

**Understanding Organisational Development and Change
Management Plan in the public sector. A case study within a
*Brazilian semi-state organisation.***

Research dissertation presented in partial fulfilment of the requirements
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10th September 2014

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Understanding Organisational Development and Change Management Plan in the public sector. A case study within a Brazilian semi-state organisation.

Submitted for the degree of: MSc in International Business Management is the result of my own work and that where reference is made to the work of others, due acknowledgment is given.

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Date: 10th September 2014

No man is an island entire of itself.
Every man is a piece of the continent,
a part of the main.
If a clod be washed away by the sea,
Europe is the less.
As well as if a promontory was.
As well as if a manor of thy friend's
Or of thine own were:
Any man's death diminishes me,
Because I am involved in mankind,
And therefore never send to know for whom the bell tolls;
It tolls for thee.

John Donne

Dedication

I dedicate my dissertation work to my family, specially my mother, Mrs. Edilma Franco, who is an example of inspiration and tenacity. I would like to recognise the importance of my parents who, despite the distance, always sent me messages encouraging keeping on my track and never giving up.

I want to disclose a unique gratitude to my friends who supported me throughout my course and gave their best wishes.

My dissertation is also dedicated to my lecturers and course collaborators who gave me all the attention needed in order to pursuit and achieve my objectives, and contributed to my improvement as student, professional and person. Studying outside of my country consisted a singular opportunity which I got and fulfilled the stages required.

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Foremost, this research would not be concluded without the special attention of Mrs. Renata Gomes and Mrs. Nancy Santos both member of Human Resources department within the organisation surveyed and who afforded the needs of information and permission allowing me to carry out my research and interviews.

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Abstract

In turbulent times, organisations should adapt, reconstruct, evolve, or even revolutionise their business processes or models. Consequently, the ways by which organisations manage their planned changes aid achieving those objectives. Actually, 60 to 70 percent of organisational changes fail for many reasons. Nonetheless, the implementation stage is recognised as the highest failed-state. Semi-state organisations have meaningful role for country's economic and social development. And in turbulent times as well, they need to perform changes. This study evaluates how semi-state organisations perform changes, which are the main barriers for change management and how they seek their future. This study assesses a Brazilian semi-state organisation in order to come up with the answers. Firm's organisational climate survey is assessed to figure out whether this firm has an ingrained culture for change matching with interviews with line managers and employees. At the end a suggested CM model is built up fostering the studies about change management within semi-state organisations.

Gabriel de A. Mascarenhas

Key Words: Change initiatives, Change Management, ADKAR model, Positive model, readiness, organisational capabilities, change efforts, context, culture.

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1 Introduction

In turbulent times, organisations face several circumstances that direct or indirectly hinder their businesses. Organisational contexts are even more dynamic and management theorists unveil different assumptions to understand this dynamism.

Regarding this dynamic environment, Collerette, Schneider and Legris (2001) state that many people complain about things moving too quickly and changes occurring in all directions (Collerette et al. 2001). This environment has affected on how managers perform within their organisations and how they deal with a shorter business life cycle.

Nonetheless, change forces are not just associated with external sources of pressures (new legal systems, increasing competition, technology innovation, keen regional and national borders, and so on). Internal sources (employees, managers, board of directors, shareholders, unions etc.) have strengthened their influence underpinned by organisations' external context. Consequently, change management theorists, such as Lewin, Kotter, and Hiatt, have built up models and frameworks guiding managers and change agents in order to overwhelm change barriers.

Following this concept, this research have been set out aiming understand how some of these models and frameworks are applied across organisations and how they fit organisational features.

1.1 Overview

Currently, 60 to 70 per cent of organisational changes fail (Ashkenas 2013; Aguirre & Alpern 2014). This high failure rate includes those incremental and transformational changes. The change management literature unveils constantly discuss the typology of changes. The types of changes, according to CM theorists, usually differ from each other in

agreement with their nature and end results or purposed outcomes (Perry & Rainey 1988; Park & Feiock 2012; Robertson & Seneviratne 1995; Kickert 2013). Based on this fact, it can be asserted that changes may vary across public and private organisations. This distinction represents the meaningful element of the research purpose.

After analyse some theories and change management models, this research discloses an examination over the application of the ADKAR and Positive models of change (Cummings & Worley 2009; Hiatt 2006). These two models of change management are widely used by private organisations within their change strategy and differ from each other on their perspectives of change. The former model highlights the individual perspective of change (behaviour, values, and beliefs). The latter highlights the organisational perspective of change (vision, competencies, business practices and capabilities).

Based on the individual and organisational perspectives of change, private and public organisations uncover particular ways for managing planned change. For instance, in spite of some similar change purposes (i.e. increase efficiency) changes will often diverge on performance, time-line and resources across private and public organisations.

1.2. Research Purpose

From the assumption over the distinctions between public and private organisations, this research purposes to assess whether these distinctions do matter for change success. Therefore, it is brought issues such as organisational role, envisioning statement, stakeholder influence as means to better understand their impacts on change management strategies. As an example of this comparison and concepts, the research comes up with the divergence on the people hiring process. Change management theorists state that changes are driven by people highlighting the importance of employees, managers and formal and informal leaders (Aguirre & Alpern 2014; Armenakis et al. 2007; Dugar

2014; Hallgrímsson 2008; Harvard Business Review 2011; Lipman 2013; Sablonniere et al. 2012). Legal constraints affect on how semi-state organisations perform hiring processes aiming to get those who may best fit firm's requirements. Nonetheless, some people hired by semi-state organisations are driven by employment stability rather than career growth.

On the other hand, organisational role and stakeholder structure influence change purposed outcomes. Private organisations are mostly driven by profitability and market tendency. Meanwhile, semi-state organisations are driven by country's issues, such as economic and social development.

Thus, the purpose of this research consists in respond three questions:

- i. Does the firm disclose fruitful internal climate for managing changes?
- ii. How does the firm cope with employees' readiness throughout change implementation?
- iii. How does the firm encourage change management within firm's vision and strategic objectives?

Based on these questions, hypotheses are given lift, respectively:

- i. As a semi-state organisation, the firm struggles in creating a fruitful internal climate for managing changes.
- ii. There is a high level of resistance amongst employees throughout change implementation.
- iii. There is a lack of policies toward leading changes within firm's departments.

1.3. Significance of the Study

By following the idea of a qualitative comparison regarding change managing performance, this study aids understanding the influence of organisational features (culture, role, work systems, and capabilities) on change success rate. The key research meaning regards which semi-state organisations' features really affect on their change management performance.

Change Management literature discloses several sources of changes dividing them into basically two approaches: internal and external sources. Nonetheless, this simple differentiation often covers important issues that really matter on change planning and implementing strategies. This study unveils some meaningful sources and barriers for changes and connects them with semi-state organisations' features.

Other key contribution of this research relates to change management model considering change influential factors. In the contribution chapter, this study designs a suggested model for influential factors for change strategy.

1.4. Structure of the Study

As consequence of its purpose and significance, the research is essentially structured into two approaches: change management literature analysis, and quantitative and qualitative research analysis (Blaxter et al. 2006; Creswell 2003; Collis & Hussey 2003; Bouckenooghe et al. 2009).

Across the literature review, concepts about changes have been arisen from the conceptual evaluation. For instance, it is described the meaning of changes for organisational performance in turbulent times (Collerette et al. 2001; Maher & Hall 1998; Harvard Business Review 2011; Solberg et al. 2008; Rosenberg & Mosca 2011), the impact of organisational development (OD) within change management

processes (Cummings & Worley 2009; Anderson & Ackerman-Anderson 2010; Pierce et al. 2002; Balogun 2001; Kickert 2013), and the application of change management models (Cummings & Worley 2009; Hiatt 2006; Armenakis et al. 2007; Balogun & Hope Hailey 2008; Harvard Business Review 2011; Nauheimer 2005; Hallgrimsson 2008).

Subsequently, the underpinning data has been gathered through quantitative and qualitative research. Organisational survey results, documents and publications have been analysed in order to collect the quantitative data needed. On the other hand, semi-structured interviews have been carried out for collecting the qualitative data matching with those quantitative data gathered. These two research approaches unveil significant impact on the overall research outcomes, including on denying some common assumptions over semi-state organisations, for instance.

Therefore, the use of mixed methods on this research substantially aids in the pursuit of answers for research hypotheses and objectives achievement.

1.5. Research Objective

The overall research has been designed to foster the studies about change management across semi-state organisations. These types of organisations are unique regarding their "hybrid" features. Few change management studies concern about public entities, and more specifically about semi-state organisations.

Thus, the research aims to highlight change driven factors and how these type of organisations deal with those factor throughout change implementation, and support further researches about the topic of change across public sector.

2 Literature Review

2.1 Organisational Change Overview

Several studies have been carried out regarding the concepts of change management and organisation development (Collerette et al. 2001). These studies yield driven factors of changes (Kearns 2010), strategies towards managing changes in turbulent times (Collerette et al. 2002) and the outcomes of organisational development and future creation (Cummings & Worley 2009). However, despite disclosing the nature of changes and how organisations may seek strategies towards implement them, few studies concerns about organisation particular features and roles, and how they impacts on how changes are planned and implemented (Kickert 2013; Park & Feiock 2012; Robertson & Seneviratne 1995; Rochet et al. 2008). Models and frameworks have been set up aiming to guide organisations' change strategies since earlier studies of Lewin's Three-Stage change model (unfreezing the current status, moving forward and freezing the new status). The main assumption is that the models are not dynamic and organisational features do matter meanwhile top managers set up change implementation plans which involve: organisational culture, individual's readiness, organisation's business, and vision and strategic objectives.

Kearns (2010) states that there are different driven factors of changes and they can be divided into four distinct areas: human resources development; efficiency and productivity; preservation and stability; and innovation and growth. These factors are resulted from internal and external pressures forcing organisations to react to survive, fall in step or even to influence the course of industry (Collerette et al. 2001; Maher & Hall 1998). Balogun and Hailey (2008) expound the types of changes resulted by the driven factors stating that they are defined according to the nature and end results of the changes involving evolution, adaptation, revolution and reconstruction of the business processes and

models (Balogun & Hope Hailey 2008). They also state that changes have two perspectives: organisational and environmental approaches (Balogun & Hope Hailey 2008). As it can be seen in the literature, there is no unique perspective of the factors which impose organisational changes and how organisations react to perform as means to overcome their challenges. The research of this study focuses on organisational perspectives of changes and performance.

Changes have an holistic behaviour (Worren et al. 1999) that must be considered within organisation as a whole unveiling the complexity and interrelatedness of change processes (Kearns 2010). Different areas within organisations can be direct and indirectly affected by the change to be implemented, and, consequently, its diagnosis is extremely important to perform in an effective manner. To successfully manage change, Maher and Hall (1998) state that organisations must clearly define the scope (nature and size of the change) and objectives of the change (purposed outcomes). They also determine that usually the objectives include cost, time and quality and that organisations must find balance between them (Maher & Hall 1998). Holt (2007) describes four elements which ground changes measurement and guide organisational changes towards planned outcomes: change content (i.e. what is being changed), change process (i.e. how the change is being implemented), internal context (i.e. circumstances within the organisation under which change is occurring), and individual attributes (i.e. characteristics of those being asked to change) (Holt et al. 2007). Therefore, proposed changes need to fit organisation capabilities and strategy in order to efficiently leverage their purpose (Collerette et al. 2002) focusing on long-term outcomes (Worren et al. 1999). Surveys have unveiled that employers felt that 55 percent of change management initiatives did meet strategic objectives. Nonetheless, only 25 percent of these employers felt that the gains obtained from those change initiatives were sustained overtime (Smet & McGinty 2013). In spite of the

studies about change management point out the perspectives of continuous effort and long-term orientation, what is indeed demonstrated by organisations is the focus on isolated changes and short-term orientation of business decisions.

Simultaneously to those previous ideas, Wayne Boss (2010) states that, in order to successfully deliver changes outcomes, organisation must align their work settings. Work settings are defined as organisational arrangements and structure, social factors, technological factors, and physical facilities (Wayne Boss et al. 2010) which constitute the organisation business model. Balogun (2008) states that organisations must design their choices of change implementation and enhance those set of choices primarily focus on restoring organisation profitability and long term survival. This means that the organisation capabilities and choices of change should be tightly intertwined, and that they should evaluate individual, cultural and business perspectives.

Aiming to help organisations on leveraging planned changes, models and frameworks have been widely outlined by changes agents and practitioners focusing on each element of change exposed by Wayne Boss (2010).

Balogun (2008) asserts that there are neither universal rules nor unique ways to implement changes and that models and frameworks are not predictive tools (Balogun & Hope Hailey 2008). Likewise, he also states that most models are not enough dynamic and organisations should focus on analysis and judgement rather than simply model mapping. The main purpose of change management models and frameworks consists in provide a scaffold for building and leveraging change process. According to Cummings and Worley (2009), traditionally change management performed within organisations primarily focuses on indentifying sources of resistance to change and ways to overcome them. Therefore, the models and frameworks designed on change management strongly draw in practices by which organisations should

perform to cope with change resistance rather than emphasise what organisation is doing right. Reasons for resistance should be assessed and treated in order to allow organisations efficiently implement the changes (Armenakis et al. 2007).

Meanwhile, other prescriptive models of change management aim to create readiness and ease the adoption of organisational changes through assessing employees and leaders behaviour at individual level (Armenakis et al. 2007; Holt et al. 2007; Kearns 2010; Sablonniere et al. 2012). The strong focus on employees' behaviour and beliefs set aside the organisational arrangements with the assumption that individual readiness correspond to the compelling reason of resistance towards changes. Following this discussion, some change management studies have highlighted the importance of a supportive commitment of top management throughout implementation plans (Worren et al. 1999), as well as an ingrained culture for change within organisational DNA (Smet & McGinty 2013). However, as it is stated across these studies, top managers are normally impatient and wish leverage change processes as soon as technically possible (Kearns 2010; Holt et al. 2007; Rosenberg & Mosca 2011; Sablonniere et al. 2012). According to surveys, less than a quarter of large scale changes interventions fully succeed and 49 percent of changes are abandoned before their full implementation (Smet & McGinty 2013).

Further concepts demonstrate that changes vary according to their driver factors (internal or external factors) and, consequently, their dimension and impacts on the organisations' work systems. Hallgrímsson (2008) states that the description of organisational change takes place on a continuum flow between small and large change scale. Therefore, he concludes that change initiatives can be broken down into two general types of changes: continuous change and radical change (Hallgrímsson 2008). Continuous change type lays on the assumption that the work systems must be continuously improved (incremental change)

in order to keep up to date and efficient. On the other hand, the radical change type is related with a transformational perspective of the entire organisational culture, structure, processes, or even the entire organisation's business model. These two types are intrinsically intertwined with nature and perspectives of organisational changes.



Figure 1. Continuous and Radical Change
Source: Hallgrímsson (2008)

As it can be perceived, there are two perspectives of change implemented success: human and methods perspectives. The former is determined by the individuals' readiness and organisational culture which ease the implementation of planned changes. The latter is determined by the process and procedures which allow efficiently performing the implementation stage. Both perspectives thus must be intertwined fostering the changes reinforcement. Therefore, organisations should design their choices of organisational changes implementation (Balogun & Hope Hailey 2008) whether adopting the model which best fit their features, adapting existent models or creating their own models in order to successfully implement the changes to be implemented and, meaningfully, reinforce them among managers employees.

2.1.1 Concept of semi-state organisations

In the previous chapter, the literature related to change management describes the main concepts about changes typology and nature predominantly focusing their attention on private organisations. This study measures changes across those defined as semi-state organisations. Semi-state or quasi-public organisations can be defined as institutions whose major shareholder is an individual or a group of public entities. Governments are normally secondary stakeholder, according to the stakeholder theory (Freeman 1991). However, they take up primary

post when they own shares of organisations or even create them to carry out strategic purposes.

Semi-state organisations perform particular roles regarding government policies over economic development and often play strategic roles across these policies. According to Park and Feiock (2012) by citing Bakely (1994), organisational roles toward economic development include: entrepreneur or developers, coordinators, facilitators, and stimulators (Park & Feiock 2012). The government's strategy will define which role public entities ought to play. The bureaucracy is regarded as the most meaningful feature of these type of organisations in comparison with private organisations, and thus constitutional and statutory aspects limit change management performance within them (Park & Feiock 2012). Removing bureaucracy and replacing it with cost-reduction mentality underpinned by the idea of efficiency may reduce the focus on human resource capability, for instance (Stokes & Clegg 2002). In addition, Stokes and Clegg (2002) state that such efficiency is not translated into bureaucratic reform (Stokes & Clegg 2002).

Studies have identified that public organisations emphasise evaluating organisational process rather than changes outcomes (Robertson & Seneviratne 1995) or individual's behaviour. Citing Giblin (1976), Robertson and Seneviratne (1995) stated that "unique constraints imposed on public organisations may render them almost immune to conventional OD interventions". This perspective contributes to underpin the range of limitations for implementing changes across public sector, including semi-state organisations, and the negative effects on how organisational capabilities are managed.

The assumption that considers public organisations as fully change-resistant, however, has recently been considered false. Research findings unveiled that crisis management may represent opportunity for changes (Rochet et al. 2008) in public organisations similarly in private ones. As it is

stated by Rochet, Keramidas and Bout (2008), the greater challenge for semi-state organisations consists in enriching their internal complexity toward cope with the growing dynamism of environment (Rochet et al. 2008). Those authors also conclude that the basic weakness of public organisations towards change is the strong concentration of their change management strategies on empirical and prescriptive knowledge rather acquiring new organisational capabilities. It should also be pointed out that within semi-state organisation, in which there is strong influence of government participation, accounting and budgeting systems are still present as the dominant coordination and control mechanisms (Worren et al. 1999) rather than a clear strategy aiming attention at innovation and business reengineering.

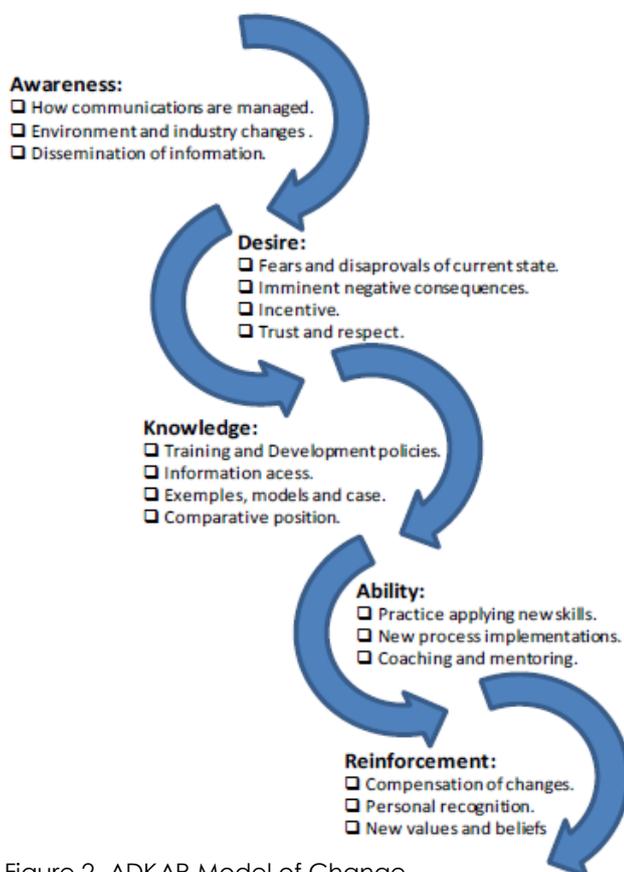
Finally, it is argue that, to successfully implement planned changes, organisations need to create a culture of change (Rosenberg & Mosca 2011; Balogun & Hope Hailey 2008; Bhattacharyya 2014; Lipman 2013) and it starts with hiring the right people. Nonetheless, semi-state organisations are submitted to regulatory circumstances which impose procedures to hire potential employees. Particularly, in order to hire people, the organisation studied must perform public service announcement (PSA) contest or exam. On the other hand, government indicates the organisation's board of directors which may disclose political influence on the decision making on this issue.

2.2 The ADKAR Model and the Positive Model of Change Management

Different models have been built up regarding change management perspectives and two of them will be used in this research: the ADKAR model and the Positive model for planned change. It is stated that the ADKAR model is an individual change management model. The purpose of this model is to overcome those factors which might undermine organisational changes (Hiatt 2006) at individual level. The acronym ADKAR represents the essential stages of change on individual aspect:

awareness, desire, knowledge, ability and reinforcement (Hiatt 2006). This research unveils some issues over how organisations cope with barriers at individual level and discloses the importance of communication, motivation, knowledge, ability and continuous support toward change management in order to efficiently leverage changes and successfully achieve positive outcomes. The main purpose of the ADKAR model consists in guiding change management activities across individuals and diagnose struggling changes by performing specific assessment (Hiatt 2006).

The stage of awareness consists in clear communicate the needs and reasons for change to those who would be affected by the change process. This first stage is highly important because, at this moment, the organisation assesses and sets up alternatives to overwhelm potential resistance against the planned changes. Some factors affect the success of this stage such as individual's perception of the status quo,



credibility and contestability of the reasons for changes, and misinformation and rumours about changes. Communication tools (i.e. intranet, website, releases, conference and meetings) are great awareness enablers. The stage of *desire* is intrinsic related with individual's personal feelings and motivation for change. The nature of change and in which manner it would impact each person affect the degree of support and

Figure 2. ADKAR Model of Change
Source: Adapted from Hiatt, J. (2006)

participation on the change process. The *knowledge* stage consists in individual's capability which fits the changes to be implemented. Rather than static, this element of the model is dynamic and reflects a sense of continuous management and learning perspective towards the adoption of the changes. *Ability* is influenced by the physical, intellectual and psychological individuals' capabilities within the organisation. Likewise, it depends on the individual current knowledge and his or her capability of acquiring additional knowledge. The time available to develop the required skills is highly important, however some changes must be implemented rapidly which means that the organisation must continuously manage its resources keeping them up to date and able to carry out any change processes. Finally, the fifth element (or stage) of this model is the *reinforcement*. This is the stage towards sustaining the implemented change. Rochet, Keramidas and Bout (2008) state that the main problem facing organisations is to identify when they reach the consolidation phase of the change implementation and consequently defined that they have accumulated as much capabilities rather than inflexibilities (Rochet et al. 2008). Citing Bergey (1999), Kearns (2010) discloses the management lack long-term commitment as a reason for changes failure (Kearns 2010). In like manner, previous studies of Robertson and Seneviratne (1995) have revealed that, due to the reduced viability of long-term interventions, short-term change efforts are frequently used by public organisations (Robertson & Seneviratne 1995) which is being evaluated throughout this case study.

Several researches have demonstrated that employees who are facing organisational changes often react negatively (Armenakis et al. 2007; Sablonniere et al. 2012; Balogun 2001; Bouckennooghe et al. 2009; Fetzner & Freitas 2011; Holt et al. 2007; Lipman 2013; Harvard Business Review 2011). The ADKAR model proposes to guide change agents enabling the engagement and commitment of the employees for successfully implementing the planned changes (Hiatt 2006). It is stated

that, by applying the model, flexibility and adaptability compound organisation's value system and organisations which continuously develop learning capabilities disclose high rates of changes success.

Nonetheless, as it was mentioned previously, constitutional and statutory aspects of semi-state organisations limit their change management performance at individual level. As an assessment tool for diagnosing changes, the importance of ADKAR model is to identify, at individual level, potential sources of barriers for changes. In order to overwhelm the barrier point and consequently efficiently perform the planned changes, a state of readiness must be created (Holt et al. 2007).

According to Holt (2007), readiness consists in the extent on which individuals are willing to accept and embrace plans that, in some degree, modify their status quo. The factor which create this state are: discrepancy (the necessity of change); efficacy (the perceived capability); management support; organisational and personal valences (the perceived outcomes) (Armenakis et al. 2007; Holt et al. 2007). In fact, the ADKAR model is largely influenced by the organisational culture toward changes and the level of individual readiness within organisations.

Differently from the ADKAR model that focuses on sources of barriers for change (reacting to a negative perspective), the Positive Model of planned change focuses on what organisation is doing right and aims at building off organisation's capabilities (Cummings & Worley 2009). It can be stated that, whilst the ADKAR model is concerned with short-term outcomes at individual level, the Positive model regards the long lasting effects of changes involving strategy and future creation at an organisational level.

According to Cumming and Worley (2009), change management has focused on indentifying sources of resistance of changes aiming to disclose ways which could overwhelm these sources and successfully

implement planned changes. The Positive model suggests that change management designs should also take up an organisational perspective. This model defines that there are five steps of strategically plan and implement changes: initiate the inquiry, inquire into best practices, discover the themes, envision a preferred future, and design and deliver ways to create the future.



Figure 3. Positive Model of Change
 Source: Adapted from Cummings, T. and Worley, C. (2009)

Reviews of literature over Organisation Development (OD) indicate that low attention has been focuses on long-term effects of change interventions (Wayne Boss et al. 2010). Therefore, strategy and vision are key components of organisational change management. In addition, the adoption of flawed reengineering strategy and the management of long-term commitment shortfall are seen as compelling reasons for change management failure. Not only the process of change but either the outcomes must be focuses by the process of change. Regarding this fact, studies have unveiled that there is a great emphasis on evaluating organisational process rather than outcomes in public organisations (Robertson & Seneviratne 1995). Most of change management plans focus on how the process is being performed and set aside the long-term results and in which manner they fit the organisational strategy. Likewise, it was stated previously that one of the main challenges for semi-state organisations consists in creating a culture towards continuity management and organisational development. Cummings and Worley (2009) state that

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there are five main activities which subsidise the change management process: motivating change, creating a vision, developing political support, managing the transition and sustaining the momentum. Besides, Worren, Ruddle and Moore (1999) assert long-term and continuous effort as a key dimensions of organisational development (Worren et al. 1999).

2.3 Conceptual Framework

Internal and external sources of pressure shape how organisations cope with changes. Therefore, the organisations use models and frameworks to guide the ways in which the changes required should be managed aiming at proposed goals. Some changes are designed in order to improve or increment efficiency. However, other changes are significant and affect the whole organisation reordering their vision and strategic objectives.

From this aspect and regarding the particular factors that shape the organisational change management, this research study assesses how semi-state organisations manage changes by applying change management theories, models and frameworks on a Brazilian semi-state organisation which is consequently object of the case.

The purpose of this research consists in understanding which factors within the employee's dimension affect how semi-state organisations define the change objectives, design the framework through which the change objective has been achieved and determine how the performance has been measured. In addition, it is also evaluated the impacts of planned change management on organisational envisioning plan and strategy.

The studies over change management issues largely vary from study to study unveiling different conceptions on one hand, and model and frameworks on the other (Armenakis et al. 2007; Balogun & Hope Hailey 2008; Collerette et al. 2001; Hallgrimsson 2008; Harvard Business Review

2011). The research falls into three categories: 1) understanding the change management concepts; 2) describing the employee and organisational dimensions of change; and 3) highlighting the need for process assessment on change management performance.

Hence, calling for the aims of the research, questions and hypotheses have been defined in order to evaluate the research purpose and the objectives that it may reach. The questions and hypotheses are:

2.3.1 Research questions and hypotheses

Research Question 1: Does the firm disclose fruitful internal climate for managing changes?

Change management practices and work systems are strongly intertwined. Organisational culture, structure and processes outline how organisations successfully implement proposed changes. As a result, organisations follow different models and frameworks as guiding tools aiming to effectively implement planned changes. Despite the literature discloses several models for managing changes, according to particular dimensions, such as individual and organisational dimension of change, organisations continuously build up their own models of change management.

From this aspect, in spite of the adoption of models that which are believed best fit organisational requirements, firms are still failing in successfully implement the changes so far. Likewise, the majority of managers do agree that even though the implementing success, firms do not reinforce the changes fully implemented (Smet & McGinty 2013). Therefore, a question arises from this result: why does the change failure rate remain high? The research question aims to understand whether or not the firm encourages its work systems toward manage changes. It is also evaluated the practices for managing changes which are currently

applied by the firm and how it can be compared with the concepts of those model elected from the literature.

Hypotheses 1: As a semi-state organisation, the firm struggles in creating a fruitful internal climate for managing changes.

Research Question 2: How does the firm cope with employees' readiness throughout change implementation?

As it is largely mentioned by change management theorists, the employees' readiness can be an enabler or a source of resistance for managing changes. Employee behaviour has been studied for long time by management literature. Readiness consists in an individual behaviour which relates with the level of motivation pushing toward goals. According to Holt (2007), readiness corresponds to an important factor for employees' support for change initiatives (Holt et al. 2007). He also states that there is relationship between the attributes of the change to be implemented (content), the environment in which the changes take place (context), the steps to be followed for performing these changes (process) and the aspects of those who are affected by the changes (individual attributes). This intertwined relation produces the behaviour needed to support the change initiatives. Finally, he concludes that despite the overall studies about individual behaviour, there is still opportunity to improve how organisations deal with the individual perspective for managing change initiatives due to the existent lack of reliability and validity on this issue. Individual readiness is highly influenced by values and beliefs which can be unpredicted by the CM studies.

Following the same subject, Armenakis, Bernerth, Pitts and Walker (2007) pointed out the important role of the change agents (Armenakis et al. 2007). They define the change agent as those who not only carry out the change properly but also support the change initiatives. In addition to the perspective of individual readiness for changes, these

authors state that if individuals believe that principal support for the change (from top and line managers or even organisational leaders, for instance) is inadequate, then the change initiative is not adopted or it is partially adopted regarding only those aspects which match their interests.

By researching about individuals' negative reaction to major changes, Sablonnière, Tougas, Sablonnière and Debrosse (2012) asserts that the design of supporting strategies for those individuals who are affected by the changes may aid understanding these changes and, consequently, leading to change success.

Therefore, it is crucial for organisations figure out the individuals' perspectives of changes, how they perceive these changes and thus the level of resistance among them pushing organisations forward, designing supporting strategies for successfully manage planned changes.

Hypotheses 2: There is a high level of resistance amongst employees throughout change implementation.

Research Question 3: How does the firm encourage change management regarding firm's vision and strategic objectives?

Solberg et. al. (2008) had researched change management capabilities and concluded that despite the importance of capability to manage change there is no tool to measure this fact in a comprehensive manner (Sablonniere et al. 2012). In other words, this conclusion is underpinned by the ways by which organisational capabilities lead to successfully change management.

According to the survey of McKinsey & Company about organisational redesigns, the executives who participated in the survey suggested that alignment, inclusiveness, and good planning are key factors for success (Smet & McGinty 2013). This alignment should be

focused on performance management, decision making processes and empowerment, organisational culture, and talent human resources.

Worren, Ruddle and Moore (1999) states that "change programs are rarely successful if they are directed at only one component in isolation of others" (Worren et al. 1999, p. 284). Furthermore, there is large evidence that organisation capabilities do matter for change management.

Following the concept of change capability, Anderson and Ackerman-Anderson (2010) have defined it as the organisational infrastructure, systems and processes which enable change to be led more effectively and consistently (Anderson & Ackerman-Anderson 2010). These authors also state that change management should turn into strategic discipline within the organisation. However, organisations do not give such attention to this and thus do not effectively develop change capabilities. This fact increases change failure rate.

By studying change capability concept, Anderson and Ackerman-Anderson (2010) assert that organisation often have multiple change methodologies being carried out across them. Those methodologies usually do not fit business strategy failing to produce effective outcomes

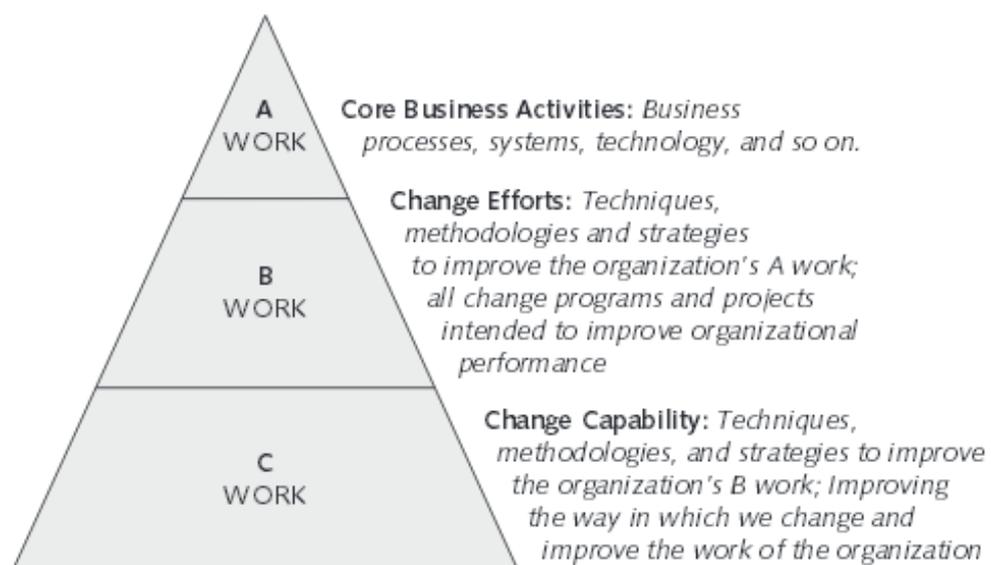


Figure 4. The Impact of Change Capability
Source: Anderson, D. and Ackerman-Anderson, L. (2010)

for the organisation. On the other hand, different change management methods create conflict and competition for organisational resources, normally human and financial resources. Hence, Anderson and Ackerman-Anderson (2010) conclude that "using a common change methodology across the organisation is critical for building change capability" (Anderson & Ackerman-Anderson 2010, p. 115).

The purpose of this research question is to figure out which are the firm's strengths that could enable building organisational change capability and how firm leverage change across it.

Hypotheses 3: There is a lack of policies toward leading changes within firm's departments.

2.4 Case Firm Overview

The organisation object of the present case study configures as a semi-state, or quasi-public, organisation which plays meaningful role at Brazil's infrastructure development strategy. The main shareholder of the firm is a holding company owned by the Brazilian government. This holding company owns the majority of studied firm's shares which means that the whole control of the company is detained by the federal public entity. The industry in which the firm carry out its businesses is considered by Brazilian government as strategic to country's economic development fostering strategies.

Since its foundation, the firm has dealt with several changes on organisational arrangements, processes and resources including imminent process of privatisation in early 2000's which was not accomplished at that time. However, the last ten years have been really important for the firm. The Brazilian government introduced new business models for the industry based on regulated and free trade market. This new model aims to restructure the overall industry and ensure product and services supply for costumers at low price as well as to ease the

expansion of Brazilian entire industry through concessions and long-term agreements (Cunha 2011).

According to the Brazilian law system, semi-state organisations must operate through public contracts with deadline of 30 to 35 years, on average. The case firm's concession contracts should be accomplished up to 2017. Nonetheless amendments in regulatory legislation postponed them up to 30 years longer regarding particular conditions. These conditions widely affects on firm's strategy. If the concession had not been renewed, the assets would be put on public bidding trades with high possibility of not be renewed on positive conditions to the firm due to the high level of competition which would be given lift from this.

These factors constitute external pressures for organisational strategy, structure and business changes. As consequence, the firm has accepted the conditions imposed by the legislation in order to postpone the concessions and thus keep the manufacturing plants belonging to its assets. On the other hand, the revenue constraints imposed by the conditions aiming at concession agreement renewal have forced firm to implement from simple process improvements upon major changes intending for efficiency, quality increase and cost reduction. Consequently, firm's following four-year strategy has been reviewed with the purpose of embracing the new outlined circumstances. These changes substantially impacted firm businesses and redefined how it performs some processes.

The research, based on the analysis over organisational survey results, documents, releases and questionnaire responses, aims to assess how these changes have affected firm change management profile, the degree of employees' readiness toward changes and organisational commitment, and how firm is stating the organisational vision and objectives.

The way by which planned changes are implemented is highly dependent of organisation's cultural DNA (Lipman 2013). Several tools can be used to comprehend the organisational culture. Annually, this semi-state firm applies the Organisational Climate Survey in order to measure and identify the main behaviours of its employees considering as key survey elements: work environment, management philosophy, human resources, and motivation. Two of the main objectives to assess the organisational climate consist in measure the level of employees' motivation and belief on firm's human resources management style. According to Hiatt (2006), the ADKAR model aims to create engagement among employees as means to implement planned changes (Hiatt 2006).

The key concept that I plan to assess by applying the ADKAR model consists in firm's change management profile and individual change readiness. The latter concept is meaningful to change success (Bedser 2012; Holt et al. 2007; Hiatt 2006; Armenakis et al. 2007) and comprehend the firm's ongoing change performance. From this discussion, Holt (2007) defines individuals' readiness as the extent to which individuals are cognitively and emotionally willing to accept and adopt particular change (Holt et al. 2007). He also states that there is a tight relationship between individuals' readiness scales and the level of job satisfaction, affective commitment and turnover intentions. To this statement it can also be included employment stability context. These four factors have been evaluated by the firm based on its organisational climate survey results. Research findings demonstrate that employees facing organisational changes often react negatively (Sablonniere et al. 2012; Armenakis et al. 2007; Hallgrimsson 2008; Holt et al. 2007; Rosenberg & Mosca 2011). Therefore, organisations must gauge the degree of employees' readiness in order to successfully implement planned changes.

2.5 Conclusion

As semi-state organisation, the case study firm copes with a variety of factors which hinder firm's work systems regarding change management processes. These factors are mostly driven by political and legal issues that, in large scale, impact on how the firm performs change plans. The research aims to unveil these factors over employees and organisational dimensions. One of these factors, largely cited by public sector studies, consists in the hiring process for public entities. Brazilian legislation defines how public entities must supply their demand for employees. According to the Brazilian legal system, every public entity must hire through public service announcement (PSA) contest or exam. Despite this process gives equality in terms of opportunities for potential candidates, it may affect on how public entities manage their human resources and, consequently, their policies over this performance. For instance, not only knowledge but also attitudes and behaviour are recognised as important element of talent human resources. Regarding this concept, public entity may hire employees whose attitudes and behaviours do not fit organisational culture. Consequently, this fact influences the public entities' change management processes once individual behaviour is identified as a source of resistance to changes.

3 Methodology and Research Design

3.1 Overview

As it was mentioned in previous chapter, the purpose of the research is to assess the perspectives of how public sector, in particular considering the sphere of semi-state organisations, performs change management plans. Change is largely embedded by subjectivity mainly characterised by organisational culture and individual values and beliefs. Therefore, the dialectical (i.e. responding the question about whether the CM models are fully applied to semi-state organisations) and dialogic (interviewing

participants to come up with the truth) methodologies prompt the research to perform qualitative comparative analysis between the models and theories and the organisation's features resulting on matrix of findings.

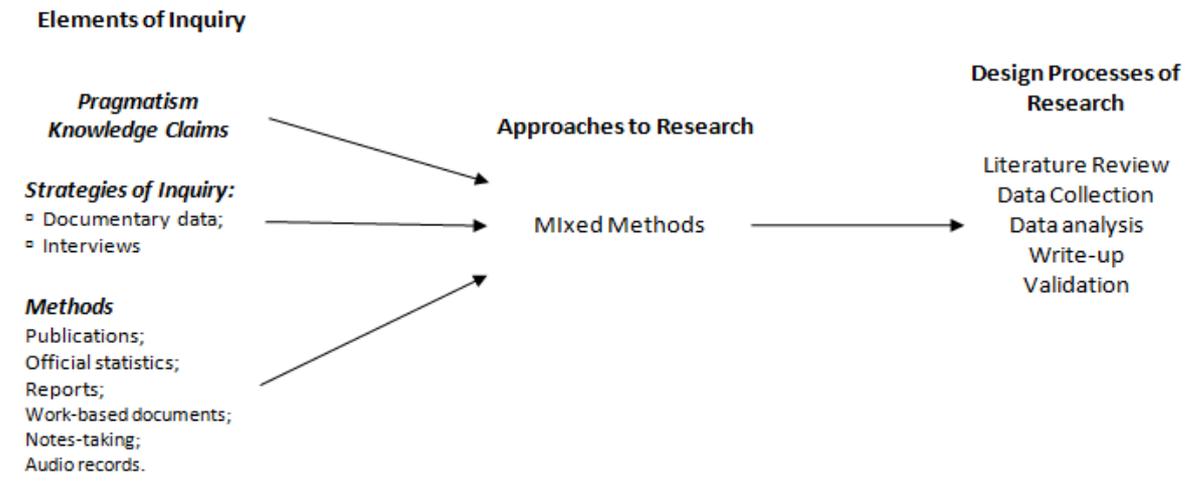


Figure 5. Knowledge Claims, Strategy of Inquiry and Methods Leading to Approaches and Design.
Source: Adapted from Creswell, J. (2003)

In order to aid carrying out the research, a framework is drawn down regarding the elements of inquiry, the approaches to research and the processes of research (Figure 5).

The methods of research include document analysis and interviews. The set of document analysed correspond to organisational survey, statements and releases. Thus the document analysis compounds the source of secondary data. Conversely, the interview method for data collecting corresponds to the source of "soft information" for the research constituting the source of primary data. The methodology involves applying semi-structured interviews with a sample of different agents, including, on its majority, top and line managers, aiming to obtain a high level of information. The analysis of related documents is considered as source of secondary data as it was reported above. The interaction of methods is demonstrated in the Figure 5.

The purpose of the interviews consists in build off firm's ADKAR profile, assess employees' readiness toward changes and explore organisational

visioning plan. The interviews may also unveil meaningful element for confirming or denying assumptions about change management across semi-state organisations. Therefore, in order to perform these elements, the questionnaire is applied in the elected sample which includes people participating at different levels of departments, and firm's primary and supporting activities.

At the end of the research, the main purposed outcomes aim to compare the theories and models unveiled with the organisation's practices coming up with events of success and failure, assess the current organisation structure and in which manner it affects on efficiently leveraging planned change processes, and suggest a way which best fits organisation particularities over change management strategies.

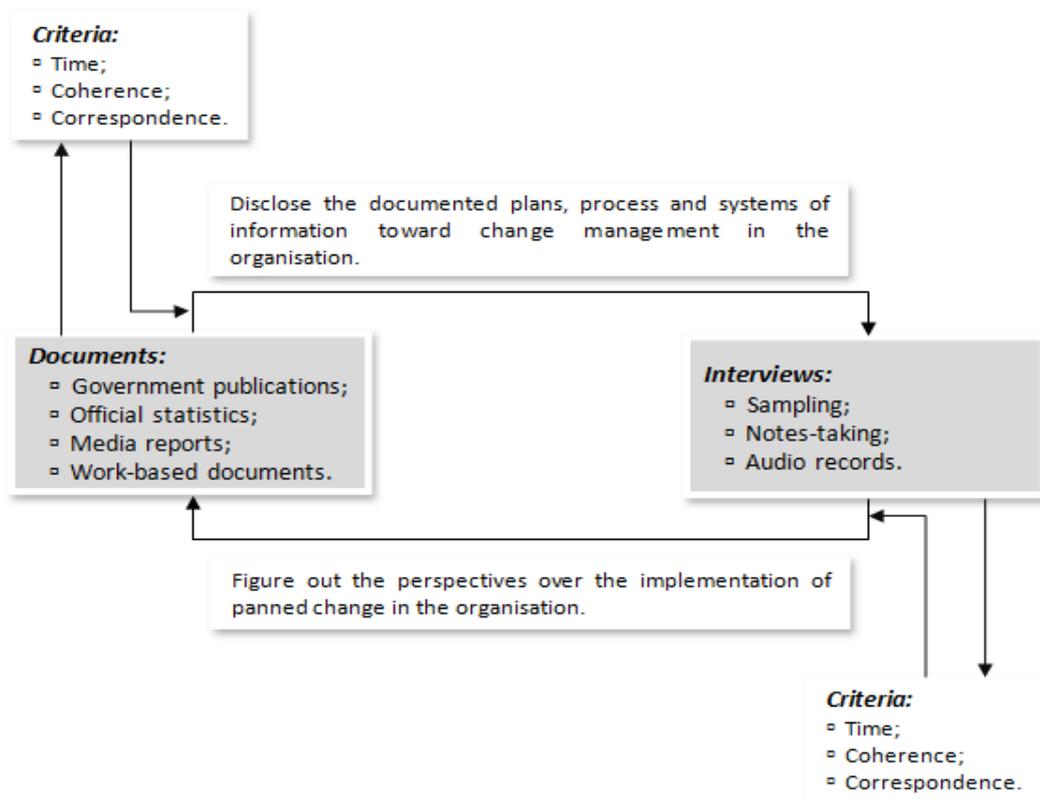


Figure 6. Interaction between Selection Criteria and Methods.
Source: Adapted from Descombe, M. (2007)

3.2 Research Philosophy and Approach

Beer and Nohria (2000) determine that there are two different theories of Changes: economic value of changes ("hard approach") and developing corporate and human capability("soft approach")(Harvard Business Review 2011). The research will concentrate on the "soft approach".

The dialectical (responding the question about whether the CM models are fully applied to semi-state organisations by comparing what is widely stated by the literature reviews and what current applied in practice) and dialogic (interviewing participants to come up with the truth) methodology required by the research aim at the qualitative comparative analysis between the models mentioned on the literature review and the gathered from the interviewees' statements, and what is practiced by the organisation.

3.3 Research Strategy

The framework will be driven by mixed methods approach which involves the use of qualitative and quantitative analysis. The mix method is applied to a case study research typology which was regarded as meaningful for research objectives.

Blaxteret (2006), by quoting the statement of Yin (2003, p.4), defines case study as a method of research used when "the phenomenon understudy is not readily distinguishable from its context" (Blaxter et al. 2006). In other words, the literature assumption and current daily practice are intrinsically interlaced. Denscombe (2007) considers case study as "spotlight in one instance" (Denscombe 2007).

It is also agreed that the case study method for researching suits "to the needs and resources of the small scale researcher" (Blaxter et al. 2006). As advantages of case study methodology include:

- it is drawn from people experiences and practices;

- it can unveil the complexity of the phenomenon in analysis;
- it regards the current behaviour and practices in the unit of analysis;

Hence, the research strategy falls into four basic steps: 1) review the literature about change management issues; 2) gather data from the Organisational Climate Survey, documents and releases, helping to figure out the organisational culture and current practices towards changes; 3) interview managers and other change agents matching with the literature review and the survey data; and 4) come up with the findings after the information analysis.

3.4 Collection Primary Data

The analysis of the data gathered by the sources of organisational survey, documents, releases and interviews aims to understand phenomena behind these data and in which degree they are related with the assumption of this research. According to Denscombe (2007), the options of analysis, indeed, "gravitate around the notions of quantitative and qualitative research" (Denscombe 2007, p. 247). The quantitative research analysis regards numbers and values which underpins trends and distortions.

The primary data collection is the main source of information for underpinning this research. Interviews with top and line managers and other change agents have been carried out aiming to unveil the "soft information" which collaborates for analysis.

The particular codes and themes chosen reflects themes as well as conceptual framework fully developed in this research, which can be evaluated on the elements of the ADKAR and Positive Change Management models applied within the study and correspondent literature review.

3.4.1 Sources

The qualitative data was acquired through the application of a change management questionnaire (Appendix C) combined with interviews on a sample of fifteen people. This sample is compounded by firm's top and line managers and other change agents who have been recently involved in some kind of change implementation process.

The applied questionnaire was divided into three categories: 1) designing firm's ADKAR profile; 2) measuring the degree of employees' readiness for changes; and 3) assessing firm's change management capabilities and vision.

3.4.2 Accessing and Ethical Issues

As the main theme of the topic research, "change" is largely embedded by subjectivity (values and beliefs). The application of models and frameworks unveils the main purpose of comparability on the philosophical assumptions and current practices. Values, beliefs and attitudes affect on how changes are understood and interpreted by those who are involved (Creswell 2003; Collis & Hussey 2003; Bouckenooghe et al. 2009; Miragroup 2008). It also depends on organisational culture and capabilities. Culture and Capabilities are factors within organisations that shape the ways by which changes are managed across their overall stages (from the planning to measurement). For instance, employees may either understand changes as a good path for the organisation or an issue that negatively alter their status quo increasing workplace instability.

Throughout the performed interviews, criteria of truth were widely applied on each interviewee's answers aiming to set aside those data which were not worth to research purpose or may be embedded by some mismatch feelings.

3.5 Approach to Data Analysis

Quantitative data analysis intends to generate comprehension from the gathered elements and categorise the results in order to produce sufficient information which would support assessing the qualitative data obtained throughout the interviews.

The quantitative data purposes to offer enough information to set up firm's profile for the ADKAR change management model applied within this study. The Organisational Climate Survey, for instance, formed meaningful source of quantitative data to support the research.

On the other hand, qualitative data is analysed with the purpose of identifying issues involving:

- the applicability of the literature model to the particular features of the object;
- how the firm is implementing its OD strategy so far;
- evaluate the organisational actors and the way in which the organisation has planned changes;
- gauge the existing relationship between firm's change capability and its envisioning plan.

The interviews performed to acquire qualitative data were designed to comprehend the reasons of their assessments across the organisational survey results, for example. In addition to this example, by using qualitative data questions for evaluating individual's readiness, it was able to list the compelling reasons pointed out by the interviews' respondents of how firm manages resistance sources for changes.

The organisational studies have emphasised different contexts and perspectives about individual factors (e.g. personality, leadership, reward and motivation) and organisational factors (e.g. strategic planning, processing methods, organisational structure, and corporate governance). However, the human element is always mentioned within

all organisational theories and studies. And it is not different on the change management theory. Organisational culture consists in a key element of the organisational context and it influences how organisations perform their businesses and deal with context and content sources of barriers for change.

Culture is embedded by values and beliefs. Regarding his research over Organisational Change Recipients' Beliefs, Armenakis (2007) uncover the idea that culture may stream from processing to team-based perspective. Kearns (2010), voicing what was cited by Kotter (1995), confirms the assumption that culture differs from one organisation to another (Kearns 2010). He also highlights the relevance of culture evaluation for successfully leverage suggested methods and best practices for change management across organisation.

The Organisational Climate Survey (OCS) consists in a tool used by a wide range of organisations in order to graduate and assess the level of commitment, engagement, willingness, involvement and motivation of their employees and how these elements affects on overall organisational performance. As a consequence, it also aids figuring out potential organisational methods and performance mismatches. Results of organisational climate surveys may uncover meaningful elements for organisations evaluate, in a more effective manner, their change management methodologies and employees' readiness for change.

The most recent Organisational Culture Survey applied by the firm of this case study demonstrates that, despite the high evaluation of organisational image and identity between employees and the organisation, there is a lack of confidence by the formers on firm's organisational management including human resources and strategic planning (Appendix B).

The individual perspective of change represents a strong factor of change management success. Values, beliefs and attitudes compel in

which manner individuals behave and, consequently, perform their organisational roles and duties. Research findings have revealed that change success is highly dependent on employees' involvement and commitment for change outcomes (Armenakis et al. 2007). Shadur, Kienzle and Rodwell (1999), by citing Lawler (1996), states that the terms *participation* and *involvement* are often used interchangeably (Shadur et al. 1999). Besides, they complement this statement mentioning that the term *involvement* has different categories such as suggestion, advice, and empowerment. Communication and teamwork are other key elements with which widely influence on employees' involvement and engagement degree (O'Donnell et al. 2008; Shadur et al. 1999; Bedser 2012). Regarding change management assessment, all of these concepts affect on individual readiness for change.

In addition to the OCS assessment, this research also evaluates the employee perspective of how changes have been planned and implemented across the case study firm through interviewing and qualitative assessment produced by a semi-structured questionnaire application. These interviews were performed to a sample of fifteen people who work at a regional firm's branch. The sample considers those who participate at firm's organisational climate survey and, in some degree, were affected by some kind of major change. The sample includes top and line managers, and other change agents which constitute the interviewees. Regarding the fact that interviews require massive time to be assessed, the sampling process is designed based on function, activity, and long-time serving. These elements of election were considered as important for obtaining a more accurate result. This sample also equally mixed male and female genders in order to not be influenced by gender differences. Consequently, it is believed that this decision increase the accuracy of organisational change management performance measurement.

The change management questionnaire is compounded by set of questions which are commonly used by the literature and change consultants aiming to assess organisational change performance. It is common using semi-structured questionnaire to assess change management issues. Interviews may uncover compelling reasons for the answer which may be crucial for values and beliefs evaluation. Therefore, the CM questionnaire is divided into three parts. The first five questions aim to build up firm's ADKAR profile. The subsequent fifteen questions were designed to appraise employees' readiness for change. Finally, the last five questions aim to assess the organisational envisioning plan and building capabilities regarding change management issues.

3.6 Conclusion

The literature review discloses definitions, theories, models and frameworks regarding change management processes within organisations. From the models assessed, the review detached the ADKAR and Positive models for managing changes. These models call up the individual and organisational dimensions of changes, respectively. Furthermore, by using change management models, the research gathers sufficient information for comparing the ways by which firm leverages its change management processes matching current practices with CM literature concepts.

By carrying out the analysis of data gathered, and subsequently designing firm's ADKAR profile and change capabilities, the research produces sufficient sources for further discussions about change management issues within semi-state organisations. In other words, despite extensive studies about managing change, the change failure rates have continuously remained interestingly high.

Hence, in an academic perspective, the quantitative and qualitative data gathered produce important information for change literature review (Collis & Hussey 2003). On the other hand, in a practical

perspective, these results also creates the basis for listing and understanding the main factors that firm should observe for fostering its change management processes and develop its change practitioners' skills.

4 Presentation and Discussion of the Findings

4.1 Overview

In the times when management studies assume sustainability as concept which is largely related with the organisational capabilities toward changes management, semi-state organisations are hugely affected by the limitations and constraints imposed on them. Studies demonstrate that people are not enough motivated to change unless the change outcomes bring substantially benefit for them. Throughout their change management studies, Bouckenooghe, Devos, and Broeck (2009) have stated that creating a basis that supports changes consists in a key issue in planning and managing effective change projects (Bouckenooghe et al. 2009). The basis for change capabilities is firstly underpinned by the human element of organisations' structure.

Following the overall studies about change management issues, the research aims to evaluate the role of (a) internal factors of change (climate of change), (b) the level of employees' readiness for change within the organisation, and (c) the organisational capabilities and vision plan that should be strengthen in order to successfully implement planned changes. These change management roles have been used as guidelines for change management performance as well as how firms measure respective outcomes. Consequently, in agreement with what is stated by Armenakis et. al. (2007), at the human perspective, the change management models and frameworks "prescribe strategies for creating readiness and facilitating the adoption and institutionalisation of organisational changes" (Armenakis et al. 2007, p. 482). Despite of this

increasing discussion, recent surveys demonstrate that 60 to 70 percent of changes initiatives across the organisations are still failing (Ashkenas 2013). The compelling reason reported by change management theorists consist in the lack of employees' motivation and readiness for change (Armenakis et al. 2007; Armenakis et al. 2007; Hallgrimsson 2008; Holt et al. 2007; Rosenberg & Mosca 2011; Sablonniere et al. 2012). In addition to this fact, Ashkenas (2013) and Lipman (2013) state that the underdevelopment of the managerial capability and knowledge to implement change represents other compelling reason for these high failure rate (Ashkenas 2013; Lipman 2013).

On the other side, organisational structure, systems and processes also contributes for managing changes practices. Change has been looked upon an organisational discipline whose core role consists in allowing organisations to effectively overcome environmental pressure and stand out their businesses.

For semi-state organisations, in particular, change, as a strategic discipline, may produce effects on work systems efficiency and effectiveness, optimising the ways by which their businesses are costly and profitably performed. It is important to point out that, despite its feature of public entity, semi-state organisations have private investors among their stakeholders. As a result, semi-state organisations also have profit related strategies and should present return to their investments.

Anderson and Ackerman-Anderson (2010) defines that organisational change capability not only means building leaders' and internal consultants knowledge and skills but also redesigning organisational structure, systems and culture which enable changes to be led in a more effective and consistent manner.

Change capabilities consist in techniques, methodologies and strategies which pursuit improvement in the performance of organisations' change efforts (Anderson & Ackerman-Anderson 2010;

Balogun & Hope Hailey 2008; Harvard Business Review 2011; Balogun 2001; Geppert et al. 2003). Therefore, organisational change programs and projects (change efforts) increase organisational performance among its core and supporting business activities.

The study of the research is divided into three categories (change management concepts; employees and organisational dimensions of change; and change management performance and capabilities) in order to figure out how semi-state organisation carry out change management processes regarding the elements of climate of change, employees' readiness and organisational capabilities and vision including those over human resources.

4.2 Findings

4.2.1 Internal factors of change

The organisational climate survey evaluates the Organisational Favourability Index (OFI). The OFI represents the general result regarding the average of employees' assessment across each question within the Organisational Climate Survey (OCS) questionnaire. The result is then turned into percentage for easy comprehension. Favourability indexes contribute to culture appraisal and consequently evaluate whether or not the organisation uncovers culture which support change management.

According to the OCS 2013 applied by the case study firm, the general OFI unveiled a rate of 67.59 per cent. It means that respondents' majority does support overall firm's management style. However, once it is not large majority, this result also demonstrates that the firm has potential pace for improvement on the ways by which it manages its business activities. This index is divided into four categories: the degree of motivation among employees, the belief about how firm manage its human resources and knowledge capital, the perception about firm's

management practices and philosophy, and the perception about the workplace conditions including physical and emotional aspects of firm's work environment. Each category has a weight for the overall favourability index. Regarding the research about change practices and culture toward change, some indexes are more significant than others as change management enablers. Some of these indexes are really representative when it is evaluating the ingrained culture for change.

In the Figure 7, it is demonstrated the overall results revealed by firm's OCS, comparing with last three years of survey application. From these overall results, meaningful attention has been made throughout this research matching the results with change management practices.

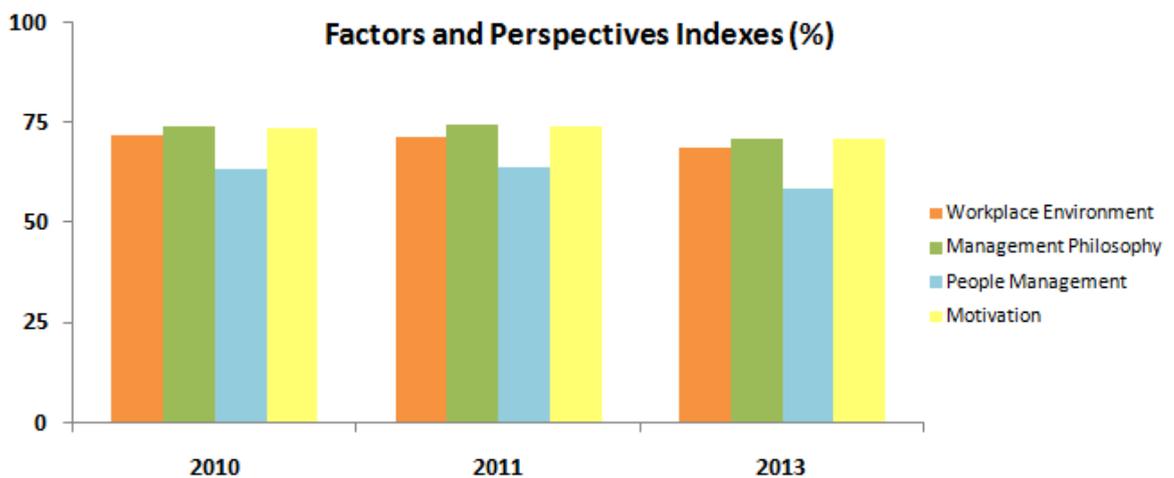


Figure 7. Factors and Perspectives Indexes.
Source: Adapted from Firm's Organisational Climate Survey (2013)

It is widely acknowledged that different organisations uncover particular cultural aspects. In order to describe organisational culture, O'Donnell and Boyle (2008) adopt the *compelling values framework of organisational culture* (O'Donnell et al. 2008) which is demonstrated in the Figure 8. This framework is based on two perspectives: organisational content (flexibility and control), and organisational context (internal and external orientation). It also divides organisational culture into four models: human resources model, open systems model, internal process model, rational goal model.

Each model has a particular issue. Human Resources model is widely identified with people. Open Systems model is more related to dynamism and entrepreneurship. Internal process model is identified with hierarchical structure and rule enforcement. Finally, Rational Goal model focuses on production and the pursuit of tasks and gauge goals achievements.

By matching the overall results of firm's organisational favourability indexes described in Figure 7 with the O'Donnell and Boyle's compelling values framework, it can be stated that organisations included in public sector predominantly settle in the *Internal Process model*. In this model, organisation's work systems prioritise hierarchical structure, ruled processes and settlement polices. Nonetheless, external pressures for competitiveness, best practices, and economic and social development compel organisations to foster the ways by which things are done across

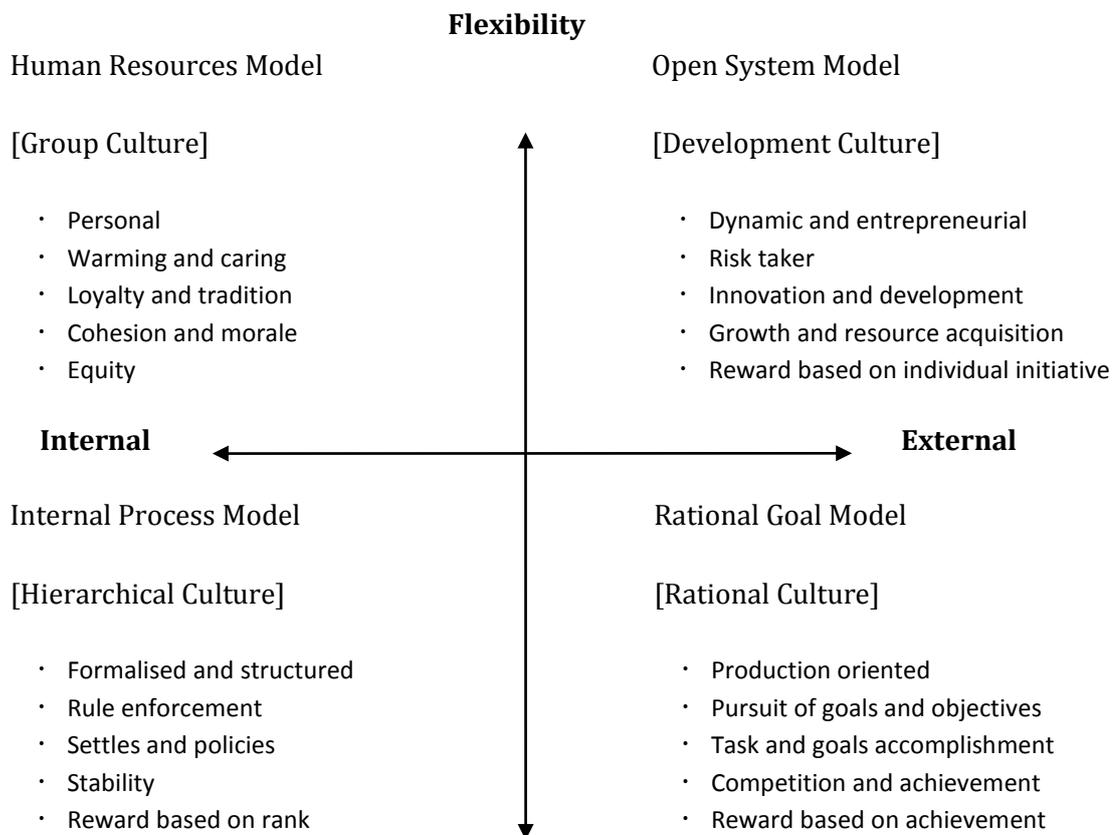


Figure 8. Compelling Values Framework.
Source: Adapted from O'Donnell, O. and Boyle, R. (2008)

them. In Brazilian public sector, very few semi-state organisations are indeed considered as huge innovative and evolutionary.

Those organisations which are based on Internal Process model face wide variety of barriers for change across their branches and departments rather than those settled in the other models. Therefore, high hierarchical structure does not enable change processes. Contrarily, they usually present wide set of barriers for changes. Transformational changes rarely occur or, when it occurs is often imposed by the environmental context. Transformational changes are then performed for business survival. Consequently, it is very tough to adequately implement. From this discussion, it can be argued that, despite having rule-based work systems, the studied firm uncovers a growing pace toward Rational Goal model.

Reporting to the literature review, it was constantly stated that organisations' practices and policies over their people (employees, top managers, line managers, supervisors, and formal and informal leaders) strongly contribute to change success (Armenakis et al. 2007; Anderson & Ackerman-Anderson 2010; Balogun & Hope Hailey 2008; Collerette et al. 2002; Geppert et al. 2003) as well as other work systems (internal processes and organisational structure, for instance).

Collerette (2002) voices the balance between organisational resources and external business conditions for long-term success (Collerette et al. 2002). In addition and regarding the external turmoil, he has previously asserted that the solution for organisations overwhelming the turbulent environment is not properly technical, but it comes from real-time response (Collerette et al. 2001). This steady organisational state depends on communication mechanisms and intangible assets management which includes human resources and organisational knowledge. Therefore, change culture aims to create a prompt state to respond external pressures. Furthermore, the way by which organisations

successfully face external pressures depends on how they manage their competencies through strengthening and enhancing policies and practices. According to the firm's organisational climate survey results, its management practices on human resources are the weakest result of the four dimensions appraised, according to the OCS respondents, what pulls down the firm's organisational favourability index. The main reasons arisen from its respondents which affect this result match in the weak performance observed on the questions measuring education and training programs, recognition and organisational reward system.

Firm's employees revealed that its human resources management does not fit organisational capabilities despite its investments on physical assets and processes competencies. On the other hand, it needs to be appraised that during the OCS application process, the firm was dealing with significant internal turmoil due to the massive external pressure toward firm's businesses reengineering.

As it was previously highlighted, those organisations embedded by rule enforcements, formalised structure and reward policies strongly based on rank demand massive efforts to successfully implement change. This extensive rule-based structure directly affect on employees' behaviour toward change management. Moreover, transformational changes are doubtless difficult to be performed.

4.2.1.1 Human resources management and ADKAR model profile

As part of organisational knowledge capital, according to most of respondents, firm should disclose major results on this field. The OCS results have revealed that employees do call for clear criteria and wide opportunities for career growth, as well as how they are assessed across firm's current reward system.

Rosenberg and Mosca (2011) perceived through their research findings that, to break down the major sources of failure in change

management practices and barriers to organisational changes, human resource managers ought to enable training programs, recognition and reward practices that cultivate change skills and consequently enhance organisation's change capabilities (Rosenberg & Mosca 2011). Moreover, more than disclosing a clear and defined training, recognition and reward policies, they should fit firm's change context. At this stage, semi-state organisations do struggle to fit their human resource policies with external dynamic environment due to their legal and political constraints.

ADKAR Model Profile
Awareness, Desire, Knowledge, Ability and Reinforcement Assessments

Questions	Grade					Stage
	1	2	3	4	5	
1. The firm discloses effective ways to communicate changes to be implemented.	0.00	0.00	0.20	0.47	0.33	Awareness
2. Firm's employees easily adopt any planned changes.	0.00	0.60	0.40	0.00	0.00	Desire
3. Firm's training and learning policies are entirely consistent with the best practices within the industry.	0.07	0.13	0.47	0.33	0.00	Knowledge
4. The firm discloses sufficient organisational capabilities to implement planned changes.	0.07	0.07	0.27	0.40	0.20	Ability
5. The firm continuously reinforces firm's sense of urgency to overwhelm all potential resistance that changes and its nature can bring.	0.07	0.40	0.27	0.20	0.07	Reinforcement

Table 1. Firm's ADKAR Model Profile.
Source: Adapted from Firm's Qualitative Questionnaire (2014)
n = 15

The hiring process is one of the most significant limitations to the firm object of this study due to the legal requirement of public sector announcement (PSA) exam to hire potential employees for firm's business performance. PSA exams do not indeed guarantee the best fit employees for the semi-state organisations. At one side, these organisations have huge impact on government's strategy for economic and social development. This means that the public entities (including semi-state organisations) ought to offer equal opportunities for potential candidates and the legal enforcement impose hiring the candidates

through PSA exams. On the other side, the firm needs to be profitable for the shareholders and other investors (credit institutions, for instance). Though, it should have talent people to efficiently carry out its business activities. It also needs to be productive and disclose competencies in order to overwhelm external pressures. Notwithstanding, the firm still has control over its human management practices which must fit external conditions to turn them into a source of change capability.

Regarding the ADKAR profile designed on Table 1, it can be perceived that interviewees unveil concern about employees' readiness for change (stated at desire stage of the model), training policies (stated at knowledge stage of the model) and lack of actions over change strengthening strategies (disclosed at the reinforcement stage). These factors are respectively evaluated as 2, 3 and 2 in correspondence to ADKAR model's scale. This means that the desire and reinforcement stages respectively have received the lower grades of this scale. Thus, they are regarded as weakest elements of the firms' profile, calling for attention from the firm's change agents. Besides, the knowledge stage is graduated as 3 what is considered as average scale. Therefore, this element demands improvement from firm's change agents.

The *desire* stage of the model is identified across each individual's particular situation and perception (Hiatt 2006). Despite the *awareness* stage is highly graded, the individual's willingness to change does not follow the subsequent stage. According to the interviewees, the firm has strong communication tools and practices to deliver enough information for change needs awareness. The firm usually uses intranet, email and press releases as main communication tools followed by periodic conferences and local meetings.

The organisational climate survey results and performed interviews demonstrate that, despite being a semi-state organisational and labelled as inefficient and bureaucratic, the firm discloses

communication tools compatible with most of private companies and widely deliver information content for its employees. However, having sufficient communication tools do not guarantee change success. It is only the first stage of the ADKAR model.

The compelling reason for reveal low grade at individual's *desire* for change can be related with the concepts of *appropriateness* and *valence*. According to Armenakis (2007) and Holt (2007), appropriateness and valence tightly correspond to the meaning of the change for the organisation and the attractiveness associated with the individual perception over change outcomes (Armenakis et al. 2007; Holt et al. 2007). Holt (2007) asserts that the sense of appropriateness and valence are largely depended on the individuals' perception over the benefits from the change (and this includes organisational and individual benefits), the legitimate reason for the change, and whether the change matches organisational strategic objectives and priorities (Holt et al. 2007). Armenakis (2007) voices Vroom's (1964) work by mentioning the division of valence categories into: intrinsic perceptions (i.e. Autonomy, empowerment, participation of decision making process among operative workers, self-actualization), and extrinsic perceptions (i.e. rewards, benefits, incentive systems) of change outcomes.

The firm's favourability index regarding the aspect of Motivation within the organisational climate survey had been assessed with a 70.98 per cent rate at last OCS. The assessment of this index is predominantly based on organisational identity, employment stability, and interpersonal relations. This assessment can be mismatch due to the particular features of semi-state organisations, for instance the high level of employment stability in the Brazilian public employment case. Semi-state organisations must carry out legal compliance in order to lay off any employee, even those considered as inefficient or low productive.

Therefore, in comparison with the firm's OCS results, it can be argued that the intrinsic perception of valence represents the meaningful reason for employee due to the high favourability on benefits offered by the firm. This factor corresponds to Benefits aspect on the firm's survey which has achieved a rate of 79.00 per cent of favourability assessment (Appendix B).

By matching the results on the stage of *knowledge* in the ADKAR model with particular results of the organisational climate survey three factors can be discussed: the current knowledge base of an individual at the organisation, the employees' willingness to participate on training programmes (add skill learning) and the contribution of the training programmes performed by the firm to enhance gathered knowledge.

The interview process discloses that the firm's current knowledge base is well established and it is considered as one of the key organisational capabilities disclosed by the firm. Because of this knowledge basis, the *ability* stage discloses as one of the two profile's highest marks. However, the respondents fear for the future of this knowledge and they do believe that there is a mismatch between the training programmes and what the firm does need to successfully perform changes. The firm had set up a volunteer retirement program which allowed those with crucial knowledge for the firm to ask for retiring. For the most interviewees, the firm did not prepare itself to hold on these acknowledged workers as means to foster the knowledge basis of those who would substitute them on performing their activities. One of the interviewees mentioned that:

"It will certainly take between five to ten years to get back this knowledge. Even those academically well-prepared, they do not have experience to solve some particular problems that those who left do".

What is also believed is that some training programs are not well-measured (currently the firm uses trained-hours as key performance indicator for training targets) and some managers do not know how to

assess their returns properly. This factor is not exclusive to semi-state organisations. Private organisations also struggle to appropriately prepare their human resources. However, private organisations can easily acquire this knowledge on the work market rather than public organisations. The firm, which is a semi-state organisation, need to perform a PSA exam to acquire knowledge, as it was previously mentioned. As a result it may not fulfil the firm's knowledge requirements.

The *reinforcement* stage of the model is fully related with the accountability system which creates sense of continuity, and the ongoing mechanisms and assessments for evaluating progress or accomplishment of implemented changes.

The overall stages of the model are intertwined thus they suffer and affect each other. It can be seen on the evaluation of *desire* (mentioned above) and *reinforcement* which is following discussed.

As it was previously mentioned, the firm's element of desire for change has received a low mark. This fact reflects on the reinforcement stage. Organisations, which do not reinforce the need for change and assess its results after the implementation, often fail at long term and consequently return to the status quo (Nauheimer 2005; Worren et al. 1999). Rosenberg and Mosca (2011) state that implemented changes achieve their proposed objective when they incorporate change responsibilities into performance measurement (Rosenberg & Mosca 2011). As complement to this idea, Aguirre and Alpern (2014) assert that the costs are high when implemented changes fail (Aguirre & Alpern 2014). In other words, the whole change management plan ought to be revised.

Change management studies unveil that, because of the turbulent environment, too much change has been implemented across organisations and little attention has been paid on how they reinforce their assumptions and achievements (Collerette et al. 2002; Smet & McGinty 2013). The potential factors for employees stepping back on

changes are related to the mismatch between change achievements and reward system, and negative consequences of change, for instance more pressure for productivity. Other element that was previously mentioned corresponds to inadequacy between change outcomes and individuals' perception of their benefits.

According to the interviewees, change outcomes are not clear enough for the majority of them. They do believe that the firm do not properly measure change outcomes. There are no clear methods to measure the achievements from implemented change. One of the elements cited by most of interviewees regards the application of firm's Competency Management Assessment System. This methodology consists in evaluates employees' achievements and what is indeed required. The interviewees perceive a mismatch between what is required and what is indeed practised. Therefore, the absence of long term efforts for changes and clear methods of change measurement have been broadly mentioned among the interviewees. As a result, firm's reinforcement practices are perceived as inexistent or inappropriate.

Acknowledged this fact and more specifically regarding the public sector, other compelling reason for lack of change reinforcement consists in the continuous government shift. Changes take time to be implemented and subsequently reinforced. Therefore, any government shift may affect on public organisations' change success rate. Likewise, for the most of interviewees, political issues are key reasons for lack of reinforcement what is added by the firm's reward system. They do believe that the ways by which the reward, recognition and incentive policies are carried out do contribute to change failure rate, despite they regard them well-structured. The firm's organisational climate results unveil that 53 per cent of its respondents are satisfied with firm's non-financial practices for recognition, and only 43 per cent regard that firm's career program does value the achievements.

4.2.2 Employees' readiness for changes

Regarding the ADKAR model, Hiatt (2006) states that the ways by which organisations communicate the need for change plays meaningful role at creating greater engagement (high level of participation) and proficiency (change performance) by those individuals affected by the change (Hiatt 2006). Communication, as it was previously stated, is seen as one of the main change management activities and thus it is the first step across the ADKAR model stages for change awareness. Hiatt also asserts that the awareness stage of the model is influenced by individual's perception of his or her current position and problems disclosed by the change, and circulation of rumours and misinformation (Hiatt 2006). Therefore, clear communication is perceived as an important element for overcoming potential barriers for changes enhancing the state of motivation among employees.

From the discussion in prior chapter, it was brought up the assumption that communication tools are only vehicles which deliver the information. Moreover, to create engagement and commitment, clear and accessible information content should be highlighted. Consequently, the level of employees' engagement underpins how they are motivated to carry out change processes.

The firm's organisational climate survey assesses the degree of motivation among firm's employees (Appendix B). The motivation appraisal concerns a set of aspects over interpersonal relationship, organisational identity, and formal leadership. Many leadership theorists give lift to informal leadership. However, this aspect is not assessed within firm's survey.

The ADKAR model lists motivation and individual's readiness for change as factors of its *desire* stage. Hiatt (2006) uncovers how the change will impact person and highlights that intrinsic motivators are key factors which influence change success (Hiatt 2006).

The literature review mentioned that readiness is widely understood as key element which enables change processes across organisations. Holt (2007) states that "*readiness is arguably one of the most important factors involved in employees' initial support for change initiatives*" (Holt et al. 2007, p. 234). From this statement, he concludes that employees' readiness for change is influenced by organisational content, context, process and individual attitudes. Furthermore, all of these stated aspects interact with each other influencing their behaviour.

Holt's findings demonstrate that "*participation*" and involvement are perceived as influential factors for change acceptance due to their impact on individuals' motivation level, and consequently their willing behaviour (Holt et al. 2007). The core element to increase the degree of employees' participation corresponds to interpersonal relations and responsiveness.

From the previous statement over employees' participation and involvement as sources of motivation, the interviews unveil that 60 percent of respondents do not feel as part of major decision making processes (Table 2). The interviews have been applied to a firm's regional branch. Therefore, the respondents disclose that decisions about major changes are very often concentrated within firm's Headquarter. Geppert, Matten and Williams (2003) detach set of aspects about decision making processes within multinational companies what perfectly applied to this case (Geppert et al. 2003). They also identify elements of empowerment.

Other aspect that increasingly affect on motivational behaviour consists in interpersonal relations. Armenakis et. al. (2007) apud. Bandura (1986) assert that individuals' sense over their interpersonal network, in fact, does support change initiatives (Armenakis et al. 2007) and thus motivates them to fully implement the change. Firm's survey reveals high rate over interpersonal relations assessment. In the survey, this issue

achieves 75.65 per cent of favourability rate (Appendix B). Thus, it can be stated that firm's internal environment context stimulates relationships between its employees and it is substantially valued by them.

However, deeper analysis uncovers other factors which may influence the motivation rate presented in the firm's OCS. For instance, the survey assesses the level of satisfaction of employment stability and decision making on employment choice. It can be argued that this assessment may be led by the employment security offered by public entities at turbulent environments in which it is observed high unemployment rates. As a result, it can be argued that this result does not accurately illustrate the degree of motivation across organisations in public sector. Most of the interviewees disclose that security is important to implement changes. Nonetheless, the main challenge consists in how to motivate those people who have joined public organisations only aiming the employment stability factor. One of the interviewees mentioned that:

"The employment stability may create passive behaviour. Therefore, managers have to continuously encourage their subordinates to take on challenges aiming at keeping them proactive and productive".

Continuously across the deliberation about individuals' perceptions, *identity* is another key element for gauging motivation level. According to Rooney et. al. (2010), sense of identity consists on some strong connections between employees and the organisation for which they work (Rooney et al. 2010). The identity discloses a large sense of self and belonging for the employee. In agreement with this idea, the main role of workplace identity for Rooney (2010) dwells upon enhancing of the perception of belonging among individuals and the commitment behaviour for the group to which they belong. Rooney (2010) concludes that transformational changes directly impact on employees' identity (Rooney et al. 2010).

The ADKAR model defines identity relating it with the employees' perception of the organisation. Hiatt (2006) discloses that people in different roles and hierarchical positions often evaluate the change differently (Hiatt 2006). As a result, sense of belonging diverges from long-term serving employees and those who participate at incremental or transformational changes.

Likewise, Hiatt (2006) expounds that many lower level staff usually feels that their sense of identity is being threatened due to change implementation process. These insights may explain the reasons of the degree of employees' resistance for changes. However, this concept, according to the research is not fully applied to semi-state organisations due to features of long-term serving of respective employees, naturally

Individuals' Readiness for Change
Employees' beliefs over recent major and minor changes implemented by the firm

Questions	Yes	No
6. Have managers been equipped to effectively manage the individuals within their team during the change?	0.67	0.33
7. Do you often feel like part of change decision making process?	0.40	0.60
8. In your opinion, does firm represent anything meaningful to your personal identity?	0.87	0.13
9. Do you feel uncertain about your future within the firm?	0.40	0.60
10. Do you believe that your manager does support the planned changes?	0.93	0.07
11. Do you believe that the time needed to successfully implement the changes is correctly defined according to the nature of the changes?	0.20	0.80
12. In your opinion, do successful change efforts typically require changing reward systems to support to support the proposed change?	0.67	0.33
13. Does Chesf encourage assessment and reflection over the results of implemented changes?	0.07	0.93
14. In your opinion, does the firm leverage employees' knowledge and empowerment?	0.60	0.40
15. Do you continuously receive training and coaching programs after changes have been implemented?	0.33	0.67

Table 2. Individual's Readiness for Change.
Source: Adapted from Firm's Qualitative Questionnaire (2014)
n = 15

conducting toward a sense of belonging formerly described.

Regarding this aspect, the firm's organisational climate survey discloses a high rate for *identity*. 75.06 per cent of respondents assert that they are proud of being part of firm's staff and they feel that they do collaborate to firm's success (Appendix A and B).

Besides, interviewees confirm the result through demonstrating their importance for firm's future status. Most of the interviewees reveal that the firm does embody something meaningful for their personal identity. One of them had voiced that it was quite difficult to avoid the firm's label due to his history as firm's employee. He said: "*the firm's identity is within my blood*". Therefore, it confirms that identity may become a source of resistance if awareness stage is not appropriately performed.

The third aspect of motivation described by change management theorists consists in *leadership*. Several studies have demonstrated that positive leadership enhances competitiveness, adaptability, responsiveness and synergy within organisations (Maher & Hall 1998; Harvard Business Review 2011; Balogun & Hope Hailey 2008; Bedser 2012; Armenakis et al. 2007; Aguirre & Alpern 2014; Dugar 2014; Fetzner & Freitas 2011). Furthermore, leaders are considered as crucial change agents. The literature and published researches about individuals' readiness indicate management supporting as one of the meaningful readiness factors. Management supporting is identified with the belief that the organisational leaders are committed and engaged to the change (Maher & Hall 1998; Harvard Business Review 2011; Holt et al. 2007; Balogun 2001). Hiatt (2006) evaluates that managers and supervisors play critical role across the whole process of change, and they do affect the employees' readiness level for change.

In complement to this discussion, Nauheimer (2005) comes up with the concept of *facilitation skills*. According to this author, leaders must be considered as *change enablers*. Thus, facilitation is regarded as a

principle for leadership skills and, consequently, change management skills (Nauheimer 2005). He concludes that managers, who adopt new leadership style and making it visible to the staff, do enhance employees' confidence for change initiatives. Considering this idea, he affirms that "*no change process can be mastered without leadership*" (Nauheimer 2005, p. 48).

According to surveys, companies, in which changes are successfully implemented, reveal a 67 per cent rate of full or wide alignment between leaders and change objectives (Smet & McGinty 2013). Simultaneously, it is also unveiled that organisations which do not properly communicate business needs for changes often empower informal leaders to communicate their own perspectives of changes which may not be aligned with changes objectives (Kearns 2010; Collette et al. 2002). The ADKAR model regards trust and respect for leadership as an enabler factor for employees' involvement and *desire* to support change.

The firm's OCS unveils 67.43 per cent rate on organisational leadership assessment. This index evaluates the degree of employee's satisfaction on basically formal leaders (holding hierarchical post) including the feeling of trust and collaboration. In agreement with this survey result, it is unanimous the belief, in the interviews answers, that firm's managers do support the planned changes. The interviews unveil that 93 per cent of respondents do believe that their managers support even those tough changes which are needed and forced by the environmental context or political pressure (Table 2).

4.2.3 Organisational capabilities for change

From the concept about what they call *change kaleidoscope* (Balogun & Hope Hailey 2008), Balogun and Hailey (2008) assert that types of changes are defined in agreement with the nature and the end results of those changes (evolution, adaptation, revolution and

reconstruction). Therefore, they conclude that organisational changes stream from realignment designs (adaptation and reconstruction change strategies) to transformation and fully redesign of the organisation's work systems (evolution and revolution change strategies). In addition to this, it can be stated that adaptive and evolutionary change strategies are more intrinsically related to continuous or incremental changes. And reconstructive and revolutionary change strategies are more related to radical or transformational changes (Balogun 2001; Hallgrimsson 2008). This statement includes organisations' architecture and business model reengineering.

In agreement to previous idea, Bhattacharyya (2014) state that as means to implement changes, regarding their nature and end results, organisation should set up normative-reeducative, rational-empirical, action-centred, and power-coercive strategies or approaches for managing change (Bhattacharyya 2014). Hence, organisations should praise changes nature and proposed outcomes, and then evaluate their organisational capabilities to successfully implement those changes which do contribute to organisational vision and strategic objectives.

The Positive model of planned change mentioned in the literature

Organisational Capabilities
Employees' beliefs over the firm's capabilities to achieve change proposed outcomes

Questions	Yes	No
16. Do you think that the firm unveils competitive strengths in order to cope with market pressures?	0.67	0.33
17. Do you think that the firm does invest in order to amplify organisational strengths?	0.40	0.60
18. Do you believe that the organisation's investments do contribute to enhance organisational competencies?	0.80	0.20
19. Do you feel part of organisational valued resources?	0.47	0.53
20. Do you think that proposed changes are aligned with organisational strategy and envisioning plan?	0.87	0.13

Table 3. Organisational Capabilities Employees' Assessment.
Source: Adapted from Firm's Qualitative Questionnaire (2014)
n = 15

review chapter aims to gather those changes which would affect the achievement of organisational vision and strategy. This model focuses on long-term orientation of implemented changes by strengthening current organisation's competencies. Cummings and Worley (2009) state that organisations should firstly focus on what they are doing right and do contribute to their competencies in order to successfully implement those change which do matter. In addition, they argue that executives often start up changes without plans which should clarify the strategies and objectives (Cummings & Worley 2009).

In consonance with Cummings and Worley's statement, Kearns (2010) has set management lack long-term commitment and adoption of a flawed or incomplete reengineering strategy as compelling reason for change failure (Kearns 2010).

By voicing Porras and Robertson, Cummings and Worley (2009) argue that planned activities should be guided by information about organisational features and potential outcomes which help organisation to create and achieve their vision.

In addition to this idea, Wayne Ross (2010) states that organisational arrangements and structure; technological and social factors; and physical facilities should be aligned to organisational strategy. Therefore, changes can be more productive if they are well aligned with organisational envisioning plan (Wayne Boss et al. 2010). Following this discussion, he also assert that organisational development (OD) literature discloses that there is lack of attention on long-term effects of change interventions and most of these pursued effects are mostly focused on a cost cutting perspective.

Regarding this fact, the firm's organisational climate survey results demonstrate that 74.88 per cent of its respondents do believe that their work settings are well aligned with sector objectives and organisational guidelines. However, this rate drops to 66.81 per cent when it is asked

over their knowledge about firm's strategic plan and to 68.48 per cent about their belief on whether the objectives are clearly defined (Appendix B). Therefore, in order to successfully leverage positive actions, the organisation should enhance their strengths (Cummings & Worley 2009).

When it was asked about organisational capabilities for coping with market pressures, most of interviewees state that the firm does have competitive strengths to overwhelm those pressures (Table 3).

As it was prior stated, the Positive Model for change management is based on the concept that positive expectations strengthen competencies which give to positive outcomes. Therefore, it is a dynamic process toward enhancing organisational capabilities through investigating market best practices and themes. In order to create change capabilities, organisations should emphasise their knowledge capital and other intangible assets (Anderson & Ackerman-Anderson 2010; Cummings & Worley 2009; Pierce et al. 2002). Consequently, the Positive Model depends on particular features which are related to organisational capabilities and an ingrained culture for change (O'Donnell et al. 2008).

The interviewees do believe that recent changes implemented by the firm are pretty aligned with firm's strategy and envisioning plan (Table 3). It must be unveiled that, imposed by recent economic turmoil and political pressures, the firm reviews its strategic plan and vision fostering overcome the current turbulent environment (Cunha 2011).

However, when it was asked about whether those changes do amplify the organisational strengths, some of interviewees do not believe that those changes indeed contribute to firm's strengths (Table 3). One of the interviewees said:

"Some decisions on investments are not taking within the firm. Some of them come from its main owner: the government. Thus, as a state company we must accomplish government's strategy".

Concluding this discussion, the most of interviewees follow the idea that the firm struggles to ingrain culture for change and political influence widely impact on firm's management policies. Therefore, the current culture aims at economic oriented response rather than increasing capabilities from an internal assessment.

4.3 Discussion

Perry and Rainey (1988) unveil that organisational theorists synthesise public-private distinctions into three categories based on: public interest, public goods and market, and ownership and funding (Perry & Rainey 1988). Semi-state organisations are those which overlap these distinctions, for instance, public ownership with private funding. Theorists also disclose other variable which affects on public-private distinction and this consists in the impact of organisational activities on societal values. Nonetheless, this last concept has increasingly been questioned due to the arising of corporate governance for private organisations.

Regarding the ownership and funding issues, the societal values and the openness to external influence, the main circumstance to be pointed out remains on the view about how organisational theories, models and frameworks fit public organisations' features.

Park and Feiok (2012) advocate the importance of public organisations for promoting economic and social development (Park & Feiok 2012). Likewise, Kickert (2013) argues that particular conditions do matter on public management studies. And he also affirms that indeed public organisations' features affect on management style (Kickert 2013). By studying organisational change management within public organisations, he concludes that change management within those

type of organisation (including those majorly owned by public entity) is not a mere application of the generic management theory insights (Kickert 2013). These organisational features, in fact, design how change management strategies should be adopted across their activities on a fully non-market based organisation.

The interviews made for supporting this research unveil the beliefs of the respondents about semi-state organisations' role. For them, semi-state organisations (able to extend to overall public entities) should be aware about their economic development role and consequently redesign their change management strategies in order to respond to their environmental context.

The political influence and legal constraints are the most variables mentioned by interviewees as compelling reasons for change barriers. Supporting this assumption, Stokes and Clegg (2002) advocate the need for public sector reform (Stokes & Clegg 2002) overlapping the contradictory dualism between bureaucracy requirement and economic development. The economic and social environments are even more dynamic, and bureaucracy should not give lift to barriers for change initiatives.

From the topic discussion and based on research findings, it is able to promptly respond the research questions and, consequently, confirm or deny described research hypotheses.

As it was expounded in the conceptual research framework chapter, the first hypothesis arisen from the research questions defines that "*as a semi-state organisation, the firm struggles in creating a fruitful internal climate for managing changes*". From the research insights, it can be concluded that semi-state organisations often endeavour wider efforts than private organisations to ingrain an organisational culture for change. Stakeholders influence and legal constraints are the main driven factors to be overwhelmed.

The second hypothesis considers that "*there is a high level of resistance amongst employees throughout change implementation*". The research insights have though confirmed that employees often do not readily adopt planned changes. The ADKAR model is used to evaluate the individual perspective of change within the firm. From the model guidelines, it was built up a profile for the firm across this study and pointed out *desire* and *reinforcement* as weakest stages of this model. Across semi-state organisations, the compelling reason for recognised low level of individuals' readiness usually relates to in which ways the organisational human resources are managed. The most cited driven factors in the organisational climate survey and interviews concern:

- the limitation of how semi-state organisations acquire talent people (legal constraints);
- high level of employment stability unveiling low level of challenging targets; and
- unclear recognition policies and undefined reward systems.

Finally, the third hypothesis considers that "*there is a lack of policies toward leading changes within firm's departments*". By applying the concepts proposed by the Positive Model of change management it is observed that the firm does not disclose clear change management practices and methodologies. The key concept of this model determines that organisations should strengthen their organisational competencies through best practices inquiry and creating future toward change capabilities. These factors should be part of organisational strategic plan and long term envisioning. The compelling reason for those constraints relates to the degree of participation of firm's stakeholders on organisational decision making process. Government's policies define firm's strategic decisions and long-term goals. Consequently, semi-state

organisations are often driven by political pressures (i.e. economic and development roles) rather than driven by market-based pressures (i.e. profitability). This fact highly influences firm's strategy toward creating organisational capabilities for change initiatives.

4.4 Conclusion

Technical management is driven by milestones and people management by behaviour and attitudes. Change strategies are supported by people rather than technology. Technical elements do not design changes, but rather people inquire, design leverage and assess changes initiatives. Technology is just a change enabler (i.e. tools and systems).

This research has confirmed that semi-state organisations struggle to implement changes initiatives (even those incremental changes) and to create a state of readiness among their employees. As a result, semi-state organisations often demand more time to implement change strategies than private organisations. The political influence and legal requirements are regarded as compelling sources of barrier for change initiatives. On the other side, government shifts hinder change management long-term efforts.

Yet the surveys disclose how difficult it is to focus on transformational changes within public entities regarding that political influence on organisational management style. Supporting this statement, most of interviewees unveil concern about firm's long-term orientation.

As it was widely called for discussion, the ADKAR Model can be properly applied within semi-state organisations. From another side, the Positive Model of change management demands larger efforts to be applied by semi-state organisations. This model largely depends on ingrained culture for change which is almost inexistent within public organisations. This assessment is also based on interviewees' opinion and

literature findings (Kickert 2013; Park & Feiock 2012; Perry & Rainey 1988; Rochet et al. 2008; Robertson & Seneviratne 1995).

As it was expected, the research insights confirm the assumption that the highest rate for change initiatives failure occurs at implementation stage. Likewise, even those change initiatives fully implemented do not ensure achieving purposed outcomes. Without reinforcing the sense of urgency and need for the implemented change, implemented changes are not well based. Consequently, the organisation returns to its previous stage wasting time and increasing costs.

Hence, as it is perceived and confirmed throughout this research, there is a lack of employees' readiness across semi-state organisations which are objects of my assessment. However, this assumption can also be expanded to other public organisations. I can also conclude by these insights that government shifts and legal constraints diminish long-term change efforts unveiling lack of change measurement methods. Likewise, semi-state organisations very often inquire into market best practices as it is oriented across Positive Model for change management.

5 Concluding Thoughts on the Contribution of this Research, its Limitations and Suggestions for Further Research

This research has been carried out aiming to understand in which level change management studies fit organisational features regarding the nature of public entities (more specifically semi-state organisations).

Firstly, my research focuses on assessing whether or not change management models and frameworks, which are mostly based on private organisations, are indeed fully applied across public sector entities. Research insights have unveiled that few change management studies have been performed concerning about change management within public organisations and that the literature still remains discussing

private-public distinct management style (Kickert 2013; Park & Feiock 2012; Perry & Rainey 1988).

Afterwards, the focus of my research shifts toward individuals' readiness and proactive behaviour within semi-state organisations. Despite the distinct features, I would unveil the concept that semi-state organisations' employees are as resistive as private organisations' employees. Based on the research findings, I come up with the statement that the employment stability usually offered by public organisations does not effectively enable changes. Rather, it may represent, in some degree, a source of barriers for change initiatives.

Finally, I have concluded that there is a lack of long-term efforts for change outcomes within semi-state organisations. My statement is based on the perception that high change failure rate occurred at implementation and reinforcement stages. Change management theorists, such as Lewin and Kotter, state that organisations should assess change outcomes in order to "refreezing" those successful implemented changes which do effectively contribute to organisations' strategies and vision achievement. In spite of similar failure rate, it can be argued that semi-state organisations often disclose more difficulties than private organisations due to their political and legal content constraints.

5.1 Implications of Findings for the Research Questions

My research findings confirm the statement that public organisations face resistance for effectively leveraging change efforts as well as private organisations. The insights from the research also demonstrate that public and private organisations disclose same rate of failure on change management strategies. As a result, the findings also contradict the assumption that public organisations are more suitable to employees' resistance for change than private organisations. On both, there is similar degree of resistance for change. The difference is underpinned by the

sources of resistance and the organisational role performed by each organisation (market and non-market based organisations).

Based on that, I have found out that some sources of resistance for change are particularly related to public organisations. Regarding stakeholders' influence, semi-state organisations are heavier affected by government policies and legal requirements than private ones. The legal requirement of public service announcement exam (PSA) consists in an example of constraint for hiring those who public organisations believe might fulfil their skills requirements. In this assessment, it is considered the proper use of public employment.

Continuously, the study massively highlights the theories' perceptions about the degree of influence of the organisational culture across change initiatives planning and implementation. By adapting the findings of Geppert, Matten and Williams (2003) regarding the impact of high and low contexts on change management processes across Multinational Companies (Geppert et al. 2003), my research reinforces the assumption that regional culture does influence firm's decision making processes.

Throughout the assessment of *individual's participation* on decision making processes, it has been pointed out by the interviewees less participation degree on strategic decisions or transformational changes. The pressures lifted through a broad organisational structure substantially lead major changes across firm's work systems. Despite the increasing involvement, the regional contexts (high contexts) are still massively influencing firm's internal environment (low context). The firm is widely present in Brazilian territory which enables influence of regional contexts.

Balogun and Hailey (2008) state that the types of change are designed in conformity with the nature and end results of the change initiatives (Balogun & Hope Hailey 2008). They divided changes into four

types: evolution, adaptation, revolution and reconstruction (as I mentioned in the chapter of the discussion of findings).

By matching the research findings with Balogun and Hailey's change typology; I would assert that semi-state organisations essentially drive adaptive change strategies rather than other types of changes. Adaptation change is undertaken in order to gradually realign how the organisation operates its businesses normally through implementing minor steps (Balogun 2001). However, reconstructive changes are also perceived within semi-state organisations mostly at major changes initiatives. Reconstructive change strategies are those which aim to realign organisation's operating schemes in reaction to a changing context or pressure (Balogun 2001).

As I mentioned in the discussion over change strategies, the case study firm have presented some reconstructive strategies in order to realign its operation to government's plans. Thus, the firm has restructured its operations by responding to a particular context. More specifically, I refer to the implemented cost-cutting and expansion strategies. This fact is intrinsically related with the particular role that semi-state organisations play at government's social and economic development strategies. Consequently, firm's strategic plan must fit government strategy. Therefore, there are more adaptive and reconstructive changes, include those consider large scale changes.

5.2 Contributions and Limitations of the Research

The key contribution of this research, which I carried out, resides on denying the assumption that public organisations are more inefficient and unable to yield change efforts than private organisations. Regarding the use of a case study, it can be assumed that both semi-state and private organisations share same failure rate for change initiatives on average. Furthermore, it has been uncovered that, in some cases, semi-

state and private organisations also share same sources of barriers for changes.

The research insights also highlight the importance of understanding organisational features and roles to successfully inquire those changes which best fulfil organisational strategy. Different types of changes are required concerning purposed outcomes. Normally, they can be continuous or radical changes demanding, consequently, small or large scale change efforts, respectively. Based on this discussion, organisations can leverage adaptive, reconstructive, evolutionary or revolutionary changes. Semi-state organisations often perform adaptive and reconstructive change strategies.

On the other side, the most influential constraint over my research refers to the disability for gathering a more broad qualitative data. The firm object of this study has several branches and regional management bodies. This geographical barrier disallowed a deeper research in order to increase the level of research details. A sharper research would allow understanding the reasons of change failure and opinion of more participants increasing the degree of accuracy. Moreover, more points could be arisen bringing more supporting elements. Nonetheless, this fact does not absolutely disable the research insights which do contribute for the purposed outcomes. By focusing on a semi-state organisation, other public organisations, such as government bodies, were not evaluated.

Other variable of limitation consists in the turbulent environment that the firm had experienced before the organisational survey and interviews were applied. Some decisions, which the firm has recently made, do influence interviewees' answers. Therefore, data selection criteria have been applied as a way to overcome the subjectivism of individual's beliefs and momentum dissatisfaction. Emotion was the chosen subjective criteria aiming to assess individual feelings avoiding

potential mismatch answers. Nonetheless, those which do contribute to research purpose were sharply analysed.

Based on my research findings, a model of change has been designed. It regards the impact of organisational context, content and organisational role on organisations' choices of change initiatives. The suggested model regards four influential factors for decision making over change choices. The model is drawn down as it is disclosed in the Figure 9.



Figure 9. Change Choices Context.
Source: Author.

The four sources relate to: *external context*, *organisational capabilities*, *individual's readiness*, and *organisational role*.

The external context consists in environmental sources of influence for organisational change initiatives. As an example, economic and social pressures are meaningful sources of influence on change decision

process. The external context usually relates to a combined environment in which the organisation is embedded. For instance, the industry in which organisation plays. Particularly regarding semi-state organisations, social issues are sources of pressures which may have greater impact on organisational overall performance than competition pressures would have.

Secondly, the organisational capabilities include the change management capabilities (Solberg et al. 2008). This source of influence is directly related with organisation's strengths and competencies. Some organisations disclose ingrained culture and strengths which enable them to be more adaptive and quickly respond to environmental dynamism. In other words, these organisations are more able to successfully implement change initiatives. As it has been observed throughout the research process, it is more difficult to implement changes within organisations with ingrained hierarchical culture (O'Donnell et al. 2008). Semi-state organisations quite often uncover hierarchical culture, despite their recognised competencies and strengths. As consequence, semi-state organisations capabilities should continuously enable change deliverables once transformational changes rarely occur.

Individual's readiness is represented by the behaviour, beliefs and perceptions about changes initiatives. Motivation and reward systems do matter for ingraining a culture for supporting changes. Semi-state organisations unveil singularities in these two practices. In turbulent times, employment stability may underpin high level of motivation. However, it does not properly enhance individual readiness. Unclear procedures for rewarding individual and group achievements may dwindle level of individual readiness for change among people involved. Semi-state organisations very often struggle to hire the talent needed and take long time for supply the losing knowledge. Therefore, semi-state organisations should rebuild their reward systems and training programs within clear

and unbiased procedures as well as stimulating training practices such as coaching.

Finally, the fourth influential factor consists in organisational role. Organisations play market-based and non-market based roles. Semi-state organisations are directly submitted to government's strategies and policies. The organisational role essentially defines the change outcomes. For instance, the firm object of this study meaningfully contributes for Brazil's economic and social development. Therefore, prior changes will be those which enable the firm to effectively perform its roles. Few semi-state organisations leverage an evolutionary or revolutionary change (transformational changes) due to their role affects on their business model.

5.3 Recommendations for Future Research

Researches about strategic change have been increasingly carried out since Lewin's change management model in early 1950's. Nonetheless, at that time, the main focus of the researches regards organisations' business processes. As it was stated by Worren, Ruddle and Moore (1999), only decades later, change management strategies achieved a more holistic approach, including studies about individuals' behaviour and beliefs toward changes and how organisations build up their change capabilities.

Several models and frameworks aim to scaffold change management strategies. However, most of the change management models still focus on private sector. Few ones do stand out public organisations' features. Throughout this research I came across with few models which try to represent these particularities. Robertson and Seneviratne (1995), by citing Giblin (1976), state that "unique constraints imposed on public organisations may render them almost immune to conventional OD (Organisational Development) interventions" (Robertson & Seneviratne 1995, p. 548). In his article about change management in public

organisations, Kickert (2013) came up with Fernandez-Rainey's model of change. This model is a comparison with Kotter's eight-step change management model regarding public-private distinction. Notwithstanding, few studies over change management strategies indeed consider public organisations features.

Consequently, it is perceived a lack of studies about strategic change on Brazilian literature of management and business administration. Therefore, it is expected that the extending role played by these types of organisations on social and economic development plans of the government impose review on how they have been progressively managed.

5.4 Final Conclusion and Reflections

Public and private distinctions in organisation theory of management should be comprehended aiming to properly drive outcomes. Throughout my research I could observe that public and private organisations uncover similar results as in change management processes. However, the differences do matter for change success. Either adapting or building up a model for change to public organisations comprehending their features, constraints and roles are crucial for the success.

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Appendices

Appendix A – Overall Results of Firm's Organisational Climate Survey

Factors and Perspectives Indexes			
	2010	2011	2013
Workplace Environment	0.72	0.71	0.69
Work conditions	0.70	0.70	0.68
Work health and security	0.74	0.74	0.70
Management Philosophy	0.74	0.74	0.71
Organisational Image	0.83	0.83	0.76
Organisational Clearness	0.70	0.70	0.67
Sustainability Policies	0.74	0.75	0.72
Communication Methods	0.71	0.72	0.69
People Management	0.63	0.64	0.59
Career and Remuneration Programme	0.54	0.55	0.49
Corporative Training	0.64	0.64	0.57
Recognition	0.59	0.60	0.58
Benefits	0.81	0.81	0.79
Motivation	0.74	0.74	0.71
Identity	0.80	0.80	0.75
Leadership	0.69	0.69	0.67
Interpersonal Relations	0.79	0.79	0.76

Overall results of firm's organisational climate survey
 Source: Organisational Climate Survey (2013)
 n = 2.497

Appendix B – Organisational Climate Survey

Organisational Climate Survey Overall Results

Work Environment	0.69
Workplace Conditions	0.68
The duties which I performed are interesting and challenging.	0.76
The work duties are well distributed across the team workers.	0.62
The working hours required are compatible with the work duties	0.74
The workplace structure is adequate to carry out my duties.	0.69
The information needed to carry out my duties is efficiently communicated.	0.66
I have all equipments required to properly performe my duties.	0.72
The work union negotiation process does match firm's and employees' interests.	0.56
Occupational Health and Safety	0.70
The procedures adopted by my organisation indicate safety and health as prior issues.	0.73
I do agree with firm's safety and health policies.	0.68
I am encouraged to participate on company's occupational safety and health meetings.	0.76
I am satisfied with company's occupational safety practices.	0.71
I do believe that my company is concerned about improving its collaborators' quality of life.	0.64
Management Philosophy	0.71
Institutional Image	0.77
My company discloses a positive image across its stakeholders regarding the products and services offered.	0.80
My company is well assessed on its practices over social and environmental responsibility issues.	0.73
My company is a business excellence model within market.	0.78
I would indicate my company as a great place to work.	0.76
Organisational Cleanness	0.67
The knowledge that I have over company's strategic planning helps me to carry out my duties.	0.67
My sector's objectives are clear defined.	0.68
My work activities are aligned with company's strategic guidelines and objectives.	0.75
The environmental policies of the industry are widely spread across my company.	0.64
The Ethics Code defined by the Holding Company is widely spread across my company.	0.67
The Sustainability practices of the Holding Company are widely spread across my company.	0.64
Sustainability	0.72
Across my company, people are respected irrespective of their race.	0.81
My company offers equal career growth opportunities for both men and women.	0.71
Across my company, people are respected irrespective of their age.	0.74
Across my company, people are respected irrespective of their sexual orientation.	0.78
I do believe that my company discloses trustful channel for communicating sexual and moral harassment issues.	0.62
I do value company's social, educational, cultural and sporting activities promoted for the community in which it is embedded.	0.65
Communication	0.69
The information needed to carry out my duties is clearly and objectively transmitted across the company.	0.68
Company's objectives and guidelines are widely known by its stakeholders.	0.67
I believe that my company publicise trustful information for its stakeholders.	0.79
My company transparently deliver information to its colaborators.	0.63
Company's communication channels are agile and efficient.	0.69

Appendix B – Organisational Climate Survey (Cont.)

People Management	0.59
Career and Reward	0.49
Company's career growth criteria does recognise those with high performance.	0.47
My remuneration is compatible with duties and activities that I perform.	0.51
My company offers equal career growth opportunities independent of employee's long-serving time.	0.53
I consider that company's reward system does value employee's achievements.	0.43
I do believe in those opportunities offered by my company regarding career growth.	0.49
Corporate Training	0.57
The corporate training programs offered by my company are aligned with those required by my duties and responsibilities.	0.57
The training practices stated by company's Individual Development Plan are well performed.	0.52
The information received on seminars, conferences, meetings and other training events are transmitted to all work fellows.	0.56
I am satisfied with the ways by which training programs are released across the company.	0.54
My work routine allows me to participate on company's training programs.	0.60
I have changes to applied the knowledge gathered at company's training programs within my work routine	0.66
Recognition	0.58
I am recognised when I achieve or surpass planned targets.	0.60
Non-financial rewards (acknowledgements and congratulations, for instance) are impartially given.	0.59
I am satisfied with company's prevailing non-financial reward practices.	0.53
Benefits	0.79
The benefits offered by my company fulfill my expectations.	0.75
The benefits offered by my company are meaningful for my decision on whether or not I keep working for the company.	0.83
Company's health care plan fulfills my expectations.	0.79
Motivation	0.71
Identity	0.75
I am proud for working at the company.	0.84
Working for the company gives stability to me and my family.	0.84
I have change to actively contribute to company's achievements and success.	0.71
I perceived that the other company part of the whole group are even more integrated.	0.50
I regard my decision on working for this company as well taken.	0.86
Leadership	0.67
There is coherency between management decisions and practices across my work area.	0.61
The autonomy degree received by my line manager does enable the ways by which the duties are performed across my department.	0.67
My line manager promptly applied the planned changes across work duties and responsibilities.	0.68
I perceived my line manager motivated for working performance.	0.68
Company's formal leaders are committed with organisational performance results.	0.65
I believe that my line manager's skills enable him to deal with people.	0.68
My line manager is able to appropriately drive project and role's duties	0.75
My department's targets and objectives are challenging and achievable.	0.66
My line manager stimulates team working practices.	0.64
My line manager impartially deal with his or her subordinates.	0.67
My line manager clearly communicate the information needed for work performance.	0.72
Interpersonal Relations	0.76
The relationship between me and my fellows enables work performance.	0.85
There is cooperation between my work fellows for better achievements.	0.73
There is collaboration among my department's workers and the workers from other company's departments.	0.67
I am free to unveil my opinion within my work team.	0.77

Detailed Firm's organisational survey results / Source: Organisational Climate Survey (2013)
n = 2,497

Appendix C – Change Management Questionnaire

This questionnaire is designed aiming at coming up with the firm's profile according to the ADKAR model assumptions, the degree of employees' change readiness and the firm's envisioning plan. The questionnaire was prepared by using change management studies and surveys applied which best fit its purpose.

What follows are twenty degree-related questions about the impacts of managing changes within organisation. The questionnaire follows a two-coded statement in which is being asked to grade them on "1" to "5" rates, in which "1" corresponds to the lowest rate and "5" to the highest rate for the first five questions and "Yes" or "No" answers for the rest of them. The interviewer, after each grade, asks the interviewee to explain the reason for the grade given.

The questions between 1 and 5 aim to design the firm's ADKAR profile regarding each stage of the model (awareness, desire, knowledge, ability and reinforcement).

1. The firm discloses effective ways to communicate changes to be implemented.

① ② ③ ④ ⑤

2. Firm's employees easily adopt any planned changes.

① ② ③ ④ ⑤

3. Firm's training and learning policies are entirely consistent with the best practices within the industry.

① ② ③ ④ ⑤

4. The firm discloses sufficient organisational capabilities to implement planned changes.

① ② ③ ④ ⑤

5. The firm continuously reinforces firm's sense of urgency to overwhelm all potential resistance that changes and its nature can bring.

① ② ③ ④ ⑤

The result obtained by the questions between 6 and 15 aims to measure the level of employees' readiness for changes. As it is stated, the degree of employees' readiness may disclose important information which may relate with resistance for changes. Therefore, it is interesting to search about the significance of firm for individuals and what is their opinion about the ways by which firm leverage changes.

6. Have managers been equipped to effectively manage the individuals within their team during the change?

Yes

No

7. Do you often feel like part of change decision making process?

Yes

No

8. In your opinion, does firm represent anything meaningful to your personal identity?

Yes

No

9. Do you feel uncertain about your future within the firm?

Yes

No

10. Do you believe that your manager does support the planned changes?

Yes

No

11. Do you believe that the time needed to successfully implement the changes is correctly defined according to the nature of the changes?

Yes

No

12. In your opinion, do successful change efforts typically require changing reward systems to support to support the proposed change?

Yes

No

13. Does Chesf encourage assessment and reflection over the results of implemented changes?

Yes

No

14. In your opinion, does the firm leverage employees' knowledge and empowerment?

Yes

No

15. Do you continuously receive training and coaching programs after changes have been implemented?

Yes

No

The result obtained by the questions between 16 and 20 aims to design the firm's visioning plan. Change management plans must fit organisational strategy and its vision. Therefore, it is important to assess how managers and employees face major changes enhancing organisation's strengths aiming to achieve the Vision proposed in organisational strategy.

16. Do you think that the firm unveils competitive strengths in order to cope with market pressures?

Yes

No

17. Do you think that the firm does invest in order to amplify organisational strengths?

Yes

No

18. Do you believe that the organisation's investments do contribute to enhance organisational competencies?

Yes

No

19. Do you feel part of organisational valued resources?

Yes

No

20. Do you think that proposed changes are aligned with organisational strategy and envisioning plan?

Yes

No