change with “a simple set of beliefs” (p. 543) they often make these difficulties even worse. In this way they may also contribute to the failure of the change and even to the emergence of resistance.

In their article Kegan and Lahey (2001) even state that change initiators or managers are just as susceptible to change immunity as change recipients. Ford, Ford D’Amelio (2008) also note that change agents can be resistant as well. They can have serious doubts about the ideas and counteroffers of change recipients and can resist them as well.

Change agents may thus contribute to the emergence and existence of resistance as well. It seems that both change initiators and change recipients blame each other for having conflicting opinions and ideas about the change and for the emergence of problems that arise during the change process. Resistance is perceived as something bad, something that causes conflicts between a change initiator and a recipient. At first, it seems that it is not possible to benefit from resistance at all. However, in literature, the positive contribution of resistance to the succeeding of a change process is increasingly emphasized.

#### **4.2.1.3. Utility from resistance**

In this section attention will be paid to whether it is possible to put resistance to good use, despite the negative connotation it often has.

Often change agents perceive reactions of change recipients that do not support the change initiative as resistance. These reactions are often also intentionally labeled as resistance to dismiss employee concerns about the change, despite the fact that they can be valid as well. (Piderit, 2000) Ford, Ford and D’amelio (2008) suggest it would be better not to dismiss it as resistance immediately. Employees will only support a change which can be properly justified by change agents according to them. If the change initiators cannot do so the employees will reject the change. The latter reactions are often dismissed as sheer resistance to change. By doing so, Ford et al. (2008) claim that change agents waste the opportunity to give well-argued justifications, which might make the employees more willing to support the change. The authors also state that the chance of an employee resisting future change will be

higher as well. Instead of labeling critical remarks immediately as resistance, it may be helpful to use it as feedback as well. (Ford et al., 2008) By simply listening to what people have to say, the designed change can be adjusted and the way in which the change is going to be implemented can be altered as well. In this way, according to Ford et al. (2008), the change can be improved. Furthermore, the existence of resistance, according to Waddell and Sohal (1998), points out that a change cannot be viewed as inherently good from the beginning, since the results of the change can only be assessed after the change has been implemented. Resistance is just normal and natural (De Jager, 2001)

### **Resistance as a contributing factor**

Indeed resistance may even contribute to the success of a change. Ford et al. (2008) state it can be a resource during the implementation of the change and can contribute to the strength of the change as well. First of all, resistance keeps conversations on the topic going. Change recipients can join in the conversation and try to understand the change while agents clarify the change more detail. In this way the discussion can result in recipients accepting the change. The facilitative role resistance can play in organizational change is also discussed by Thomas, Sargent and Hardy (2011).

De Jager (2001) states that resistance is a mechanism that helps to filter the good changes from the bad ones. In this way an organization is prevented from implementing all the changes that have ever been devised.

Waddell and Sohal (1998) state that resistance can draw attention to parts of the change which are wrong or not appropriate. Resistance may alert people when the organization could be damaged and may even cause change agents with terrible plans to be dismissed. (Agboola et al, 2011)

Furthermore people might discover common interests and this could result in group cohesion. (Agboola et al.)

Last but not least, resistance can ensure that there is enough energy and motivation to address a problem that is experienced. (Waddell and Sohal, 1998)

Moreover, according to Piderit (2000), it is even crucial to have several opposing attitudes, since they are needed to unlearn the current behavior and knowledge and provide motivation for new actions. Due to the presence of different ambivalent attitudes it is more likely that alternatives can be found that will lead to behavioral changes. It will even be necessary to find these alternative solutions to support the successful implementation of the change. (Waddell and Sohal, 1998)

### **Positive intentions**

Ford et al. (2008) state that in some cases it is even better to resist change than accept it. When people show some resistance which is based on high levels of information processing, they often have counterarguments that are well-argued. These people probably will not simply accept the change. In the long run, they will be more committed and motivated, according to Ford et al. (2008). When change recipients simply accept the upcoming change, the long-term viability of the change may erode after a while. The people who have no resistance at all will also accept the changes which are very bad for the organization. Peter de

Jager (2001) even states that avoiding unnecessary change is the main function of resistance. Ford et al. (2008) state in their article that people resist a change when it threatens something of they hold dear, have higher levels of commitment and are more involved, than people who just accept the change and do not resist at all. This means that people who cooperate are mostly people who are more concerned about the viability of the organization itself. (Ford et al., 2008) In their article, Agboola and Salawu (2011), as well, stress that resistance can contribute to the increase of employees' support of the new vision. When moving too quickly toward a situation in which there are no negative reactions, this will probably make the improvisation process and discussions, which are needed for adapting the initial change plan, impossible. (Piderit, 2000)

Kegan and Lahey (2001) state that complaints of recipients are very useful, because people express their dissatisfaction about things they care about. Piderit (2000) stresses that employees can have negative reactions to the change just because they want to protect either their own ethical principles or the interests of the organization. Although their intentions can be very good, they may still be classified as unrespectful by change agents.

Ford, Ford and D'amelio (2008) state that resistance may not only improve the quality of the decisions that are made, but it can increase the level of commitment of participants to the implementation of the change as well. It is important that change agents do not perceive resistance as an unreasonable response of by change recipient. If they do, the potential positive value of it may be lost.

In conclusion, it should be stressed that if there is no resistance at all, this will result in many future problems due to recipients just accepting the change and not thinking about it at all. (Ford et al., 2008) Resistance results in the need to examine the problems that exist closely and to consider the proposed changes carefully. (Waddell and Sohal, 1998) According to Ford et al. (2008), resistance can thus be a critical factor in the success of a change process, or as Piderit (2000) emphasizes, "disagreement can play a key role in supporting organizational renewal." (p. 790). Moreover, not having enough resistance in order to design a carefully considered implementation process, will eventually lead to a change which is only partially adopted by the public. (Waddell and Sohal, 1998). Besides that, Ford and Ford (2009) mention that when a change agent is trying to understand and learn from the behavior of a change recipient, this will lead to a better result. It is just a mechanism which is effective and powerful in surviving. (de Jager, 2001) In the article by Waddell and Sohal (1998) it is even stated that sometimes resistance is "the most effective response available" (p. 544)!

#### **4.2.1.4. Managing resistance to change**

In the previous section it is stressed that resistance can be crucial for the success of a change process. However, it is really important to manage it in the right way to benefit from it. If it is not managed well, it will probably harm the change more. Agboola and Salawu (2011) even state managing (deviant) behavior and thus implementing the change smoothly is critical for the survival of the organization. In this section therefore attention will be paid to the best ways to manage and overcome resistance to change.

### **Characteristics and attitudes of a manager**

As a manager, it is important to have some general characteristics that can be helpful in managing resistance. These qualities mostly refer to the ability to guide people through the process. It is necessary to think of the best way to manage the resistance that is experienced in advance, since, according to Dent and Goldberg (1999), the way in which a manager reacts to initial reluctance determines whether employees will resist the change even more.

Kegan and Lahey (2001), for example, stress that as a manager it is important to be understanding and be understanding towards people. After all, the only goal is that people will become more successful at work. The change is not meant to stress their weaknesses. It is necessary to clarify this to your employees.

Agboola and Salawu (2011) discuss important contributions managers have to make to the change process. They need to understand the problems and complaints their employees see to it, that the goal of the organization is clear to them and ensure that there is good communication between the employees and the agents. They have to encourage people to learn new behaviors, skills and knowledge and motivate them to behave in a certain way. Furthermore, they have to support the employees in different ways. They need to give them, for example, material that is necessary to change, but also emotional support. According to Agboola et al., it is important to “hear what is being said and observe what is not being said” (p. 239).

Ford, Ford, D’amelio (2008) stress it is very important that when a change process failed in the past and mistakes were made by a change agent, he/she tries to repair the relationships and to increase the trust before and during the change project. In this way, change recipients in the current change process will probably be less resistant to the change. When this trust is not restored, resistance will be experienced according to the authors. It is, for example, possible that recipients behave critically towards the change and the agent. It is always good for a manager to try to strengthen the (working) relationships with employees. The attitude of a change initiator is thus even more important when the organization has experienced several change projects in (recent) history.

Ford, Ford and D’amelio also stress that change agents must not oversell possible positive results, because, when the actual outcomes are less satisfying, it is possible that, among other things, the credibility of the agent is undermined. They can, for example, misrepresent benefits and costs of the upcoming change. The authors stress it is crucial that managers try to give realistic and accurate expectations of the change. Ford et al. (2008) also emphasize they have to admit it if they do not know certain things. If there are misunderstandings, a change agent has to clarify them immediately, since otherwise people will probably resist the change (Kotter and Schlesinger, 2008)

During the process, it is necessary to convince the change recipients that it is okay to change and thus to give up the behavior which they are used to and replace it by the new behavior. (Schein, 2002) It is the task of a change agent to ensure that the recipients feel safe.

De Jager (2008) states in his article that it is wise to “listen, learn and lead” (p. 27) instead of just resisting the resistance.

Dent and Goldberg (1999) indicate that it is important that managers also critically take into account their own weaknesses.

When changes are made to the roles of certain stakeholders, it is possible that these people do not understand exactly how they should behave in their new role and therefore resist the change. According to Schraeder, Swamidass and Morrison (2006), it is essential as a change initiator to talk to these people and try to understand why they perceive their new designed roles as unclear.

### **Ways to manage and utilize resistance and behavior of stakeholders**

At the beginning of the change, agents have to think carefully about which persons are likely to resist the change initiative and what reasons they may have to do so. (Kotter and Schlesinger, 2008)

When resistance is experienced during the change, it is necessary to use it in the right way to ensure that the change will be more successful. Ford and Ford (2009) mention five ways in which managers can utilize resistance to make the change more productive.

- It is necessary to keep the conversation alive and ensure that people are aware of plans for example.
- As a manager you have to explain why it is necessary that jobs of people have to be changed, not only what is going to be changed. This is also stressed by Ford, Ford and D'amelio (2008). These authors discuss that change agents must provide well-founded justifications for the change, so that recipients are really ready and willing to adopt the change. De Jager (2001) also mentions that every change recipient has to ask why it is necessary to change at all. A change agent has to explain this, using good reasons, and has to prove that the solution he/she has proposed is good for the organization.
- Ford and Ford (2009) stress that if resistance is experienced during a change, this will eventually lead to better results, so if there is resistance, managers should not hesitate and be afraid to adopt the change which was originally designed.
- The authors also emphasize the importance of engaging people and building participation.
- Often, when a change is announced, employees recall change initiatives that were conducted in the past. According to the authors, change recipients probably expect that the current change initiative will be more or less comparable and that their experiences will be the same. They probably also show resistance, since they are asked to change again. Therefore Ford and Ford (2009) state that it is of great importance to know what happened before so that managers can really understand why people oppose.

In the article by Dent and Goldberg (1999) some actions a management can take to overcome resistance are stressed. What they have to do, among other things, is: broadening the interests of staff members, using terms that are understandable and not expecting right from the start that every person resists the change.

Several ways to overcome resistance are mentioned in the article by Agboola and Salawu (2011). The way resistance is managed depends on the reasons people have opposed the



change. When people only have a lack of information or want some help in implementing the change, for example, education and communication can be used as method. Facilitation can be used and support can be given when people experience some adjustment problems. Communication, according to the authors can, also be useful when recipients have a lot of questions. Furthermore, it can reduce the chance that people have speculations about the change. When people with power are opposing the change, negotiation can be used. It can also be crucial to have some input from stakeholders. Then it is helpful to ask people to participate and be involved during the change process. (Agboola et al.)

Education and communication are also mentioned as the most important ways to use to minimize resistance by Inc. (n.d.). In the article on the website of Inc. is also stressed that employees have to be involved in the design and implementation of a change. When someone resists the change, manipulation can also be used to motivate these people to overcome their resistance by promising a prominent position. (Inc., n.d.)

Kotter and Schlesinger (2008) also emphasize the importance of communication during a change process. It can be used to inform change recipients of the reason why it is necessary to change, educating people during the change by, for example, giving presentations to groups of people is useful too. (Kotter et al., 2008). Furthermore listening to people, giving them emotional support and train them to learn new skills are crucial things to do as a manager. This is mainly helpful when people are afraid to implement the change. Kotter et al. also stress negotiation, which can be used especially when the person that resists has a lot of power, and manipulation (to give the person with resistance a role in the formation of the change process) as ways to manage people. The latter can be dangerous, since the change agents can be blackmailed, for example, when it is discovered. (Kotter et al.)

Thomas, Sargent and Hardy (2011) state in their article that the communicative practices that are used during a conversation between senior and subordinate managers are crucial. Some will generate facilitative resistance, while others could lead to oppositional resistance. The people involved in conversations in which the resistance experienced is facilitative, are more open to accommodate by accepting meanings that are different from the meanings they have suggested. According to the authors, changes unfold in the relationship between subordinate actors and senior actors. This means that, according to Thomas et al., it is not only the responsibility of the change agent to make a success of the change, but the power-resistance relationship between the initiator and the subordinates is where the change actually emerges.

Ford, Ford and D'amelio (2008) stress that the best way to try to overcome resistance is in optimally managing the relationships between change resisters and change agents. According to them, resistance is a function of interactions between these two groups. These interactions are, according to Ford et al. (2008), influenced by the relationship between them. Managing this relationship is thus of importance. This can be done in a better way when change agents also understand that their own actions and the way in which they make sense of it, are contributing to the resistance that is experienced. They just have to listen to the recipients and perceive their reactions as a possible way to make the change more successful. Therefore, at the start of the change project, it has to be ensured that the relationship between the employees and agents is good.

In their article Ford, Ford and D’amelio (2008) state that involving stakeholders from the start (of the change) and thus let them participate, can result in benefits for both the organization and the individuals themselves.

When the management suggests that it is possible, instead of choosing which system to implement themselves, to allow the employees to make this decision. (De Jager, 2001) De Jager suggests in his article that people should have the opportunity to attend workshops or read magazines about possible new systems and propose the system they want to introduce. In this way, according to De Jager, they experience less pressure, since they can choose the change that they prefer.


In their article, Dent and Goldberg (1999) mention some additional factors to overcome resistance. The first thing that is of great importance is that stakeholders are given the opportunity to participate in the change process and that the right time to change is chosen for each stakeholders. It has to be ensured that they do not have the feeling that the change is being forced on them. Furthermore, Dent et al. stress that change is not possible when there is no two-way communication.

### Designing a change strategy

In their article, Kotter and Schlesinger (2008) discuss that it is necessary to develop a change strategy. How this strategy is designed depends on some factors. This strategy is defined on the basis of the speed of the change process, the degree of planning, the amount of involvement of people and whether you only want to minimize the resistance that is experienced or eliminate it completely. (Kotter et al.) (See figure 4)

Exhibit II

#### Strategic continuum



Fast	Slower
Clearly planned.	Not clearly planned at the beginning.
Little involvement of others.	Lots of involvement of others.
Attempt to overcome any resistance.	Attempt to minimize any resistance.
<b>Key situational variables</b>	
The amount and type of resistance that is anticipated.	
The position of the initiators vis-à-vis the resisters (in terms of power, trust, and so forth).	
The locus of relevant data for designing the change and of needed energy for implementing it.	
The stakes involved (for example, the presence or lack of presence of a crisis, the consequences of resistance and lack of change.)	

Figure 5: Exhibit II, Strategic Continuum, by Kotter and Schlesinger (2008).

The variables that are mentioned in figure 4 can influence the way the change strategy will be designed. Kotter and Schlesinger (2008) state that a manager has to move more to a change strategy in which the implementation takes place more slowly when the amount of resistance is high, when the resisters have less influence, when the number of data needed from others is large and the risks are relatively low. It is better to select a strategy that is found more to the

right, anyway, because forcing people to change (and thus moving more to the left) can have bad consequences (Kotter et al., 2008)

#### **4.2.2. Key factors for managing organizational change**

According to Inc. (n.d.), managing organizational change is the process in which you try, as a manager, to ensure that the effectiveness of the change is maximized, but that the costs and the amount of resistance is minimized during the planning and implementation of the change. In the previous part attention has already been paid to one part of this description, managing and overcoming, and thus minimizing, resistance to change. In this part, some general key factors that can influence the course of the change process, are discussed.

Three key tasks are mentioned by Inc. to manage a change process effectively. First of all they state that it is necessary to understand the current state of the organization by discovering the problems that are being experienced and thinking about ways to solve them. Besides that, the desired future state has to be clear and the vision has to be communicated. According to Inc., it is necessary to ensure that some factors, such as the mission, are constant, because this makes for some stability. In the implementation phase, it is important that managers act as role models by also conducting the goals of the change. (Inc.)

What is of great importance to keep in mind is, according to Kotter and Schlesinger (2008) is that it is impossible to have all the required information that is relevant to manage and implement the change. Furthermore, the authors stress that the change recipients do not have the same information as the change agents have.

Schein (2002) stresses the necessity of interviewing people before the change process starts. According to him, additional information will have to be supplied by employees for the planning of the change. Schein notes that “diagnostic interventions” can be helpful, in which the change agent can ask questions about the current situation. In this way he/she can figure out what is going on in the organization and what kind of resistance can be expected after the change, but by asking questions the way of thinking of people can also be influenced. (Schein, 2002)

Beer, Eisenstat and Spector (1990) claim that the best way to change successfully is to start at the bottom of the organization and then move towards the top. According to the authors, change is about learning and they state that it is practically impossible that the management knows all details that are necessary to implement the change in all units. (Beer et al., 1990)

Agboola and Salawu (2011) stress some necessary factors that have to be considered during a change process. Managers have to communicate the same vision to all people. (Agboola et al.) Furthermore managers have to understand the current culture of the organization and protect the interests of the stakeholders that are involved.

Piderit (2000) emphasizes that at the start of the change process having broad conversation with everyone is the most important thing to do, instead of immediately forming a group and designing the change that is desired.

It seems that educating and supporting people, communicating with them and asking them to participate are the best ways to manage people and support them in overcoming resistance to change. Unfortunately, according to Kotter and Schlesinger (2008), using these methods can take a lot of time.

#### **4.2.3. Participation, communication and learning**

According to Agboola and Salawu (2011) employees have to be involved and informed about the change to accept it completely. During the process it is very important, according to the authors, to educate people.

One of the basic rules of managing change is that it is crucial to involve people in the change process. (De Jager, 2001) It is often even suggested that participative methods are the best way to overcome resistance. (Waddell and Sohal, 1998) Especially the involvement of recipients in the planning and implementation, as often stressed, is important, according to the authors, since it may decrease the amount of resistance that is experienced. Furthermore, Waddell et al. state that this can ensure that there is “two-way communication, information sharing and consultation” (p. 546), which may result in people being more committed to the change.

Kotter and Schlesinger (2008) note that participation can be used to ensure that change initiators carefully listen to the change recipients and use the advice they give about the proposed change. Kotter et al. stress that the involvement of people is necessary when the agents do not have all the information needed to change successfully or when full commitment is needed from certain stakeholders. Not only is the involvement of people important. Waddell and Sohal (1998) also state people must be given the opportunity to give feedback as well.

Although involvement by all is necessary, the participation process can be really time consuming, Kotter and Schlesinger (2008) note.

Waddell and Sohal (1998) stress that it is necessary that managers ensure that employees can participate in a team. Furthermore, they state that the more employees are actively involved, the better they are able to discuss the problems that are experienced and the possible solutions.

It is important to involve people in the change process, according to Agboola and Salawu (2011). In this way, the problems that are experienced can be discussed and solved and employees can express their feelings and fears. (Agboola et al.)

Schraeder, Swamidass and Morrison (2006) state that people support the change more when they take an active part in decision making during the change process. The authors even state

that for the successful adoption of a new technology, involvement and participation of people is crucial.

There are several techniques that can be used to support employee involvement and participation during the change process. Schraeder, Swamidass and Morrison (2006) discuss several options that can be used: cross-sections (used when the scope of the change is broad) and discussion boards or teleconferences (used when the changes are implemented in a company with several locations in different countries). (Schraeder et al., 2006)

### **Communication**

Communication is also crucial during the change process. Á Cabrera, E. Cabrera and Barajas (2001) state in their article that managing an organizational change process is mostly about “sending the right message to the right people at the right time” (p. 259).

A group of people has to be formed that meets regularly to look critically at, among other things, possible crises, technological opportunities and the competitive position of the organization. (Kotter, 2007) This analysis can result in the insight that the organization has to change. Since a change process cannot be successful when there is no support by people or when people do not cooperate, it is, according to Kotter (2007), of importance to communicate the knowledge that has been gained by the advisory group and motivate why it is necessary to change.

At the start of the process, after the strategy of the organization has been developed, it is of importance, according to Á Cabrera, E. Cabrera and Barajas (2001), to inform all project managers about the objectives the organization wants to achieve.

Employees will only support change when they are provided with compelling reasons that they definitely have to change. (Agboola and Salawu, 2011) It is a necessity for a manager to communicate about these reasons.

Thomas, Sargent and Hardy (2011) discuss that organizational change can also be affected by how people communicate with each other. A so-called “productive” dialogue (Thomas et al.) can result in people constituting the meaning of problems which can contribute to the organizational change being a success. (Thomas et al, 2011)

### **Means**

In the case study which was mentioned in the article of Thomas, Sargent and Hardy (2011), a video was used in which it was explained why it was necessary to change the current culture of that organization and information was given about the substantiated values the organization wants to pursue. (Thomas et al.)

### **Learning**

Learning also plays a major role in times of organizational change. Kelliher and Bernadette Henderson (2006) define organizational learning as: “the process of change in individual and shared thought and action, which is affected by and embedded in the institutions of the

organization.” (Kelliher & Bernadette Henderson, 2006, p. 513) In their article they say that there are three different learning levels: on individual level, group level and organization level. Learning on all these levels can eventually ensure that the organization is going to be successful. First of all, it is necessary, according to Kelliher et al., to learn on individual level, which can result in group learning and this may in turn result in organizational learning at the end.

It is possible that employees have to learn new behavior or have to train to work with new techniques. Á Cabrera, E. Cabrera and Barajas (2001) discuss that it is not easy to change behavior of large groups of people, since an individual learning process is needed to adapt behavior. The authors state that this learning process may take a lot of time. They advise organizations therefore to try to match the upcoming change and the new structure/designed processes, etcetera, with the current culture, because changing the culture can take a lot of effort.

As mentioned before, organizational change can result in the fact that tasks have to be redesigned and different responsibilities are imposed on people. These changes will force learning. (Beer, Eisenstat and Spector, 1990) Employees have to develop new competencies and learn new skills. This can be done by, for example, designing special training programs, in which employees can participate. (Beer et al., 1990)

### **4.3. The Change Management Model**

In this section, a summary is given of the most frequently mentioned and most important factors and best practices, which were discussed in the previous two sections. These steps and factors are gathered in the developed Change Management Model, which can be found in section 4.3.2.

#### **4.3.1. The process description and the (human) factors**

In short, there are some general factors that have to be paid attention to. On organizational level it is important to determine the organization culture of the company. Defining this culture is necessary in order to adapt the change process to the unique features of the organization. The cultural dimensions of Hofstede et al. can also be useful, especially when the organization in which the change is going to be implemented, has locations among several countries around the world. The communication strategy used has to be adapted not only to the organization itself, but also to the country the organization is located in. Furthermore, the attitude of the organization towards technological change can clarify how soon the organization adopts new technologies and, probably, can predict how much resistance is going to be experienced.

As far as the level of the change itself is concerned it is important to know what kind of technology is introduced/adapted. Introducing an exciting and innovative technology will be much more difficult and will take far longer than adapting an existing technology. Similarly, introducing a change in one department only or in the whole company will

influence the assignment of time and effort as well. Whether more difficulties are experienced and more pressure is felt in the implementation of the change depends on a number of factors. First of all the purpose of the change is important. Secondly a change initiated by internal pressure may cause problems that are different from difficulties that arise from an external need for change. Finally problems tend to be more serious when the change is imposed compared to when a change is a matter of choice.

When it is clear that there is an intention to change, a provisional technology-driven change process is initiated. In literature useful steps and best practices can be found that may help in guiding this process. Some steps mentioned in section 4.1.3. are stressed by several authors. It seems that these steps are very important in managing a technology-driven change process.

Only after the following stages have been passed will it become clear whether the process can be designed and implemented.

- **Current state:**

The problems the organization is faced with have to be clearly defined. The necessity for the change has to be obvious to everyone. It has to be conveyed to the stakeholders that there is no alternative: the problems need to be dealt with.

- **Desired state:**

It is necessary to describe the desirable situation and to develop short-term goals and a final goal the organization wants to reach. At the start of the change process, the strategy of the organization has to be mapped out. When the plans for change are discussed with the stakeholders, a clear vision has to be developed, too. Furthermore, people have to be open to change and need the energy to be able to make an effort. Support for the change is crucial to make it successful. Moreover, employees should not have the feeling that they are forced to change.

After these preliminary steps have been taken successfully, change initiators can start thinking about the design and implementation of the process.

- **Developing a change plan/program:**

An outline of the change plan has to be developed. The process will take place in stages. Stakeholders will have to know what changes they can expect at what time and what they are required to do in each of these stages. It concerns changes in processes, technology, human behavior and the organization (including jobs) and culture. These changes have to be designed in such a way that an equilibrium is reached afterwards. They also have to be feasible. It is important to involve stakeholders in the development of the plans.

- **Culture assessment:**

A description of the culture of both the organization and the country where the organization that is going to change is located has to be made. Hofstede's dimensions can be used for this.

- **Technology and setting of change:**

The technology which is going to be adapted/introduced has to be determined, since this can help in estimating the amount of effort and time that is necessary to implement change. The extent of the change has to be taken into account as well.

- **Stakeholder analysis:**

It is essential to describe the key stakeholders. These people have to be involved in the change, since they either have a great impact on the process or the change affects them most. Furthermore an estimation has to be made of the extent to which each stakeholder has to be involved in the change and what kind of resistance may be expected of him/her. It is also important to consider in advance how this resistance may be overcome and what changes need to be made in their current behavior to achieve the desired behavior.

- **Jobs:**

There is a necessity for new job descriptions and the responsibilities involved.

- **Process:**

Careful attention should be paid to which adaptations have to be made to current processes after introducing the technology.

Later, a change strategy will have to be developed, too.

- **Review:**

At the end of the process it is crucial to evaluate whether the process has gone well, the change goals have been achieved and a stable equilibrium has been reached. The process has to be monitored continually and adjusted where necessary.

During the change process it is of the utmost importance to manage people's behavior and especially manage their reactions to the change. Managing reactions of people to change is an important part of leading the overall change process. It is, however, hard to deal with these reactions, since people may respond positively or negatively to the change. Especially when resistance to the upcoming change is experienced, it is very likely that people will express it in different ways and that the resistance of these people was caused by different reasons. Understanding the reasons why people resist is an essential part of managing the process appropriately.

Resistance is a common denominator, according to change agents, for the various ways in which change recipients may thwart the change. Often these reactions are perceived as unreasonable. Change initiators frequently define resistance as something that is disturbing the process and causing the failure of the change process. It is, however, understandable that people resist the change as they are asked to replace their familiar way of working by a new method which has not proved to work yet. The existence of resistance may also be partly due to the attitude of the change agents themselves. They may fail to recognize disappointment and frustrations about previous change approaches. They may also blame lack of success entirely on people who refuse to cooperate, while they do not recognize that their own lack of knowledge may have contributed to this too. They should realize that resistance may be a positive factor in a change and that it may be used as feedback to improve the process. Only



when the process is managed well, can this positive feedback be utilized. Below some factors are mentioned that may contribute to a successful way of managing.

**Crucial factors:**

- **Change champion:**

It is crucial to have someone who strongly supports the change and who conveys enthusiasm for the change to other people. More people may do so. It is also useful to have a champion who can support the change financially.

- **Leadership:**

It is crucial that strong leadership is provided during the change. It is important to have real leaders who can see the bigger picture and can really motivate and support stakeholders. These leaders have to support the change itself, be willing to listen to recipients and show the desired behavior themselves as well. They have to be realistic and provide stakeholders with honest information.

- **Involvement and participation:**

From the very beginning it is necessary to involve stakeholders in the planning and the implementation of the proposed change. They should be able to discuss the problems that are experienced and have their say in the decisions that are made. Participation is used to increase knowledge and to receive feedback. Demos and prototypes are possible means to gather responses from stakeholders. These reactions may give some insight into whether and why there is resistance to the change.

- **Facilitation:**

Sessions should be organized for people who have problems adjusting to the change.

- **Communication:**

At the beginning of the process the necessity to change has to be emphasized. From the earliest stage of the change clear communication about the goals and the vision of the organization is necessary. During the process information has to be given on the planning of the change process and changes that have already been made. Furthermore, it is important that the way of communicating matches the organization's culture.

- **Personal development:**

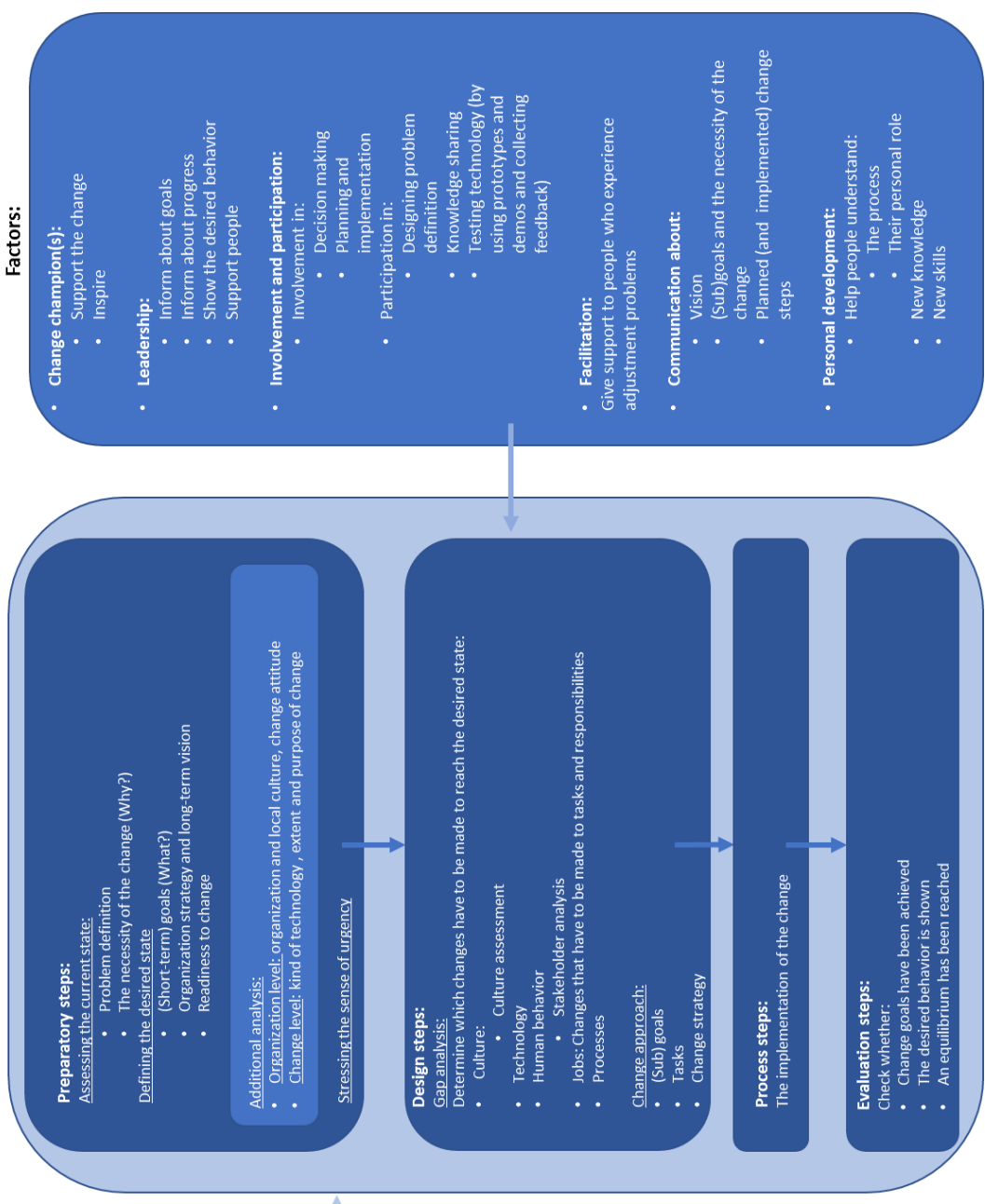
Helping recipients to understand the change process and their personal role in it is an essential task of a change agent. People should be enabled to develop new skills and competencies and gather new knowledge.

#### **4.3.2. The model**

In this section, a model can be found in which the most important factors and steps in a technology-driven change process are described. The steps and factors that are mentioned in this model are based on information gathered from literature, such as important questions, essential factors, logical steps and recommended practices. This information can be found in sections 4.1 and 4.2 and is summarized in the part above. The model can be used to support the preparation, design and implementation of a change process. In chapter 6 the information will be validated by using information gathered from interviews which were conducted with employees of Deloitte.

The model distinguishes between process-steps and additional ways to support the change process. The first category refers to steps that are crucial in guiding a technology-driven change process. These steps are based on the information that was gathered in chapter 4.1. In the latter, factors are found that are necessary in managing the overall change process. These factors can be found in both chapters 4.1 and 4.2, but are mostly based on the management of the people-part in periods of change.

The process-steps can be divided into four categories. *Preparatory steps, Design steps, Implementation steps and Evaluation steps*. The Change Management Model can be found below.



The Change Management Model

## Chapter 5: Interviews

In this chapter more information will be given on the interviews which were conducted at Deloitte Amsterdam. In the first section, background information can be found on the employees that were interviewed. In addition some information is provided on how these participants were selected and whether change management plays an important role in their current jobs. In the subsequent part the questions that were asked during the interviews are introduced. Besides a motivation will be given on the reason why these questions are interesting. In the last part of this chapter the method of how the interviews were conducted is explained.

### 5.1. Participants

The participants that were interviewed are all employees of Deloitte. They all work at the Amsterdam office. I have conducted eight interviews with people who work in different departments. First of all it is necessary to have a closer look at what departments there are.

#### Departments

All interviewees are part of the Consulting branch. Within this branch three service areas can be found (*Human Capital*, *Strategy & Operations* and *Technology*). The participants work in either the Human Capital service area or in Technology. Within the service area Human Capital <sup>11</sup> one of the service lines is called *Change Management*. This department is specialized in guiding and supporting transformations. Employees give, for example, advice on the implementation of an IT system and also pay attention to the people-part of the change. Of course the amount of change management is immense, since it is their job. I have interviewed three people from the service line *Change Management*.

The other five people that were interviewed are all employees who work within the Technology service area. Within the service lines that are part of this area there is less focus on change management. Of course they also give advice on how to implement a transformation and they support people during the process, too. They are, however, more focused on how to implement a technology in the correct way than they are on guiding people. There are eight service lines within Technology Consulting.<sup>12</sup> One participant works within *Deloitte Digital*. The remaining four people are all employees within the service line *Enterprise Architecture*. The work within the *Deloitte Digital* service line is, amongst other things, based on contribution to and visualization of several aspects of the digital strategy of organizations. Within the service line of *Enterprise Architecture* the focus is on adapting business processes to information, applications and technology. Within the final two disciplines mentioned technological transformations are the central part of the job. Since this thesis is about change processes which are driven by technology and due to the fact that within these processes people as well as technology are key topics, it is very interesting to

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<sup>11</sup> <https://werkenbijdeloitte.nl/vakgebieden/consulting/human-capital>

<sup>12</sup> <https://werkenbijdeloitte.nl/vakgebieden/consulting/technology>

find out and investigate how change programs are tackled in both service areas. Best practices used within the various departments can be compared and analyzed and from this crucial steps can be extracted.

Among the eight participants there is one business analyst and one consultant and there are two senior consultants and four managers. They have all talked about their experiences with change projects which were driven by technology and how they dealt with the processes. Furthermore, during the interviews attention was paid to the management and incorporation of several stakeholders in the process. For reasons of confidentiality the interviews are anonymized by removing the names of the participants, the names of several organizations and sensitive and substantive information about the projects.

## 5.2. The interviews

The interviews that were conducted are semi-structured. Although the interviewees were free to talk about their experiences and often elaborated on specific aspects of various projects, all the questions listed in advance, were asked. The order in which the questions were asked, however, was subject to change.

The interview, which can be found in appendix 1, can be divided into the following sections:

- **General background information on the employee:** more information on the participant (name, function, the amount of years of work experience). For the sake of confidentiality this information is not listed in the results of this thesis.
- **General background information on project:** information on which specific technology was introduced in which organization and why this change was necessary. Again, for reasons of confidentiality, this information is not listed in the results of this thesis.
- **Information on project:** more information is supplied on how the process was tackled and which steps have worked and which have not.
- **Change management and resistance in change project:** information is on whether resistance was experienced, and, if so, what kind of resistance was experienced. In case resistance was experienced, the way in which this was managed was discussed. Furthermore, attention was paid to the possible use of tools.
- **Ways of communication:** In this section questions were asked about the communication plan which was used during and after the project. Besides this, possible communication methods and means were discussed. In addition the participants were asked about their experiences with the involvement of stakeholders during the change process.
- **General advice on change management within the project:** The interviewees were invited to give their opinions on what is the best way to tackle a change process and to involve people in the process. Furthermore, some questions were asked on a model which is used within the service line *Enterprise Architecture*. As mentioned before the name of and information about this model cannot be provided, since they are confidential.

- **Deloitte:** In the final part of the interview participants were asked whether they had any critical comments or advice on the role change management has played in their jobs and on the way in which technology-driven change processes are tackled and managed within Deloitte. Some interviewees gave their suggestions for possible improvements. This information can be found in a separate section, which will only be available for employees of Deloitte.

### **The questions**

As stated above the list of questions can be found in the appendix. The questions are in Dutch and the interviews were also conducted in Dutch since every interviewee is of Dutch origin. Therefore the list of questions was not added in English as well. The questions that were asked during the interviews can be divided into the categories mentioned above.

The interviews started with some general questions on the function and the work experience (at Deloitte) of the particular participant. Each interviewee was also asked whether he/she pays close attention to change management in his/her current job. In the subsequent section of the interview the participant could talk about one or more technology-driven change processes. As stated in chapter 3, this could be a change project which is driven by any kind of technology. Information was asked on the way in which the change project was organized, but also on the trigger to change.

After the introductory part of the interview, questions were asked on change management within the project.

The first questions were about the way in which this change process was tackled. The answers which were given to these questions can be used to address the first sub question: *What are crucial steps in guiding a technology-driven change process?*

The participants were asked to share their experiences on what are important factors that need to be dealt with in a change process which is driven by technology. Furthermore, the interviewees could express some negative experiences. The answers that were given to these questions are compared to what was found in literature.

The second sub question *What are the key factors to manage human behavior in periods of change?* was addressed in the subsequent part of the interview. Interviewees were asked to talk about the possible resistance they had experienced and how they either used it or tried to resolve it or prevent further resistance. Of course this information can be used to answer the second sub question. Besides that, possible trainings or tools that are used to support the process were discussed.

Communication is very important in change processes as well. Interviewees were therefore asked to elaborate on the communication strategies and methods they had used before, during and after the change process. They could also share their ideas on how to resolve or prevent resistance by using the right communication methods and means.

In the last part of the interview participants could express their criticism or suggestions on how change processes are tackled within Deloitte and whether enough attention is paid to topics such as change management and knowledge sharing. This information can be collected

to give advice on what can be done to improve the way in which change management is approached now. Finally participants could stress the most important factors that they think have to be taken into account in every change process.

### **5.3. The conduction of the interviews**

The interviews were all conducted at the office of Deloitte Amsterdam within a period of about a month. The participants were all invited via an email and after this invitation a date and time was set. Each interview lasted between 35 minutes and 1 hour. This was highly dependent on the amount of detailed information that was given on the content of the project(s). All conversations were recorded by using a voice recorder to ensure that the answers that were given to the questions could be analyzed well. In addition to recordings, notes were made. The method that was used to analyze the interviews will be discussed in chapter 6. The results of this analysis can also be found in this chapter.

## **Chapter 6: Results from the interviews**

In this chapter the answers that were given to the research questions, using information from literature, will be compared with experiences from employees of Deloitte. These experiences were elaborated in interviews that were conducted with eight employees. First of all some information will be provided on how the interviews were analysed. Afterwards the information that was gained from the interviews will be compared with the findings from chapter 4.

### **6.1. Approach**

As stated in the previous chapter, all interviews were taped with a voice recorder and additional notes were made. Since the participants were free to talk extensively about their experiences with technology-driven change projects, a lot of information was background information on the project. These data are not important for this thesis, but were necessary to have a better understanding of the project itself. As it often concerns sensitive information, this information is not written included in this thesis. Rather than transcribing the entire interview, the choice was made to write down only the most important statements that were made during the interview. The statements of each participant can be found in appendix 2. These statements are divided into categories that are relatively similar to the categories mentioned in section 5.2. Since the interviews were conducted in Dutch, the statements/quotes and names of the categories are also in Dutch. To improve the readability of this chapter, the quotes are not included in this chapter in their original form. Instead of this, the participant's answers have been paraphrased in English and references will be have been made to the original statements.

### **6.2. Comparison data gained from interviews and literature**

In this section, information about important steps and factors which were stressed by the interviewees are compared with the information that can be found in chapter 4. The Change Management Model, that was presented in section 4.3. will be used as a guideline. The participants' replies elements have been extracted that can be applied to various steps and factors found in the model. Additional findings that cannot be linked to a step or factor in the model will be mentioned separately.

#### **Important steps**

The participants that work within the service line Change Management mentioned that they often use the EVD method (explained in chapter 4.2.) to support the implementation of the change process. There are specific EVDs for, for example, a particular technology or a development method. (7.1; 8.3)

In the interviews no statements were made that can be classified in the *Research step* or the *Evaluation steps* the model. Therefore they are not mentioned in this section.



- **Preparatory steps**

- Assessing the current state:

- The interviewees also mentioned that it is very important that there is a good explanation for why it is necessary and why the current way of working is not sustainable anymore. You have to be able to explain what the added value of the change process will be. If this is cannot be done well, the change project is already “set up for failure” at the start of the process. According to one participant it is crucial to stress the added value of the project and tell people what is relevant for them. Another participant notes that it is important that all leaders give exactly the same explanation. It is, however, very hard to develop a message that is relevant for all people, according to a third participant. (2.12; 7.5; 8.20)

- Defining the desired state:

- In the interviews the importance of good communication about the goal of the change was mentioned by several stakeholders as well. Developing a vision was mentioned, too. Furthermore, the strategy of the organization has to be clearly defined, since otherwise people fail to see why it is crucial to ensure that the change process will succeed. (6.12; 6.16; 7.2)

- Additional analysis:

- According to one participant change is also a very “cultural thing”. In one of her foreign projects it was not common for people to speak English. She noticed that the people have a different world view and the way they communicate is completely different. Another participant mentioned the fact that the extent of the organization can also influence the organizational change process. The number of business units or departments the change is going to be implemented in can have an impact on the communication strategy that is going to be used. (7.21; 8.9)

- Stressing the sense of urgency:

- It turned out that a sense of urgency has to be created, too. This is usually easy when it concerns the change initiator, but this is entirely different when it is about to change recipients. When people do not feel the urgency, they tend to think that the future change will not have an impact on them. In one project mentioned by a participant, the creation of awareness was relatively easy, since it was also possible to have a discussion on content level. (6.3; 6.10; 6.12; 6.24)

- **Design steps**

- Gap analysis:

- One of the interviewees stressed that it is crucial to identify and define clearly what exactly has to be changed. Performing a gap analysis is thus really important. It is necessary to check what the impact will be on the level of technology and processes, but also what has to be changed on the level of people and within the structure of the organization. One participant also stresses the importance of determining which manual tasks are going to be automatized as a result of the change. It is of the utmost

importance to determine the impact these changes will have, because the higher the impact will be, the more has to be changed to ensure that the change will be a success.

Especially the importance of performing a stakeholder analysis was often emphasized by interviewees. It is necessary to identify all (groups of) stakeholders and to map their existing knowledge and the knowledge gap there is. Furthermore, the desired behavior a stakeholder has to show has to be clear and the new way of working they have to use has to be defined. It is also important to determine what the impact of the technology on the stakeholder will be and how they influence the organization and the project itself. This can be assessed by performing an impact analysis. Both the stakeholder analysis and impact analysis can provide information about which stakeholders it is crucial to talk to, how much attention has to be paid to a certain stakeholder and what messages you have to deliver to them. It is thus necessary to think about the best way in which the (groups of) stakeholders can be approached.

Doing a gap analysis on job level (capability level) is also necessary. Roles that need to be performed in the desired situation have to be defined clearly.

It is important that it is clear what exactly is going to be changed and what will be the benefits for every particular stakeholder. When only a general description of the necessary changes is made, people do not know exactly what adaptation have to be made. Zooming in is, according to one participant, very important!

(1.1; 2.1; 2.2; 6.2; 7.2; 7.3; 7.4; 7.8; 7.9; 8.6; 8.7; 8.8; 8.13)

#### Change approach

A stakeholder analysis and an impact analysis are important elements of a change approach (change strategy). After these analyses have been made an idea can be formed of who are involved in the change. Furthermore, determining the impact a change will have, can provide relevant input that helps in deciding which change interventions and activities have to be carried out and on which (group of ) stakeholders you have to focus most. This is also relevant input for the communication strategy.

In one of the interviews the success of approaching the change in stages was mentioned. It worked really well to follow a phased approach. The problems that are experienced during a phased change process means that tackling the various aspects of the problems can be distributed over time and is therefore more manageable. When a change is introduced to all stakeholders at the same time, all possible problems will show simultaneously. It will be much more difficult to solve them in a short period of time. (3.5; 3.6; 3.19; 8.6; 8.8; 8.9)

- **Process steps**

During one of the projects, an interviewee noticed that many employees of the organization were involved in the change. The opinions of the employees varied enormously. It is therefore really hard to make decisions. The participant stressed that, according to him, in this case it is useful to use substantive arguments to convince people. (5.16; 5.17)

## **Important factors**

- **Change champion(s)**

Several participants stress the importance of change champions. It is necessary to appoint some of your stakeholders (within the company) as ambassadors of the change. These ambassadors are probably people who are influencers in the organization. These persons will be well informed about the changes that are made and the planning. It is the intention to give them a very special and active role in the change. They have to be able to explain to others why it is necessary to change, are the 'go-to' persons and can give feedback that can be used to improve the change plans. It is, however, very important that they will be actively deployed in practice.

The importance of having a counterpart at the client-side was especially stressed by one interviewee. It is necessary to have a person with connections to consider ideas with and discuss them with. This can be helpful in designing the change in a way that will be relevant for the client. Furthermore, the counterpart can provide information about what are the best means to communicate to use are. When implementing a change it is important to involve the client in the process. ( 1.1; 7.12; 7.18; 7.28; 7.32; 7.33; 8.18; 8.19)

- **Leadership**

It is important that every manager or ceo sends the same messages showing that the change plan has been carefully considered and that implementing it will be appropriate to do. Therefore, it is of importance that all managers share the same ideas and can express one clear message. According to one interviewee, especially in IT-implementations, the manager has to show that he/she considers the change to be important. Communication is very important to motivate people and to tell people what they can expect. Ensuring that people will, for example, be able to develop the skills is another important task. Furthermore, a manager has to show the same behavior that is expected from others. In some cases it is only possible to use top-down management and force people by telling them that the change is just going to be implemented. In general it is important to support people and ensure that they are given sufficient time and space to show and express their feelings and emotions. (2.10; 5.11; 6.12; 6.16; 7.6; 7.7; 7.16)

- **Involvement and participation**

Starting to involve people that are supporting the change and bringing them together in one team, can ensure that they will spread their enthusiasm within the organization. In addition they can be involved in designing future plans. In this way the change that is devised will probably correspond with their ideas. In a project guided by one of the participants, people could give their input by labeling the ideas that are the best according to them. This worked very well. One participant, however, stressed that it is not wise to bring all people together in one team. Having sessions with several people that do not support the change can be helpful in overcoming the resistance. During these sessions it is useful to zoom out, explain the bigger picture and the way of

working of the organization in general. In this way, people will understand better that their task is only one part of the whole process and they will, in the end, probably be more inclined to participate in the change. Keeping people informed about the change in general during the process is important. (1.10; 1.11; 1.12; 1.13; 2.11; 4.6; 4.7; 4.8; 6.21)

#### Testing technologies by using prototypes and demos

Demos or user tests can be used by stakeholders to test whether they can work with the technologies that were introduced. Stakeholders may express the difficulties they experience and may give feedback. This feedback can be used to adapt the technology. Especially when stakeholders discover that problems were solved soon due to the feedback they gave, the stakeholders will probably be more supportive. One interviewee stressed that sometimes people do not use the technology very seriously during the tests. This can be a stumbling block, since, in this way, some problems will not be come across until after the change has been introduced in the organization. (3.4; 3.8; 3.14; 3.15; 4.3; 4.5)

- **Facilitation**

One employee of Deloitte stressed the influence a facilitator can have on the success of the facilitation process. Sometimes it is noticed that a particular group was more productive than a group which was facilitated by someone else. The facilitator may be instrumental in the course of this particular process. (6.20)

- **Communication**

Communication is a crucial contributor to the success of a change process. First of all, people have to be informed at the start of the change to ensure they will have developed a new mindset by the time the change has an impact. In general it is necessary to keep people informed about the steps that are taken within the process and about the expected benefits of the changes. One participant stressed that, especially during participation sessions, it is important to explain what the impact of the change on the different stakeholders will be. It is most useful to communicate in such a way that people are willing to inform you too and ensure that two-way communication is used during the project.

Furthermore, several participants mentioned that stakeholders have to be able to ask questions about the change. (2.11; 4.11; 6.16; 6.17; 7.8; 7.29)

- **Personal development**

The use of sessions to develop specific knowledge or skills is dependent on the extent of the change. When a substantial change is being introduced, classroom sessions are necessary, but when only small adaptations have to be made, e-learning will be sufficient. The target group may also influence the choice of the kind of training that will be used. (7.19; 8.27)

### **Additional information from the interviews**

Besides the information that can be categorized into the factors and steps mentioned above, participants mentioned some additional matters that are interesting.

### **Resistance**

In the interviews several kinds of resistance that can be experienced during projects, were mentioned. Stakeholders may fear new technologies, might sabotage outcomes of the change. They often do not understand why they have to change their way of working when the old way has proved to work. Older people are, according to one interviewee, more inclined to state this. It is also possible that older people doubt whether they are able to work with the new technology. Furthermore, people may feel threatened by the introduction of a new technology since they assume that they will be checked more and they will probably have less work to do, due to processes that are going to be automatized. They often want to protect themselves, their jobs and the work they do. One participant mentioned that, during a project, resistance mainly came from people that were not involved in the design and the implementation process of the change, but did feel the change of. According to one interviewee, people at the top will probably have less resistance, because they may think more strategically and therefore will understand at an earlier stage that it is necessary to change. (1.3; 2.3; 4.2; 5.5; 5.6; 6.4; 6.5; 6.7; 7.14)

When people are resistant the most important thing to do is to prove to them that implementing the changes will be for the better. This can be very hard and it is possible that people do not see the possible benefits and are emotional at the beginning. It is crucial to facilitate stakeholders during these emotional phases. Having a critical attitude is not a bad thing at all! It is therefore essential to listen to people, try to understand them and give explanations when things are not clear. People also have to know they are allowed to ask questions. A participant mentioned that it is even more important to have informal contact with the stakeholders as well. (3.7; 5.7; 5.14; 5.15; 6.11)

### **Tools**

In the interviews it was mentioned that the Change Adoption Profiler, which was discussed in section 4.2, can be used to find out whether a certain group of people is open to change. This information can be used to adapt the change approach in a way that is more suited to this group. A tool which can provide insight into users, is very useful. The tools may not only be helpful in designing a change approach, but can also ensure that resistance is discovered at an early stage. Unfortunately the human-component is usually not included in these tools. One interviewee mentioned that, besides tools, process games and gamification are used to support people to learn new behavior, skills or knowledge and create awareness. (2.4; 2.6; 3.24; 8.21; 8.22)

### **Additional remarks**

Some interviewees mentioned that it is necessary to develop a communication plan or strategy, which can be developed after the impact and stakeholder analysis has been made and when it is clear which stakeholder will be affected most by the change. Within this plan it is stated which information is going to be communicated to which stakeholder at a specific

point in time. Furthermore, the means of communication that are going to be used are mentioned. In his article Kotter (2007) stressed that in successful change processes all communication channels will be used to broadcast the change ideas. According to interviewees, the means that are used depend on the target group. They have to suit them. It is crucial to ask people which ways of communication are successfully used within the organization and actual use them in this project as well. Videos can be used to inform people, but it is important that they are adapted to the person they are intended for. (1.7; 2.2; 3.11; 7.3; 7.28; 8.25; 8.28; 8.29)

One participant mentioned that, within the projects, leadership engagement plans are used, to ensure that managers are ready to support the change. The management will be provided with tools and information on the change they can use during the process. (8.20)

### **Tips**

Finally, the participants mentioned some critical success factors and tips during the interviews.

- It is helpful to approach the change process in stages and make alterations that can be revisable. A kind of journey should be designed in which things can be explored. (5.2; 6.13)
- Try to mitigate the risks as well as possible. (5.13)
- Use data to prove that the change was beneficial for the organization. (6.14)
- When designing a process, try to imagine how people will work with the technology in practice. The technology really has to support the user and must not be too difficult to use. (3.17; 3.21)
- Make allowance for people who resist the change and make sure they can turn to someone that can answer their questions when things are not clear. (3.10; 6.25)
- Sharing success stories can be very helpful (2.7)

## Chapter 7: Conclusion

The aim of this thesis was to find out how technology-driven change processes can be guided and managed well. According to literature, it is not possible to develop a general change program that can be used for every change process. When an organization wants to introduce or adapt a technology, it is necessary to design a change process that is tailored to the characteristics of the technology and the organization itself. Since many literature studies reveal that change initiatives often fail, it may not be surprising that designing a change process is not an easy thing to do. However, success stories are mentioned as well. Within these stories important steps and factors that may contribute to the success of the change process, are mentioned as well. In this thesis, steps and best practices that, according to literature, are crucial when guiding a technology-driven change process were discussed. In addition, important factors to manage human behavior during this process were mentioned. The factors and steps mentioned most frequently have been combined in the designed Change Management Model, which can be found in section 4.3.2. In addition to the extensive literature research, interviews with employees of Deloitte were conducted. The interviewees were asked about their experiences with technology-driven change processes and about the steps and factors they regarded as the most successful ones. The statements that were made by the employees during the interviews were analyzed and subsequently compared to the steps and factors that were mentioned in the Change Management Model. In this way, the most important factors and steps when guiding and managing a technology-driven change process were revealed even more.

Summarizing, we might say there are some steps and factors that really stand out. At the start of the change process, it is important to define the goals of the change and to have a clear vision, but it is even more important to use reasonable arguments to explain to the stakeholders why it is necessary to change at all. Stakeholders must be convinced of the necessity to change, otherwise they will probably resist it. In order to be able to develop a well-defined change approach, it is necessary to consider the changes that have to be made to the culture, processes, the strategy, the structure, the technology and also to the behavior of people. Since changing an existing culture is very difficult, it is wise to analyze it well and adapt the change approach and communication plan in a way it matches the culture of the organization and the local culture. Making a stakeholder analysis and impact analysis is crucial in order to be able manage behavior during a change. It is necessary to know who your stakeholders are, what the impact of the change will be on them and what kind of resistance you may expect. Both a stakeholder analysis and an impact analysis can provide information on who you want to inform about the change and to what extent you need to involve these people in the process. Communication in general is important, as is specific information on the adaptations that have already been made, the changes that are going to be implemented and the process itself. There can only be good communication and good management of the change in the case of reciprocity between change agent and recipient. In this way, resistance can also be used constructively and may actual further a change process. This requires strong leaders that advocate the change. Furthermore, managers have to listen to their feelings, ideas and feedback and support them. When managers do not adapt to the

change themselves and do not take into account the feelings of change recipients, the change is destined to fail!

In this thesis steps and factors have been investigated that are crucial when guiding and managing change processes that are driven by technology. In possible follow-up research, it may be a good idea to take a look at change processes that are triggered by other reasons. Furthermore, a specific sector in which the change is going to be implemented, may have a certain influence on how the change process will be guided or managed. It is thus also possible to focus on change processes within a particular sector. One of the participants of this research, stressed<sup>13</sup> during the interview the difficulty of convincing the client of the importance of change management when high costs are involved. Therefore, another interesting topic for further research might be how to stress the importance and value of change management. For this research only eight employees of Deloitte Amsterdam were interviewed. These employees mentioned some interesting steps and factors that were not mentioned in the literature that was found. Additionally it seems to be a good idea to interview even more employees of Deloitte or another company about their experiences with technology-driven change processes. It might also be interesting to concentrate on the way changes are experienced by clients. The analysis of all of these experiences may result in even more important steps and factors that might contribute to successful change processes!

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<sup>13</sup> Appendix 2, quote 3.20



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The websites whose links can be found in the footnotes were all retrieved during the research and writing process of this thesis and were finally retrieved on November 20, 2017.

## List of figures

Figure 1: the Technology Adoption Life Cycle. <https://www.slideshare.net/pettingale/pcv-2012-revisiting-the-technology-adoption-life-cycle-crossing-the-chasm-and-beyond>

Figure 2: Gartner's Hype Cycle for Emerging Technologies and the Technology Adoption Life Cycle (TALC) plotted together.  
<https://setandbma.wordpress.com/2012/05/28/technology-adoption-shift/>

Figure 3: A multi-system framework of organizational performance (Á Cabrera et al., 2001, p. 250)

Cabrera, Á., Cabrera, E. F., & Barajas, S. (2001). The key role of organizational culture in a multi-system view of technology-driven change. *International Journal of Information Management*, 21(3), 245-261.

Figure 4: Process Theories of Organizational Development and Change.

[https://www.researchgate.net/figure/252247279\\_fig1\\_Figure-1-Process-Theories-of-Organizational-Development-and-Change-Source-Van-de-Ven](https://www.researchgate.net/figure/252247279_fig1_Figure-1-Process-Theories-of-Organizational-Development-and-Change-Source-Van-de-Ven)

Figure 5: Exhibit II, Strategic Continuum, by Kotter and Schlesinger (2008).

<https://hbr.org/2008/07/choosing-strategies-for-change>

The links to the websites on which these figures can be found, were all retrieved during the research and writing process of this thesis and were finally retrieved on November 20, 2017.

## Appendix 1 Vragenlijst interviews

### Algemene informatie over persoon

- Wat is uw functie binnen Deloitte?
- Heeft u in uw functie binnen Deloitte (veel) te maken met change management?
- Wordt er binnen uw afdeling (veel) aandacht besteed aan het ontwikkelen van change management? (via learnings/trainingen e.a.)

### Algemene informatie project:

*De participant wordt gevraagd om ervaringen te delen over één of meerdere veranderingstrajecten die gedreven zijn door technologie. Om een indruk te krijgen van het project zal gevraagd worden naar de organisatie waarbinnen de verandering plaats vindt/vond en naar de specifieke technologie die wordt/werd ingevoerd.*

### Organisatie

*Informatie over de organisatie waarbinnen het project zich afspeelt/afgespeeld heeft.*

- Wat is de naam van de organisatie waar de verandering heeft plaatsgevonden?
  - Is het een intern project of een project bij een klant?
  - Enkel in een afdeling of in het gehele bedrijf?
- Staat dit bedrijf bekend als een innovator of meer als een laatbloeiër?

### Technologie

*Informatie over de technologie die centraal staat/stond tijdens de verandering.*

- Wat voor een soort technologische verandering?
  - Radicaal (innovatief of nieuw voor het bedrijf) of een kleine aanpassing
- Wat was de trigger van de verandering? (door concurrentie of vanuit eigen beweging) Waarom was deze verandering nodig?
- Wat was het doel dat men probeerde te bereiken met de verandering?

### Informatie over aanpak van het project

*De participant wordt gevraagd naar belangrijke stappen die bij kunnen dragen aan het slagen van een veranderingsproces.*

- Is het project momenteel nog gaande of al afgesloten?

#### **I. Nog gaande**

- Zijn er specifieke zaken of een specifieke aanpak die u toepast in het veranderingsproces, omdat deze volgens u aan het succes van het slagen van het project bijdragen/bijdraagt?  
Bijvoorbeeld zaken die u in een succesvol project gedaan hebt?

#### **II. Klaar**

- Kunt u het veranderingsproces als succesvol beschouwen? Zijn de doelen bereikt?

- Zijn er specifieke zaken die u heeft gedaan, die in uw ogen voor dit succes gezorgd hebben en u zou aanraden aan anderen?  
Tips voor andere, door technologie-gedreven, veranderingsprocessen?
- Zijn er dingen die u achteraf gedaan zou hebben?

### **Change management/stakeholders binnen project**

*De participant wordt gevraagd naar de rol van change management in het project. Ook wordt aandacht besteed aan het gedrag van stakeholders en hoe hier het beste mee kan worden omgegaan.*

- Merkte u dat mensen zich verzetten tegen de aankomende verandering? Was er dus resistance tegen de verandering?
  - Wat denkt u dat hier de oorzaak voor was?
  - Welke mensen hadden weerstand tegen de verandering? Hoe stelden zij zich op?

### **Oplossen van en omgaan met resistance/weerstand**

#### **Als er resistance/weerstand was:**

- Zijn er typische dingen die u gedaan heeft om deze resistance/weerstand te voorkomen of te verhelpen?

### **Voorkomen/Oplossen:**

#### **Indien ja:**

- Hebt u bepaalde trainingen gevolgd waarin u geleerd heeft om met resistance om te gaan? Waren deze trainingen effectief?
- Heeft u kennis van anderen gekregen?  
Heeft u tips gekregen hoe het beste met een bepaalde houding omgegaan kan worden of hoe mensen het beste betrokken kunnen worden als ze dit gedrag vertonen?
- Hebt u bepaalde change management tools gebruikt die u geholpen hebben met het aanpakken van de verandering?
  - Kent u bijvoorbeeld CAP? Zo ja, heeft u hiervan iets geleerd?  
*Indien de participant de Change Adoption Profiler niet kent, werd hier uitleg over gegeven.*
- Heeft u bijvoorbeeld ook mensen met een positieve houding ten opzichte van de verandering gevraagd om, de mensen die weerstand hebben tegen de verandering, te beïnvloeden?
- Heeft u de negatieve resistance misschien op een positieve manier kunnen gebruiken?

### **Communicatie en participatie van stakeholders**

*De participant wordt gevraagd naar de manier van communiceren tijdens het veranderingstraject en het gebruik van communicatiemiddelen, om onder andere te zorgen*

*dat weerstand verminderd wordt. Ook wordt gevraagd naar hoe medewerkers het beste betrokken kunnen worden in de verandering.*

### **Communicatie:**

- Is de verandering op een bepaalde manier gecommuniceerd tijdens/na het proces?  
Is er een bepaald plan voor communicatie tijdens en na de verandering?  
Welke communicatiemiddelen zijn gebruikt?
- Hoe kun je (door middel van bijvoorbeeld communicatie) ervoor zorgen dat de aankomende verandering toch eerder geaccepteerd wordt?  
Dat resistance/weerstand wordt weggenomen?

### **Participatie van stakeholders:**

- Zijn medewerkers betrokken bij het veranderingsproces?  
Is er op een bepaalde manier gecommuniceerd om mensen bij de verandering te betrekken?

### **Belangrijk advies**

*De participant wordt gevraagd naar tips voor het aanpakken en managen van veranderingsprocessen en het betrekken van mensen hierin.*

- Wat zijn dingen die u nooit meer zult doen? Of dingen die u juist wel zou doen?
- Hoe kan change management het beste in het algemene ontwerp- en implementatieproces van de technologie ingebouwd worden?  
Wanneer zou u mensen betrekken in het proces, zodat dit optimaal gemanaged kan worden?  
Welke stappen moeten worden genomen?

### **Vragen voor verschillende afdelingen:**

#### **Human Capital:**

- Zijn er bepaalde stappen die u altijd neemt bij, door technologie-gedreven, veranderingsprojecten? (Om mensen erbij te betrekken bijvoorbeeld)
- Heeft u tips om ervoor te zorgen dat de nieuwe technologie gebruikt wordt?

#### **Enterprise Architecture**

*Deze vragen worden gesteld om meer inzicht te krijgen in het gebruik van een specifieke tool die binnen Deloitte gebruikt wordt. Het betreft confidentiële informatie die niet vermeld is in deze scriptie.*

- Hoe kan een verandering in de digitale architectuur op de beste manier worden aangepakt zodat deze vernieuwde architectuur optimaal gebruikt wordt?  
Hoe zou men mensen kunnen motiveren/betrekken hierbij?
- Kent u \*naam tool\*? Zou change management hierin verwerkt kunnen worden?

### **Deloitte**

*De participant wordt gevraagd naar eventuele tips voor de aanpak change management binnen Deloitte.*

- Vindt u dat er wel of niet meer aandacht aan change management moet worden besteed?

Vindt u bijvoorbeeld dat er meer aandacht binnen uw functie naar het opbouwen van change management skills moeten uitgaan?



## **Appendix 2 Uitspraken uit interviews**

Note: Occasionally, some words/terms (which are in *italics*) are added to improve the readability of the replies.

### **Interview met participant 1**

#### **Informatie over aanpak van project:**

Nu in het project: “We hebben een overzicht gemaakt van alle stakeholders. We hebben in kaart gebracht: wat weten ze nu, wat gaat er voor ze veranderen en wat zullen ze moeten weten, dus wat is hun knowledge gap. Aan de hand daarvan gaan we kijken wat we het beste per contactmoment kunnen communiceren/overdragen zodat ze zover mogelijk richting de champion (iemand die meer weet dan zijn peers) rol komen. Dus iemand die uit kan leggen waarom het goed is en iemand anders hier ook aandacht aan moet besteden.” [1.1]

#### **Change management en resistance in project:**

##### **In het algemeen, aandacht voor change management:**

“De eindklant is niet vaak de hoogste prioriteit. Het is vaak de prioriteit om geld te besparen, om het efficiënt te doen en vooral niet om te kijken wat de klant daarvan merkt” [1.2]

##### **Resistance in project, reacties:**

“Mensen zijn een beetje bang voor dingen. Je neemt ze de vulpen af en zegt ga maar met de muis werken.” [1.3]

“Mensen houden zich nu vast aan wat wel werkt.” [1.4]

“Sommigen zien de toekomst er wel van in. Anderen hebben niet de capaciteit, de tijd om erover na te denken.” [1.5]

##### **Positieve meningen gebruiken in project om anderen over te halen:**

Vertellen dat: “Als we dit doen wordt het werk veel simpeler, zo kunnen ze zich alleen richten op waarde toevoegen voor onze klanten. Degene die dat het eerste inziet moeten we zo snel mogelijk een podium bieden om het ook aan collega’s te vertellen. Iemand die zegt: ik zie dat we hierheen gaan, maar ik zie ook de positieve dingen in.” [1.6]

#### **Communicatie en participatie stakeholders:**

Nu: “We hebben een heel aantal manieren om te communiceren (nieuwsbrief, classroom learnings). Per doelgroep is een andere handig om te gebruiken. We proberen dit toe te spitsen op individuele groepen.” [1.7]

Gewenst: “Het zou ideaal zijn om iemand te hebben die het overzicht heeft, die weet wie weet wat, op welk moment.” [1.8]

Fout: “Ik heb erg het gevoel dat veel ad hoc gedaan wordt. Het gaat nog wel eens mis. Vaak leggen we hierdoor dezelfde boodschap bij mensen neer. Op het moment dat je dit doet kan ik mij voorstellen dat de doelgroep dan denkt: “oké dit is weer hetzelfde verhaal”. Op het moment dat je dan wel wat meer wilt brengen, zijn ze al afgehaakt omdat ze denken dat het toch hetzelfde is.” [1.9]

**Medewerkers betrekken in proces:**

“Ik denk niet dat het niet handig is om iedereen bij elkaar te zetten, maar als je juist de mensen bij elkaar zet die grote weerstand hebben dan kun je wel uitvinden wat hun weerstand is en daar specifiek op acteren.” [1.10]

“Ik zou wel eerst beginnen om met de enthousiastelingen te praten, die dan ook in hun werk en teams enthousiast gaan praten over de verandering. Op die manier kun je al wat voor kneden bij andere minder positief gestemde mensen.” [1.11]

“Misschien zou je de positief gezinde mensen inspraak kunnen geven in waar het heen moet gaan.” [1.12]

**Belangrijk advies:**

“Je moet de eindklant, de eindgebruiker, de beïnvloede persoon door de verandering horen. Als je een manier vindt om die groep een stem te geven in je ontwerpstadium dan kun je iets ontwerpen wat veel dichterbij hen ligt en wat veel beter past bij wat zij zoeken.” [1.13]

## **Interview met participant 2**

### **Informatie over aanpak van project:**

“We hebben een soort change aanpak. Je wilt een soort engagement plan hebben. Om dat te kunnen maken is het belangrijk dat je weet wie je stakeholders zijn. Daarvoor gebruik je een stakeholderanalyse-tool en bepaal je wat de impact is van de gemaakte tool, maar ook wat de invloed is die zij hebben op alles rondom de interface met de business.” [2.1]

“We gebruiken een stakeholderanalyse-tool en een impactanalyse. Die geven je inzicht in wie de stakeholders zijn met wie je moet communiceren, hoe groot is de impact (van wat er gaat veranderen) op hen (hoeveel aandacht moet je aan welke groep besteden) en welke inhoud van de boodschappen moet je doorsturen. Het geeft je een basis om een communicatieplan of kalender te maken.” [2.2]

### **Change management en resistance in project:**

#### **Resistance, reacties:**

“Er bestaat al iets, waarvan bewezen is dat het werkt. Waarom moeten wij nu weer iets anders doen?” [2.3]

#### **Resistance en tools:**

Tools die helpen: “Alles wat inzicht geeft in de gebruikers. Ofwel hoe ze beïnvloed/geïmpact worden door de verandering of hoe hun attitude ten opzichte van de verandering is, helpt om de change aanpak vorm te geven. Alle tools die daarbij kunnen helpen, zijn welkom. Ze kunnen ook helpen bij het eerder identificeren waar weerstand plaats zou kunnen vinden, zodat je hier ook eerder kan ingrijpen.” [2.4]

“Vaak bij weerstand zie je dat het eerst escaleert en dat er dan pas iets wordt gedaan en je zou eigenlijk die escalatie voor willen zijn. Ik denk dat het gebruik van de tools en het integreren van de change aanpak met de implementatie van zo'n tool dat dat ervoor kan zorgen dat je die stap voor blijft.” [2.5]

“CAP heb ik nog nooit in mijn werk gebruikt. Dit heeft meer te maken met dat deze klant niet open staat voor nieuwe dingen. CAP helpt heel erg met het inzichtelijk krijgen van de veranderbereidheid van verschillende groepen in de organisatie. Dus welk gevoel of instelling mensen hebben ten opzichte van de verandering. Het helpt je veel meer om verschillende profielen binnen de organisatie te identificeren en daar ook je change approach op aan te passen.” [2.6]

#### **Positieve meningen gebruiken:**

Belang van positieve verhalen: “Als er in een van de business regio's een succes wordt behaald met de tool, is dit wel een verhaal dat je wilt vertellen. Dit is wel iets wat we meenemen in andere communicatieuitingen. Om de succesverhalen te blijven delen en ervoor te zorgen dat als mensen sceptisch zijn, dit proberen weg te nemen.” [2.7]

“Het werkt het beste als je van je collega's hoort dat het werkt en je de succesverhalen van een deel van het bedrijf kan verspreiden naar de rest van het bedrijf.” [2.8]

“Als we een succesverhaal ophalen zorg ik er in ieder geval voor dat de baas van het project hiervan op de hoogte is en toegang toe heeft, zodat hij het kan gebruiken. Verder zorgen we

dat we het verspreiden bij de kanalen die al bestaan. Dus ook dat je daar de aansluiting bij vindt. Dit zijn dingen die mensen toch al lezen.” [2.9]

### **Belang van leiderschap**

“Ik denk dat het heel belangrijk is dat je leiderschap meeneemt. Het doet vaak meer met mensen als hun directe manager, ceo zegt: “we hebben een nieuw systeem, het sluit aan bij de strategie, het zorgt ervoor dat bepaalde dingen beter gaan lopen. Er is over nagedacht en we hebben een plan. Wil je hier aan meewerken?” Het is heel belangrijk dat leiderschap dat soort boodschappen uitstuurt, maar zelf ook voorbeeldgedrag laat zien. Dat ze zelf ook gebruik gaan maken van de nieuwe mogelijkheden en dat zij ook in hun eigen gedrag laten zien wat ze verwachten van anderen.” [2.10]

### **Belangrijk advies:**

#### **Gap tussen business en project dichten (dus ook hoe mensen beter betrokken kunnen worden, zodat het optimaler gemanaged kan worden)**

“Er is vaak een connectie tussen beiden aan het begin als de requirements moeten worden opgesteld. Daarna scheiden de wegen. De business gaat door zoals het altijd gaat, want er is niks veranderd. De mensen uit het project zetten de requirements om in functionaliteit, dat wordt dan gebouwd, getest en een paar maanden later komt het dan, met veel geluk, weer bij elkaar. Er is toch vaak een mismatch gekomen. Met agile way of working heb je al meer betrokkenheid, maar ik denk dat dat nog meer kan. Dat je mensen gaandeweg het proces op de hoogte blijft houden van wat we aan het doen zijn. Dat je een aantal key stakeholders identificeert, proces eigenaren, dat je die veel beter betrokken blijft houden gaandeweg het proces. Ik denk dat dit heel erg helpt bij de uiteindelijke tevredenheid van mensen over dat wat wordt opgeleverd. Tuurlijk zullen er altijd mensen zijn die denken: daar gaan we weer, maar ik denk wel dat als je het dichter bij elkaar blijft houden, dat je een hele grote groep mensen wel goed betrokken blijft houden. Dat men veel meer bereid is om te gaan werken met wat geïmplementeerd gaat worden”. [2.11]

“Mensen hebben vaak informatie nodig over het waarom. Als je op vragen als waarom krijgen we deze tool? en Wat was er niet goed aan onze oude manier van werken? een antwoord kan geven dat aansluit bij de situatie van de persoon die die vraag stelt, denk ik dat je heel ver kan komen. De moeilijkheid zit hem echter in hoe zorg je in een grote organisatie dat de boodschap voor zoveel mogelijk mensen relevant is.” [2.12]

#### **Verbetering in betrokkenheid (op het gebied van communicatie):**

“Het lijkt mij cool om mensen met korte videotjes op de hoogte te laten blijven van wat er nu gebeurd met de nieuwe IT-systemen bijvoorbeeld en dat je veel meer gebruik gaat maken van de mogelijkheden die moderne technologieën ook met zich mee brengen. Dus dat allerlei mensen in allerlei verschillende rollen even vertellen waar ze mee bezig zijn in de filmpjes.” [2.13]

## **Interview met participant 3**

### **Informatie over aanpak van project:**

“Om nou te zeggen dat we daar een change plan voor hebben, nee” [3.1]

Over project in het verleden: “Vaak geef je training en dan moet men er gewoon mee beginnen te werken.” [3.2]

Agile Scrum: “In een waternal project heb je gewoon een onderdeel dat heet dan “change”. Die gaan dingen doen los van alle andere partijen. Maar bij Agile Scrum is meer het idee dat je dit geïntegreerd doet.” [3.3]

“In Agile Scrum heb je elke keer een Demo aan het einde van je sprint en dat is ook het moment waarop je eigenlijk gewoon iedereen die ermee moet werken uitnodigt. We zeggen dan: “Ga het maar gebruiken, ga het maar proberen.” [3.4]

Project: “We hebben een heel gefaseerde aanpak gedaan.” [3.5]

“Veel content moest van het oude naar het nieuwe systeem. Er zijn eerst dingen handmatig op de plek gezet en trainingen ontworpen. Er is een plan opgesteld waarin stapsgewijs de content gemigreerd is geworden. Iedere contenteigenaar kon een week aan de slag gaan met de content in het nieuwe systeem. Hierdoor konden mensen aan de slag gaan met het systeem. Hierna hoef je ook niet terug in het oude systeem.” [3.6]

### **Change management en resistance in project:**

“Het oude systeem had ook mankementen, dit was ook een “enabling” factor. Soms zien mensen dit echter niet en is het goed om het ook te ondersteunen. Als je laat zien dat het beter kan, dan heb je een hele boel dingen mee. Doordat men dit wel zag hing er een positieve sfeer toen we met het project begonnen.” [3.7]

“Aan het begin zag je wel dat er weerstand was, maar als mensen zagen dat we de problemen oplosten twee weken erna als we weer een nieuwe release hadden, dan werden dat soort mensen ook supporters.” [3.8]

### **Communicatie en participatie stakeholders:**

#### **Communicatiemiddelen en manieren om te communiceren:**

“Het is heel erg de vraag wat voor mensen je bent aan het aanhaken” [3.9]

Over persoon waar mensen naar toe kunnen gaan voor vragen: “Het is handig als je mensen in ieder geval kunt vragen. Het is handig om een vraagbaak te hebben. Dat helpt ook natuurlijk.” [3.10]

“Filmpjes kunnen helpen, maar er moet wel goed over worden nagedacht. Het moet goed aansluiten bij de gebruiker.” [3.11]

#### **Participeren van stakeholders:**

“Wat wij heel veel doen in dat soort gevallen is dat wij mensen vanuit partijen die de content aanleveren meenemen in het project. Dat zij onderdeel zijn van het team, soms in de hoedanigheid van project owner, soms als teamlid.” [3.12]

“Je gaat bij veel mensen langs en gaat informatie verzamelen. Maar mensen worden niet altijd even goed meegenomen. Mensen wisten wel dat er een nieuw systeem is gekozen, maar er was paniek. Bij de ingang van het gebouw werd meteen een demo georganiseerd. Dit was een erg succesvolle zet om mensen echt over te halen. Dit heeft in het begin veel draagkracht gecreëerd.” [3.13]

**Belangrijk advies:**

Over demo's en feedback verwerken:

“De openheid heeft echt geholpen. Vooral de demo's ook. Mensen weten wat er op hen af komt en of ze hier invloed op hebben. Als we dan feedback krijgen, dat weten we ook dat het niet gaat werken en kunnen we het nog aanpassen. Dan heb je zeker het vertrouwen van die mensen. Voordat je het weet heb je dan ook mensen die gaan helpen om de change te realiseren. Dat worden dan je change agents. Die heb je dan in ieder geval overtuigd dat het de goede kant op gaat.” [3.14]

“Met name snel reageren op problemen. Ik denk dat dat de key is om succesvol te zijn.” [3.15]

“Veel meer wordt waarschijnlijk bereikt als je de mensen echt meeneemt en de kans geeft om ermee te werken. Dan krijg je de feedback en heb je ook de kans om het aan te passen.” [3.16]

“Het is belangrijk om vanaf het begin te kijken hoe mensen hiermee gaan werken. Hoe ziet een journey eruit voor de interne gebruiker. Hoe ziet het er echt in de praktijk uit.” [3.17]

“Blijven communiceren is ook belangrijk en zichtbaar zijn voor mensen.” [3.18]

Stapsgewijs opleveren:

“Als je een big bang doet, worden mensen in een keer met z'n allen geconfronteerd met een systeem waar wat problemen mee zijn. Dan zijn de problemen meteen heel groot, want dan heeft iedereen het probleem. Nu ging het meer stapsgewijs en dan kun je het managen. In het verleden zijn big bangs gedaan, maar dan loop je tegen een hele boel problemen op die je niet zo snel kunt oplossen.” [3.19]

Eerlijk kostenplaatjes geven:

“Wat levert het op en wat kost het mij niet als ik het op deze manier ga doen. Je moet wel een reden hebben om dit te doen. Je moet dit wel verkopen aan de klant.” [3.20]

## **Interview met participant 4**

### **Informatie over aanpak van project:**

Over project:

“Je moet het proces heel helder in kaart brengen. Hoe krijg je grip op de keten? Daar zijn verschillende mogelijkheden voor. Iedereen wil zijn eigen oplossing hanteren. Maar om iets goeds op te zetten, moet je ook heel harde afspraken maken en zeggen ‘jongens dit moet je in dit format doen. Anders heeft de ander er niks mee.’” [4.1]

### **Change management en resistance in project:**

“Er zijn veel reorganisaties in het bedrijf geweest. Mensen zijn getraind om niet meer werk aan te nemen dan dat zij nu doen. Ze willen hun eigen eiland verdedigen. De truc is om te ontdekken hoe de werkwijzen geïntegreerd kunnen worden zonder dat beide partijen veel meer werk hebben.” [4.2]

### **Communicatie en participatie stakeholders:**

#### **Communicatie tijdens project:**

“Workstream leads moeten ervoor zorgen dat er gecommuniceerd wordt met hun team. Als er niet goed gecommuniceerd wordt dan moet er onderling iets worden geregeld. Verder is natuurlijk ook altijd onderling communicatie tussen teamleden van verschillende afdelingen.”

“Teamleden en leaders hebben geholpen met testen. Voor elk groepje die de tool moet gebruiken, hebben wij een user-test gedaan.” [4.3]

“Aan het begin krijg je allemaal dezelfde soort vragen en dan moet je wat dingen aanpassen. Op een gegeven moment is de tool geland en dan kan men ook bij elkaar vragen stellen.”

“We moeten ook beoordelen of de vragen die mensen stellen significant belangrijk zijn. Moeten we wel of niet iets veranderen? Moeten we er mee dealen of het op een andere manier oplossen?” [4.4]

“Vaak zie je wel dat de logische dingen pas naar voren komen als het systeem in het echt wordt gebruikt. Omdat mensen de tool dan pas serieus gaan gebruiken.” [4.5]

#### **Over participatie van stakeholders in project:**

“Bij de snijvlakken/hand-overs moet je de stakeholders erbij betrekken.” [4.6]

“Je moet duidelijk maken dat er een doelgroep is voor hetgeen dat zij opleveren. Niet iedereen wil daar altijd het belang van inzien. Je moet mensen strikken om bij elkaar te komen in een kamer. Vaak is er klik in zo’n sessie waarop mensen opeens beseffen dat zij aan een groter geheel meewerken. Veel mensen zijn vaak gewend dat zij in hun eigen bubbel werken.” [4.7]

“Hoe werkt proces? Waar liggen de gaten? Het is handig om zelf al een beeld te schetsen van hoe jij denkt dat het proces loopt en hen ook vragen of het klopt dat bepaalde keuzes gemaakt moeten worden. Dit moet je doen in stelling vorm. Mensen denken dan dat dit al een afspraak is. Dan creëer je een andere mindset dan dat je vraagt hoe het gedaan kan worden. De

stellingen worden geconsolideerd vanuit eerdere gesprekken die je met stakeholders hebt gehad. Dit zal dus geloofwaardig zijn en is ook gevalideerd bij de personen die ook in die sessie zitten. Op basis van die stellingen kun je makkelijker discussie voeren. Mensen komen wel in de mee-werkmodus, omdat ze denken dat er al een afspraak is gemaakt.” [4.8]

“Je hebt wel meer tijd in de voorbereiding nodig, want je spreekt met iedereen bijna individueel af. Maar je maakt de tijd veel korter in de sessie. Het kost best veel tijd om alle mensen bij elkaar te krijgen. Je kan het veel effectiever indelen als je op het op deze manier indeelt.” [4.9]

“Je bent constant op zoek naar de beste manier van overleg en hoe je die hand-overs het beste kunt laten verlopen.” [4.10]

“Wat wij vaak zeggen is: ‘als wij deze oplossing kiezen dan heeft het impact op jou en op jou, op deze en deze manier’. Laten we met z’n allen kijken wat gangbaar is.’ Als je er niet uitkomt met de mensen aan tafel, kun je beslissen of we hierover doorgaan of moeten we het hogerop zoeken om te kijken of deze mensen kunnen en mogen beslissen en er een goed beeld bij hebben.” [4.11]

Over hoe mensen beter kunnen worden aangespoord om samen te werken:

“Hoe je mensen beter zou kunnen laten samenwerken, dat is super context afhankelijk. Je hebt een bepaalde cultuur die invloed heeft. Daarnaast heb je een component van hoe personen in elkaar steken. Dan is de truc: ‘wat voor een type ben jij en hoe kunnen we zorgen dat jij wel/niet iets doet?’ Soms kijken we wie (*binnen Deloitte*) beter kan gaan naar een bepaald persoon. [4.12]



## **Interview met participant 5**

### **Informatie over aanpak van project:**

#### **Over aanpak project:**

“Wat we deden om ervoor te zorgen dat er geen impact op klanten was is dat we de nieuwe systemen realiseerden en dat we de oude systemen nog niet uitzetten en een tijdje de boel parallel lieten draaien. Dan gingen we eerst de data van oud naar nieuw migreren en vervolgens de datasynchroon houden door alle wijzigen in de beide systemen door te voeren. We gingen kijken of alles gelijk bleef lopen en of het nieuwe systeem goed werkte en pas nadat een tijdje bleek dat het nieuwe systeem goed werkte, zijn we echt overgestapt. We hebben wel nog een tijdje het oude systeem laten draaien, zodat we ook nog terug konden stappen. Het bleef zo een tijdje veilig draaien totdat we de klant definitief konden meenemen.” [5.1]

“We hebben steeds stapjes gezet die omkeerbaar waren. Het punt van no-return is vrij laat gekomen. Dit was heel belangrijk.” [5.2]

### **Change management en resistance in project:**

#### **Resistance in project, reacties:**

“Die dochterondernemingen werden overgenomen en door mensen op de werkvloer werd dit niet altijd gezien als een goede stap of een stap waar ze allemaal blij mee waren. Er was dus best veel weerstand tegen de migratie.” [5.3]

“De autonomieit verdween, doordat het naar een centrale locatie in het buitenland ging. Daarnaast hadden ze allemaal zelfbouw-systemen waarvan werd gezegd dat we die gingen uitfaseren. We hebben een standaardoplossing. De systemen waren technisch niet slechter, maar omdat ze niet de standaard waren moesten ze weg. Mensen vroegen zich af waarom ze hun eigen oplossingen aan de kant moesten schuiven voor een slechtere oplossing waar allerlei functies niet inzitten. Er was dus best wel veel weerstand tegen.” [5.4]

“We merkten af en toe wel dingen plaatsvonden die de karakteristieken van sabotage hadden. Er leek een truc uitgehaald waardoor het nieuwe systeem niet goed werkte. Er waren wel meer incidenten waarvan we dachten, het wordt iets te bont. De weerstand resulteert er soms in dat mensen niet in de meewerk modus zitten, eerder in de tegenwerk modus. Dit moet geëscaleerd worden. Dit kun je gewoon niet hebben.” [5.5]

“Op senior level moet je er achter staan, anders is je positie niet houdbaar. De weerstand merk je vooral op de werkvloer. Dat zijn de mensen die niet betrokken zijn geweest bij een overname-beslissing en die wel de gevolgen ervan ondervinden.” [5.6]

“Aan het begin kwam iemand met een punten-analyse waarmee hij het oude systeem vergeleek met het nieuwe systeem. Maar niemand wist wat men met de analyse moest, want het oude systeem werd toch niet gehouden. Dus op dat moment zaten mensen nog niet in de mentale mee-werkmodus zaten, maar later gebeurden dat soort dingen niet meer. Maar het is ook heel natuurlijk menselijk gedrag denk ik. De fasen van ontkenning en andere emotionele fasen waar je even doorheen moet. Hier moet je gewoon rekening mee houden en dit moet je faciliteren. Ik denk dat wij bij Deloitte dat ook wel kunnen. We hebben ook afdelingen die hier meer in gespecialiseerd zijn (Human Capital). Ik ben er ook voor om deze mensen in het project mee te nemen om ook aan de organisatorische kant een bijdrage te leveren.” [5.7]

Tijdens het project:

“Je zag dat naarmate het project vorderde mensen enerzijds inzagen dat er geen weg terug was, dat het gewoon ging gebeuren, het onvermijdelijke en anderzijds dat het doelsysteem gewoon werkte en dat er genoeg mensen omheen zaten die ervoor konden zorgen dat eventuele problemen zouden worden opgelost.” [5.8]

“In een coöperatieve organisatie zie je eerder stagnatie dan weerstand. Dingen gebeuren gewoon niet of duren extreem lang. Omdat mensen het niet eens worden, gaan ze meer analyseren en meer referenties opzoeken. Ze gaan steeds meer informatie verzamelen. Maar het tekort aan informatie is niet het probleem, het is niet de reden dat er geen besluit wordt genomen. De reden dat er geen besluit wordt genomen is dat er geen enigheid is en dan het mensen niet lukt om elkaar te overtuigen.” [5.9]

Resistance, ook positief:

“Ik denk dat weerstand ook wel gezond kan zijn. Het voordeel van stagnatie is dat men wel aardig is voor elkaar en er weinig ruzie is, maar je komt niet vooruit. Je concurrentie komt wel vooruit. Soms is een beetje weerstand dus ook gezond. Je hoeft niet alles klakkeloos te slikken. Een kritische houding is sowieso wel goed.” [5.10]

**Omgaan met resistance:**

“Soms was het nodig om top-down te zeggen dat het gewoon gaat gebeuren. Dat deden de leidinggevenden van deze mensen. Sommige mensen staan hiervoor open, anderen niet.”  
Over sabotage binnen project: “We hebben dit gesignaleerd en hebben advies gegeven aan de leidinggevenden. We hebben het aan hen gerapporteerd.” [5.11]

“We hebben de mensen in staat gesteld om eisen te stellen aan de implementatie die ze kregen. Er zijn af en toe updates aan het systeem geweest, zodat bepaalde functionaliteit behouden bleef. Dit is een stukje toegeeflijkheid en flexibiliteit.” [5.12]

“Alle risicomitigerende maatregelen hebben echt geholpen waarmee je de impact op klanten kan minimaliseren. Dit is goed geweest voor het draagvlak, omdat je de risico's wegneemt.” [5.13]

**Communicatie en participatie stakeholders:**

**Communicatie binnen project:**

“Praten met mensen, begrip tonen, uitleg geven. Dit is op peer level. Dan ga je naar mensen toe om te praten en zorg je dat je ook informeel contact onderhoudt. Dit is super belangrijk en wordt vaak onderschat. Het creëert heel veel begrip en persoonlijk banden die je nodig hebt in zo'n traject. Het werkt ook verzachtend.” [5.14]

“Ik stelde mij behulpzaam op en ik was de go-to person voor allerlei vragen en technische problemen. Mensen konden problemen bij mij droppen en dan zorgde ik dat ze werden opgelost. Dat vonden mensen over het algemeen fijn en ze vonden mij aardig. Ik ervaarde de weerstand niet tegen mij persoonlijk, maar dat kwam ook omdat mijn rol makkelijk was, omdat het meer in de inhoud zat en meer faciliterend was. Ik hoefde de confrontatie niet aan te gaan.” [5.15]

### **Participatie stakeholders in project:**

In project:

“Iedereen mag overal iets van vinden en iedereen is overal bij betrokken. Je hebt dan heel veel uiteenlopende meningen en moeilijke besluitvorming, omdat de beslissingsbevoegdheid vaak niet duidelijk belegd is.” [5.16]

“Het is onduidelijk wie het eens moeten worden en wat er gaat gebeuren wanneer men het oneens is, is ook onduidelijk. Ik probeer dan toch op inhoudelijke argumenten te overtuigen. De besluitvorming is ook meer bottom-up. Het is in een niet-hiërarchische organisatie niet makkelijk om dingen te implementeren. Omdat je autoriteit niet zo makkelijk voor elkaar krijgt.” [5.17]

“In een coöperatieve organisatie is het makkelijk om mensen te betrekken. Maar daardoor zijn er in mijn ogen veel te veel mensen betrokken. Daardoor hebben heel weinig mensen focus. Het is altijd wel goed om te weten waar je je niet mee bezig moet houden.” [5.18]

## **Interview met participant 6:**

### Dingen waarover nagedacht werd tijdens project:

“Hoe gaan we dit uitrollen over de fabrieken. Welk deel doe je centraal en wat doe je per fabriek? Wanneer doe je welke stap? Het gaat om veel geld. Wat is een slimme volgorde om te doen? Waar kun je in investeren? Wat zijn de focusgebieden waarmee je zou moeten beginnen.”

### Participant vertelt over workshop in project:

Workshop om inspiratie te geven over waar het heen zou kunnen. De klant ontdekt eigen ambities. *Het is een* soort inspiratiesessie. Dan een paar cases uitzoeken waarmee je verder gaat. *Kijken naar* haalbaarheid en waar *je* pijnpunten *ziet*. Derde sessie: organisatieontwikkeling: wat moet *je* (als bedrijf) voor een verandering ondergaan om het ook daadwerkelijk te doen?

Uiteindelijke delivery: digitaal strategiedocument, samenvattingsrapport van beste toepassing van technologie is van ondergeschikt belang aan de leerervaring die je met z'n allen doorgaat. Iets meer duidelijkheid hebben over wat ze moeten doen of wie ze moeten aannemen. Je gaat naar een duidelijk stappenplan of antwoord toe. (Het is niet echt change management maar wel een verandering in het denken van de klant) We eindigen met een stappenplan!

### **Informatie over aanpak van project:**

#### **Algemene opmerkingen over project:**

“Het is niet alleen een technisch verhaal. Kijk ook naar wetgeving, *moet* over security nadenken en denk ook aan mensen.” [6.1]

#### **Aanpak:**

“We zien dat deze rollen straks nodig zijn. Op high-level doe je een gap-analysis op capability niveau wie je nodig hebt.” [6.2]

### **Change management en resistance in project:**

#### **Resistance tijdens project, reacties:**

“De mensen die met het idee zijn gekomen die zien de noodzaak er wel van in.” [6.3]

#### Weerstand tegen verandering, omdat het al de zoveelste keer een soort project is:

“Hoe hoger op in de organisatie het project wordt gedaan, hoe hoger op ook de mensen zijn die in zo'n workshop zitten. Die denken vaak wat strategischer. Dan heb je er minder last van. Hoe hoger het management is, hoe bekender ze zijn met strategie-denken en hoe sneller ze zullen begrijpen dat er een wijziging nodig is. Zij zullen ook manager blijven.” [6.4]

“Je spreekt ook plant-managers of operators, daar zie je wel dat ze wat meer terugduwen, omdat ze het nog niet zien.” [6.5]

#### Reacties (van managers):

“Bij strategie denken veel mensen dat het hen niet zal raken. We moeten maar zien wat eruit komt, maar op mijn werk zal het niet zo'n impact hebben. Pas als het concreter wordt en je echt dingen gaat veranderen, dan komt het ineens dichtbij.” [6.6]

### Over de invoer van drones als nieuwe technologie:

“Het is vaak ook een leeftijds-ding. In de manufacturing-industrie zijn ook veel medewerkers en managers al wat ouder. Die hebben sneller de neiging om te zeggen dat ze het al eens gezien hebben en het toch geen vaart zal lopen of dat het al jaren op deze manier gaat en prima gaat.” [6.7]

“De mensen die het werk doen, worden altijd bedreigd. Die zien wij beperkt.” [6.8]

“Zodra het wat concreter wordt, bij een role-out, als de impact begint te komen, dan worden de sessies ook anders.” [6.9]

### **Omgaan met resistance:**

#### Noodzaak creëren en ruimte voor emotie:

“Het zijn wel veel bèta's, daar hoort vaak bij dat ze wel van logisch redeneren en argumenten zijn. Een deel van de discussie kan wel inhoudelijk gevoerd worden. De verandering is dan nog niet gedaan, maar je kunt ze wel zo het gevoel van noodzaak bijbrengen.” [6.10]

“Als je van A naar B moet en daartussen is een kuil, dan zien mensen vaak alleen de kuil en niet waarom ze naar B moeten gaan. Je moet dan ze van de heuvel duwen zodat ze beneden staan. Dat is heel lang heel emotioneel en vervelend, maar als ze dan beneden staan en naar boven kijken, dan zien ze dat het toch beter is en dan willen ze ervoor werken.” [6.11]

“Je moet een soort noodzaak creëren. Mensen moeten zien dat de verandering door moet. Dit gebeurt als het concreet wordt. Zolang de strategie nog vaag is, zal men dit nog niet zien. Er hoort ook een stuk emotie bij en dat moet je ook accepteren daar ruimte voor geven. Je moet dat accepteren, je hoeft er niet eens per se discussie over te voeren. Het moet er gewoon even uit. Dat is ook het voordeel van die journey-achtige processen. Die stappen zitten daar in. Er zit ook een stap in waar mensen het ook allemaal even niet meer weten. Dat is ook onderdeel van het proces. Ik denk dat het ook een soort zekerheid geeft als we out-of-the-box-denken en het nog niet uitmaakt wat eruit komt. Dat voel je je al ietsje veiliger.” [6.12]

“Als het niet als een onverwachte verandering uit de lucht komt vallen, maar als je iets van een journey hebt gemaakt met z'n allen, een ontdekkingsreis, komt de wijziging minder hard aan.” [6.13]

#### Data gebruiken als bewijs:

“Doe vooral je werk zoals je het altijd al deed, maar doe daarnaast ook de nieuwe manier. Dit kost wel meer geld, maar je kan wel op data laten zien hoe het uit ziet wat we doen. Dan kun je de data vergelijken en laten zien dat je dingen kunt meten die je eerst niet kon meten of dingen die sneller kunnen. Je hebt in ieder geval de data weer. Het stukje “gevoel” dat altijd bij veranderingen hoort, is aan de organisatie.” [6.14]

### **Betrekken van andere collega's:**

“Vaak zie je wel dat iemand van Human Capital voor een workshop wordt uitgenodigd. Het is *echter* niet dat zo'n iemand in het project zit. We stippen wel vaak aan in een roadmap dat men oplet dat het meer dan alleen het technische stuk is en dat je moet nadenken wat voor een menselijke impact het heeft.” [6.15]

## **Communicatie en participatie stakeholders:**

### **Communicatie tijdens project:**

“Je moet mensen altijd meenemen in een proces. Ze hoeven op een gegeven moment misschien niets meer te zeggen. Maar je moet in een vroeg stadium toch vertellen waar je mee bezig bent, wat het bereik is, wat het doel is en *dat* wat het voor jou (*de stakeholder*) inhoudt kun je de komende maanden/weken/jaren zien en hen daarnaast zeggen dat wanneer ze vragen hebben, dit hun aanspreekpunt is. Iedereen moet sowieso eerst een soort “gevoelsfase” door, waar het hen vooral stress oplevert. Je moet ruimte laten voor het “emotie-stuk” en je moet er vooral de tijd voor nemen. Mensen moeten er doorheen en je kunt ze er niet doorheen duwen.” [6.16]

“Begin vroeg met informeren zodat mensen dingen gaan zien en in die stressfase gaan zitten. Zodat tegen de tijd dat het echt impact heeft, ze tijd hebben kunnen krijgen om ook in die opbouwende mindset te komen (“ik moet er iets van maken”). Verder moet je ze een plekje geven waar ze vragen kunnen sturen.” [6.17]

### **Participatie stakeholders tijdens project:**

(er zijn 2 delen in de sessies, 2 soorten mensen)

“Je hebt degene die naar Deloitte is gekomen met de vraag. Die weet vaak dat er een soort strategie moet uitkomen. Hij weet wat het einddoel is en zit meer in het verhaal, maar heeft alleen nog wat structuur nodig. Daarnaast komen in die workshops ook vaak mensen die nog helemaal niet betrokken waren in het proces en die zijn er om input te leveren op het eindproduct van die ene klant of die ene project manager.” [6.18]

“De projectmanager wordt heel erg meegenomen in de ontwikkeling van de reis. Meestal is al in het begin gezegd dat er workshops komen. Er is ook al verteld over welke mensen eventueel worden uitgenodigd en wat het einddoel van de workshop is. Dit is de verwachtings-kant. De andere mensen moet je nog helemaal uitleggen dat ze in een workshop zitten en wat het doel is.” [6.19]

### **Leiden van participatief proces:**

“Het is ook belangrijk dat je goede facilitators hebt. Je ziet ook dat wanneer je meerdere groepjes hebt, dat sommige groepjes veel productiever zijn geweest dan andere. Dit is deels terug te leiden op wie het groepje heeft geleid. Je ziet toch wel verschil in de aanpak.” [6.20]

### **Over de mogelijkheid om input te leveren als stakeholder:**

“Ieder heeft dan input gehad. Wat dan vaak gedaan wordt is een score van ideeën geven. Bij dit project hebben we een matrix gegenereerd met twee assen: haalbaarheid en voordeel. Dan houdt je vier categorieën over. Wanneer de haalbaarheid en het voordeel hoog is moet je het vooral doen, wanneer dit beide niet is: vooral niet doen. De ideeën in de andere categorieën moet je dan maar even los bekijken. Dit kun je vaak op gevoel doen. Veel mensen accepteren na zo'n scoring ook als hun idee toch niet bij de laatste vijf zit. Wij doen het vaak met stickers plakken. Doordat iedereen een sticker heeft kunnen plakken, heeft hij input kunnen leveren.” [6.21]

“De mensen die geselecteerd zijn voor de sessies, zijn vaak de mensen die input hebben en het willen leveren. Die voelen zich ook gesteund van hogerop om dingen te zeggen.” [6.22]

Over de keuze voor welke stakeholder betrokken wordt:

“De klant mag vertellen wie betrokken worden en hoeveel. Uiteraard is dit met wat praktische restricties. Vaak zie je in die strategie-achtige sessie dat er ook wel vaak mensen worden uitgekozen worden waarvan het bedrijf weet dat ze wat meer in die mindset zitten. Omdat je in een creatief proces zit, moet je hier ook wel mensen hebben die ervoor openstaan om zo’n creatief proces te doen.” [6.23]

**Belangrijk advies:**

“Zolang je de noodzaak niet ziet dan denk je: “het zal wel aan mijn neus voorbij gaan”. De noodzaak inzien is heel belangrijk.” [6.24]

“Maak de ruimte voor de “onrust-fase” en *heb* een aanspreekpunt voor vragen.” [6.25]

## Interview met participant 7

### Informatie over aanpak van project:

#### **Achtergrond over project:**

“Ze hadden het al gedaan in Zuid-Amerika. Nu invoeren in Afrika. Maar niet door Amerikanen laten doen, maar door Nederlanders. (*Dit omdat het dezelfde tijdzone was*) Het was een global oplossing, maar nog niet geschikt, nog niet fit-for-purpose. Er is wel altijd wat, EVD heeft veel templates. Bij change management volg je gewoon die methode.” [7.1]

#### **Aanpak van project:**

“Je begint met visie en planning. Daarin focus je op een paar deliverables. Je gaat nadenken wat er allemaal aan de “mensen-kant” moet gebeuren. Je hebt dan nog geen gedetailleerde informatie over wat precies de impact gaat zijn van de verschillende veranderingen. Dat kan pas later. Aan het begin ga je dus globaal denken. Je doet een stakeholderanalyse, dus (welke groepen zitten er allemaal in het project?). Aan de ene kant heb je groepen die invloed gaan uitoefenen op je project (sponsors, misschien topmanagers) en je hebt ook altijd een aantal doelgroepen die impacted zijn. Sommigen hebben én hoge invloed én zijn impacted en sommige zijn alleen maar impacted en hebben eigenlijk niks te zeggen. Dit zijn vaak de mensen die het moeten doen, de end-users.” [7.2]

“In de eerste fase doe je stakeholderanalyse, je gaat nadenken over hoe ga je de change implementeren en over welke groepen je op welke manier gaat benaderen. Je gaat nadenken over communicatiestrategie en welke principes je gaat gebruiken in het change stuk. Wat voor een governance zit er in?” [7.3]

“In het begin weet je nog niet precies wat er gaat veranderen, dan heb je een soort richting. Dan ga je design doen. Dan ga je nadenken over hoe het nieuwe gaat uitzien. Dan is het voor change heel belangrijk dat je een fit-gap doet. Wat heb je nu en wat ga je krijgen? Wat is dan de impact op technologie-niveau, procesniveau en dan heb je people en structuur veranderingen. Dit ga je voor alle veranderingen in kaart brengen. Je maakt dit zo helder mogelijk en kijkt wat de impact ervan is. Bij grote veranderingen en als mensen veel nieuwe dingen moeten gaan leren, dan selecteer je hem als high-impact en dan weet je dat er veel dingen gedaan moeten worden om die verandering teweeg te brengen. Het is dus belangrijk in de design-fase om goed in kaart te brengen wat er precies gaat veranderen.” [7.4]

### “We gebruiken het strategic change framework”

#### Stap 1:

“Het kernmodel heeft in het midden, de business value. Als je geen waarde kunt aangeven en kunt articuleren wat je project gaan toevoegen, dan vergeet het maar. Waarom zouden mensen dan iets gaan doen? Je krijgt leadership dan niet eens mee. Als je die waarde niet hebt, is het al “set up for failure”. Die waarde moet het verhaal zijn dat leiders aan hun mensen kunnen vertellen zodat het voor die mensen relevant is. Wat ook belangrijk is, is de case voor change. Dat je dus duidelijk articuleert: ‘Waarom doen we dit?’ Het moet een eerlijk en goed verhaal zijn.” [7.5]

#### Stap 2:



“Hieromheen zit leadership alignment. Dus dat ze allemaal hetzelfde denken en dat alle hoofden dezelfde kant op staan. Duidelijk is wat we er mee willen bereiken en duidelijk is wat ons verhaal is.” [7.6]

Stap 3:

“Dan heb je aan de ene kant *willen*. Dit is voornamelijk door communicatie dat je zorgt dat mensen gemotiveerd en excited raken. Dat mensen ook in ieder geval betrokken worden in het waarom en dat ze duidelijk hebben wat er precies voor hen allemaal gaat veranderen. Het *wat* is dat je ze gaat klaarstomen in hun skills en zorgt dat je het mogelijk maakt.” [7.7]

Over het bepalen van de impact:

“Je wilt het heel targeted maken. Jij doet dit binnen deze afdeling. “Dat betekent dat jij deze veranderingen kan verwachten en dit is wat het oplevert.” Dit maakt het veel concreter. Anders heb je alleen maar het idee dat er een nieuw systeem komt, maar je weet niet wat het voor jou betekent. Dit kun je dus veel concreter maken als je de impact weet. Als je het algemeen houdt weten mensen niet wat ze anders moeten gaan doen. Het is heel belangrijk dat je inzoomt.” [7.8]

“De impact moet helder worden gemaakt. Dit is een goede input voor welke change interventies uiteindelijk gedaan worden. Dan kun je ook goed bedenken wat er allemaal in je plan moet komen om het voor elkaar te krijgen. Het kan ook zijn dat een rol enorm veel anders moet doen, dan weet je ook dat je je op die ene groep veel meer moet focussen.” [7.9]

**Change management en resistance in project:**

Change management in project:

“Ze vonden dit ook belangrijk. Het was voor *hen* allemaal belangrijk dat het project zou slagen. Ze hadden allemaal goed in de gaten, dat om het project te kunnen laten slagen, mensen serieus moesten worden genomen. Daardoor vonden zij change management belangrijk. Dit heb je niet altijd.” [7.10]

“Je merkt vaak bij projecten, zeker aan het begin, dat er veel verschillende verwachtingen zijn van wat change management gaat doen. Er zijn mensen die zeggen: jullie zijn verantwoordelijk. Daar heb je echter meer voor nodig. Er zijn ook mensen die zeggen: de interne communicatie naar het projectteam is ook communicatie, daar moet je ook change management doen. Als je niet uitkijkt, stapelt het werk zich op en dan wordt je voor alles verantwoordelijk gemaakt en wordt alles in je bucket gelegd. Je moet uitkijken dat je niet heel veel taken op je neemt die niet bij jou zouden moeten liggen.” [7.11]

“Wij bouwen nu vaak een change agent netwerk op. Dus dat je mensen in de organisatie vraagt om een iets belangrijkere rol te spelen in de transformatie. Dan heb je twee-wekelijks een call waarin je verteld hoe het project ervoor staat en wat eraan staat te komen. Deze mensen zijn de ogen en oren van de organisatie. Zij geven feedback en mensen op de werkvloer weten dat zij naar deze mensen toe kunnen gaan voor informatie en *om* feedback kunnen geven. Dat is handig om te hebben. Via die weg kun je ook kijken wat er nog moet gebeuren.” [7.12]

### Belang van change management:

“Het hangt van de persoon af hoe belangrijk change management gevonden wordt. Er zijn mensen die het belangrijk vinden of mensen die heel erg denken in systemen. Dit geldt ook voor klanten. Er zijn klanten die het heel belangrijk vinden. Er zijn ook klanten die echt denken dat het helemaal niet nodig is. Zij vinden dat er gewoon een nieuw systeem moet komen en dat zij dan wel zeggen dat het gebruikt moet worden. Er zijn ook klanten die denken dat ze het zelf kunnen. Die zetten mensen op het project met communicatie-ervaring die dan change management gaan doen. Dit zou best kunnen werken, als je dit eerder hebt gezien.” [7.13]

### **Resistance tijdens project, reacties:**

“Veel oudere mensen, *denken* ook bij een digitaal systeem: “kan ik dat wel?”. Terwijl het nu vaak ook intuïtieve systemen zijn.” [7.14]

“En in in IT-implementaties, wat er heel vaak heel moeilijk is aan de “mensen-kant”, is dat heel veel mensen het als een bedreiging zien. In de oude manier van werken werden heel veel dingen handmatig gedaan die een systeem straks automatisch gaat doen. Er is heel veel meer controle op wat het systeem allemaal gaat registreren dan als je zelf lijstjes bijhoudt. Dus en mensen worden meer gecontroleerd en ze hebben misschien wat minder werk. Straks komt iedereen erachter dat ze niet veel meer moeten doen. Daar zijn heel veel mensen bang voor. En dat is ook helemaal niet gek. Je ziet dat veel grote bedrijf, door de digitalisering, heel veel mensen laten gaan. Dit is heel lastig, want je moet steeds kijken hoe je waarde gaat toevoegen. Soms kan dit alleen op organisatieniveau.” [7.15]

### **Belang van leiderschap:**

“Als je change management doet begeleidt je het proces. Jij alleen bent niet verantwoordelijk dat alle mensen meegaan met het project. Dat is afhankelijk van heel veel andere dingen. Je moet een goed projectteam hebben dat een message uitstraalt, maar leadership is nog veel belangrijker. Mensen gaan pas echt bewegen als leadership het ook belangrijk vindt en dit ook echt laat zien. Zeker in IT-veranderingen. Je hebt daar echt iemand nodig die zegt: “zo gaan we het doen, dit is de toekomst!”.” [7.16]

“Wat altijd belangrijk is, is dat je die commitment hebt in het leadership. Dat het ook een soort cascade wordt, dat top-management het tegen de laag eronder zeggen en dat zij dit ook weer met hun teams bespreken. Dus dat je echt heel duidelijk een message vanuit de top hebt: “dit is wat we gaan doen!”, met een duidelijke waarde. Sowieso een waarde voor het bedrijf.” “Ze moesten wel, omdat het de beweging was die was ingezet. Eventuele resistance was wellicht meer gericht tegen hun baas, over wat er met de baan gebeurd. Daar merkten wij weinig van. Moet je voorstellen als je niet dat leadership commitment goed hebt ingericht, dan ga je een systeem implementeren. Hier hebben mensen on the floor niet zoveel zin in en als je dan geen duidelijke richtlijnen hebt en management commitment hebt: “van, dit gaan we doen”, dan gaat er niets veranderen.” [7.17]

### **Klant als counterpart:**

“Ik denk dat een succesfactor van change management doen *is* dat je een goede counterpart hebt aan de klant-kant. Met Deloitte heb je heel veel standaard-materialen en

methodologieën, dingen die je kunt gebruiken, maar het belangrijkste is dat je het relevant maakt voor de klant. Als jij niet iemand hebt van de klant die zich daar nadrukkelijk mee bemoeit, maar je hebt een hele boel mensen die een heel klein beetje input geven en dingetjes doen. Vaak past het dan lang niet zo goed als wanneer je een counterpart hebt met wie je kunt nadenken, sparren, ideeën kunt testen. Het is fijn als je iemand hebt van voldoende kaliber, iemand die connecties heeft en echt kan meedenken.” [7.18]

### **Trainingen:**

“Je weet dan ook wat voor een trainingen je nodig gaat hebben. Als het allemaal grote veranderingen zijn dan zul je veel classroom trainingen moeten gaan geven, terwijl je bij kleine veranderingen eerder genoeg zal hebben aan een e-learning of communicatie. Dit is belangrijk voor het training- en communicatie plan. Je weet dan beter welke groep met welke verandering te maken zal krijgen en waarover ze geïnformeerd moeten worden.” [7.19]

### **Tools:**

#### Over CAP:

“Mensen krijgen een survey (vragen zijn wetenschappelijk onderbouwd) en die kun je koppelen aan HR data en, als je die hebt, behavioral data. Dan kun je profielen opbouwen, die generiek zijn (Hoe gaan mensen met veranderingen om?) en twee, je meet de verandering van een bepaald project over tijd.” [7.20]

### **Communicatie en participatie stakeholders:**

#### **Communicatie tijdens project:**

“Veel mensen praatten geen engels. Die mensen kijken ook anders naar de wereld, andere dingen vallen hen op. Ze communiceren ook op een andere manier met elkaar. Het is ook gewoon een cultuur-ding.” [7.21]

#### Over cultuurverschil:

“Een man reageerde nooit op zijn mails. We spraken van alles af als we elkaar zagen, maar vervolgens liet hij niets van zich horen. Je vraagt je dan af of hij überhaupt wat doet. Maar hij schijnt gewoon totaal geen persoon te zijn die achter zijn computer zit. Ik was een keer met hem mee. Hij kent alle mensen.” [7.22]

“Je kon hem dus verantwoordelijk maken voor de communicatie. Je moet wel moeite doen om de juiste key messages in zijn hoofd te krijgen. Maar dan kan hij dat wel allemaal verspreiden. Dat was een unieke manier om de communicatie te doen.” [7.23]

### **Communicatiemiddelen:**

#### In project:

“Ze hadden kantines met tv schermen en dan kon je slides maken en die konden ze afdraaien. We hadden een aantal foto's gemaakt om mensen te introduceren met het project. Iedereen praatte erover. We hadden ook posters gemaakt. Zo hadden we echt allemaal manieren om dingen te laten weten. Ook wie de go-to personen zijn. De heads of departments hadden ook een belangrijke rol om hun afdelingen in te lichten over wat er allemaal op hen afkwam.” [7.24]

“Die toplaag was heel makkelijk te benaderen met mailtjes, met hele directe vragen erin. We hadden ook leadership meetings waar we dingen bespraken en lieten zien. Dat werkte met hen veel beter. Zolang we maar concreet en to-the-point bleven.” [7.25]

“We hadden nog een hele tussenlaag. Daar gebruikten we *een* nieuwsbrief. De vraag is altijd hoe effectief dat is.” [7.26]

“We stuurden ook mailtjes naar de hele organisatie vanuit de general manager. Dat was iemand waar mensen heel erg tegenop kijken. Dan las iedereen het.” [7.27]

#### In het algemeen:

“Je kijkt altijd, wat werkt er in deze organisatie. Waar reageren mensen op? Je wordt altijd overloaded met informatie in bedrijven. Je gaat niet allemaal nieuwsbrieven lezen. Dus je moet kijken: wat zijn de kanalen die werken? Als nieuwsbrieven wel werken, ga je niet een eigen nieuwsbrief voor het project maken. Dan zorg je dat je aantrekkelijk stukje maakt, to-the-point dat je in een bestaande nieuwsbrief plaatst. Verder als je posters mag ophangen en je kan er een bij het koffiezetapparaat hangen dan werkt dit best goed als praatplaat.”

“Binnen EVD hebben we een hele lijst met verschillende dingen en kanalen die je zou kunnen gebruiken. Maar wat hebben zij en verder wat past er? Je hebt hiervoor ook de counterpart nodig.” [7.28]

#### **Communicatiestrategie:**

“Je maakt ook altijd een communicatiestrategie. Je probeert wel altijd dingen te verzinnen, zodat je niet enkel informatie stuurt, maar ook terugkrijgt. Two-side information.” [7.29]

#### **Participatie tijdens project:**

“In dat project hadden we een aantal mensen van het hoofdkantoor, van het regionale kantoor en van het werkveld in een soort adviesgroepje die altijd elke deliverable van change management gingen bekijken. Dat werkte goed. Dit was maandelijks. Hierin moest ik wel aangeven wat eraan komt en wat we gehad hebben. Ook had ik de projectmanager achter mij.” [7.30]

#### **Belangrijk advies:**

“Je kan een heel mooi systeem bouwen, maar als je niet voldoende nadenkt over wat het effect gaat zijn op de mensen en hoe je daar het beste iets voor kan verzinnen om het in goede banen te leiden, dan gaat een project niet lukken.” [7.31]

“Je moet ervoor zorgen dat mensen in het bedrijf de driver voor de change worden. Als jij daar niet voor zorgt aan de kant van de klant, dan verdwijnt het.” [7.32]

“Ik denk dat je veel meer impact kan hebben als je echt dingen doet in de context van het bedrijf. Een implementatie moet je samen met de klant doen.” [7.33]

## Interview met participant 8

### Soort projecten (waterval en agile)

“Wat je nu ook al veelal ziet is salesforce en wat cloud-implementaties. (veelal meer agile, humps van project in plaats van alles in 1 keer). Dit vergt dan ook vanuit change heel ander change management.” [8.1]

### Informatie over aanpak van project:

#### Aanpak in het algemeen:

“Het soort solution (*Agile of waterval*) dat je brengt, verandert ook het change management-kader en hoe je mensen meeneemt totaal.” [8.2]

“Dat neemt niet weg dat er vanuit de mensen-optiek altijd standaard-dingen gebeuren. We hebben er een standaard aanpak voor. Er is een EVD voor ORACLE, SAP en ook voor Agile.” [8.3]

“Wat we veelal bij die grote ERP implementaties doen, is altijd, en dat is essentieel voor people management, proces vs technology.” [8.4]

“Wat wij veelal doen in projecten is het volgende:

In de design-fase zul je zien dat mensen van Technology bezig zijn met het designen van een solution. Dus: wat zijn onze business requirements en hoe wij het gaan omzetten in functionaliteiten? Zij zijn bezig met hoe de solution gaat uitzien, vanuit het proces meestal. Dus we hebben een aantal business processen en dan kijken we: “dit is de solution”, “waar zit het gat? Hoe kunnen we die oplossingen in de huidige business processen plotten?”.

Wat wij dan doen? Dit zijn onderdelen waarin wij onze change management verdelen.

We hebben:

- Strategie en planning, je preparation
- Organizational impact
- Communicatie en learning
- Soms ook capability building” [8.5]

#### Proces-aanpak:

“Initieel maken we een change-aanpak. Dat doen we door een stakeholderanalyse te doen en door te beginnen met een change impactanalyse. Dit zijn twee dingen die je nodig hebt om te bepalen welke doelgroepen je hebt en waar die ERP wordt geïmplementeerd en wie ermee moet werken en in hoeverre *hen dat raakt*. Dus wat is het gat tussen hun huidige werk en het nieuwe werk? Dat is de verandering.” [8.6]

“In een impactanalyse ga je vanuit de huidige situatie naar de nieuwe situatie en de impact is alles wat er tussen ligt. Daar maak je dan een analyse op. Die analyse doen we vaak op in hoeverre het mensen en processen raakt en welke technologieën/tools worden geraakt. Dus welke bedrijfsprocessen raakt het? Welk gedrag moeten ze (*mensen*) tonen? Welke nieuwe manier van werken komt erbij kijken?” [8.7]

“De impact kan bijvoorbeeld voor iemand die in finance zit veel hoger zijn dan voor iemand bij sales. Je kan dan dus zeggen; we geven iedereen dezelfde training, maar dat schiet niet echt op. Dus vanuit die impactanalyse en die stakeholderanalyse weten we wie de

verandering aangaat en wat er gaat gebeuren. Vanuit daar schrijven we onze change aanpak. Dit is eigenlijk onze strategie.” [8.8]

“Dan gaan we verder met stakeholder engagement plannen. Dit kan zijn: “we weten dat bij finance zoveel verandert, daar moeten we veel aandacht aan besteden met niet alleen trainingen en communicatie, maar die moeten ook 1 op 1 gaan zitten met de manager bijvoorbeeld”. Dat soort activiteiten zet je allemaal in een plan, afhankelijk van de hoogte van impact. “Aan wie besteed je wel aandacht, aan wie besteed je geen aandacht? Wat voor een activiteiten ga je doen?” En eigenlijk heeft dit ook input op je communicatiestrategie. Dit hangt ook af van hoe de organisatie eruit ziet en over hoeveel business units en afdelingen. Dit hangt totaal af van het project.” [8.9]

### **Change management en resistance in project:**

#### **Change management:**

“Change management gaat over mensen. Maar het gaat niet alleen over de mensen die er straks mee moeten werken, maar het gaat ook over het project. Over de mensen die in de projectstructuur moeten werken. Dus het gaat ook over: “hoe kunnen we mensen capabilities geven om in een project te kunnen werken?” en “*hoe* laten *we* weten wat change management is, zodat ze dit ook aan hun medewerkers kunnen vertellen?”. Dit is een soort onderliggende taak.” [8.10]

“Het is toch vaak de technologie die de boventoon heeft, terwijl het gedrag ook vaak heel belangrijk is.” [8.11]

“Ik heb voorbeelden gehad waarbij mensen handgeschreven documentjes aan elkaar overdragen. Die leven nog echt in de middeleeuwen en als je dan naar een ERP systeem moet gaan, dan moet je van super-eilandjes en manueel werk naar in een keten werken, automatisch.” [8.12]

#### **Resistance tijdens project, reacties:**

“Het procesdenken is de grootste crux in dit soort implementaties. Waar we vroeger autonoom konden werken in allerlei losse systeempjes, moet nu alles matchen. Heel veel handmatig werk. We noemen dit manual hero’s (*de mensen die dit doen*). Die zitten in ieder bedrijf. Dat zijn killers voor dit soort projecten. Dat zijn de moeilijkste mensen om mee te nemen, want die zien niet in dat een ERP systeem hen gaat helpen in hun werk, want ze deden het allemaal veel makkelijker. Dat is een beetje het “mensen-stuk” wat je uitzoekt. In hoeverre gaan mensen van “manual-werk “naar automatisering? Wat hoorde tot hun taken, *dat* straks door de computer wordt overgenomen?” [8.13]

“Mensen denken vaak dat het langer duurt, trager gaat, maar dat komt omdat mensen niet in een keten denken. Omdat ze niet begrijpen dat als ik een order in het systeem invoer, in plaats van de productie bellen, we *uiteindelijk* beter inventory management kunnen hebben, de facturen makkelijker de deur uitgaan, de suppliers sneller kunnen betalen. Maar dit is lastig om over te brengen. Als ik opeens dingen anders moet doen, sta ik ook niet direct te springen.” [8.14]

“Kijk die angst over ik verlies mijn baan en we gaan alleen maar kosten drukken, die heerst gewoon en dan kun je naar die mensen, voor hun gevoel, een soort poppenkast op gaan voeren over hoe geweldig het systeem wel niet is, maar dat heeft dan weinig zin.” [8.15]

### **Omgaan met resistance:**

“Alle projecten die vanuit technologie zijn, zijn natuurlijk eigenlijk gewoon: “je gaat op een andere manier werken”. Dit heeft niks meer met je baan te maken. Al hebben we banen die veranderen, *dan* zal de werkwijze ook veranderen.” [8.16]

“Het hangt van het bedrijf af en vanwaar ze komen.” [8.17]

### Belang van key stakeholders:

“Je hebt een aantal key mensen waarvan je weet, dat zijn de influencers van de organisatie. Je zorgt dat je de influencers allemaal bij elkaar brengt in een hok. Zowel de criticasters als de positivo’s en die maak je ambassadeur van de verandering. Je zegt: “jij hebt een speciale rol. Jij loopt vooruit op de groepen en zorgt dat je het klankbord bent voor jou collega’s”. Wij nemen hen eerder dan de rest van de organisatie mee, in bijvoorbeeld de change impact. Je neemt ze mee in wat je doet. Daarnaast zorgt het voor een soort feedbackloop vanuit de organisatie. Dit zijn de mensen die weten wat er op de werkvloer gebeurt. Op basis van hun feedback kunnen wij onze aanpak aanpassen. Je zou het een klankbordgroep kunnen noemen.” [8.18]

“Wat ik vaak in de praktijk zie, is dat zo’n netwerk niet onderhouden wordt. Als je mensen een taak geeft en een rol, maar je doet er niets mee, dan had je het beter maar niet kunnen doen want het kan drie keer zo erg negatief uitpakken dan positief. Wat ik zie is dat je ze niet actief genoeg inzet of dat het management te bang is om ze überhaupt wat te zeggen. De essentie om zo’n netwerk te laten slagen is wel om ze een actieve rol te geven.” [8.19]

### **Belang van leiderschap:**

“Leiderschap is echt een van de belangrijkste dingen. Je begint met een common vision en je zorgt dat iedereen hetzelfde verhaal vertelt, “waarom doen we dit?”, “wat zijn de punten?”. Er zijn ook leadership engagement plans. Je maakt echt een leadership analysis. Dan ga je echt specifiek zetten: “hoe neem je management mee?”. We leveren tokens aan zodat zij kunnen communiceren met hun team. Want je wil veelal de managers “equiperen” om de verandering uit te dragen. Wij geven *hen* de tools, we zeggen wat de impact is en wat we denken nodig te hebben aan communicatie. Wij organiseren ook alles, maar jij (*manager*) gaat het communiceren. “Zorg ook dat de vragen die je daar hebt ook weer terugkomen bij ons, zodat wij die mee kunnen nemen.” Die rapporteren we ook weer terug, want dan zien mensen ook dat je iets met hun feedback doet.” [8.20]

### **Tools en learnings:**

“Wat we in die learning wel eens doen, nu heel veel gamification.” [8.21]

### Over proces games:

“Zo creëer je wel bewustzijn van mensen: “aah wacht even...”” [8.22]

“Wat je gebruikt hangt ook af van het geld, het budget.” [8.23]

## **Communicatie en participatie stakeholders:**

### **Communicatie in het algemeen:**

“Ik heb een global project gehad bij een vrij groot bedrijf en daar gingen we ORACLE implementeren over alle processen heen en over alle landen in Europa. Dit was een giga-project. De communicatiestrategie ziet er wat complexer uit dan bij een midden-tot klein bedrijf dat in totaal bestaat uit 200 man en alleen de finance gaat implementeren.” [8.24]

### **Communicatiestrategie:**

“Een communicatiestrategie gaat wederom kijken naar welke stakeholders en wanneer ga ik wat communiceren. Bij communicatie hebben we twee lijnen. Je hebt je projectcommunicatie en je verandercommunicatie. Daar zit je ook een beetje in een tweesplitsing. Je hebt je communicatie over het project naar je hele bedrijf, of ze nou meedoen of niet. En je hebt communicatie specifiek naar je doelgroepen (“jij gaat op deze manier anders werken” of “dan zijn je trainingen”). De eerste is meer interne communicatie, informerend en verandercommunicatie zit bijvoorbeeld ook bij externe communicatie. Als je bijvoorbeeld anders gaat communiceren met je suppliers. Deze suppliers krijgen vaak een heel andere factuur, die gaat er heel anders uitzien.” [8.25]

“Soms hebben we eigenlijk projectinformatie, interne communicatie en externe communicatie. Dat zou ik er eigenlijk van maken. Projectinformatie is meer informerend, interne communicatie is naar de organisatie zelf over de verandering en naar de specifieke doelgroepen, dus dat is gewoon het communicatieplan en externe communicatie is naar je suppliers. Dit ga je vervolgens uitdenken in een plan.” [8.26]

### **Learningstrategie:**

“Je komt ook met een learning strategie en een aanpak. Hier kijken we ook naar welke doelgroep we hebben.” [8.27]

### **Communicatiemiddelen:**

“In de strategie bepaal je naar wie moet je communiceren, welke methodes van communicatie gebruik je en welke tools gebruik ik daarvoor. Er staat dus ook welke tools en media je gebruikt.” [8.28]

“We hebben hier (*Deloitte*) van die schermen. Als een bedrijf die heeft, kun je die gebruiken. Dan zeg je, voor die campagnes gebruiken we die schermen. Of er hangen overal posters in bedrijven, dan kun je zo’n frame gebruiken. Sommige bedrijven hebben al nieuwsbrieven. Dan zorg je gewoon dat je maandelijks meedoet in zo’n nieuwsbrief, maar dan met een item over het project of over de verandering. Veel bedrijven hebben koffie-meetings of townhall-meetings. Dat het hele bedrijf bij elkaar komt en waar de CEO even vertelt: “zo gaat dat”. Dan zorg je dat aansluit daarbij. Dus veelal bij de bestaande dingen probeer je aan te sluiten.” [8.29]

“Ik wilde in een project een app introduceren, maar zij zeiden: joh we hebben helemaal geen mobiele telefoons op het bedrijf.” [8.30]