Organisational change, is a successful outcome dependant on employee buy-in? : A

case study.

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Declaration:

I hereby certify that this material, which I now submit for assessment of the

programme of study leading to the award of BA (Hons) in Human Resource

Management is entirely my own work and has not been taken from the work of

others save and to the extent that such work has been cited and acknowledged within

the text of my work. All research was gathered and conducted ethically.

The organisation and the participating employees wish to remain anonymous.

Therefore, I will honour the request for confidentiality throughout this report. Any

names contained in this project have been changed to protect the identity of the

organisation.

Signed: _____

Date: _____

Student Number: _____

Abstract:

An examination of the processes and experiences involved with change management within an organisation, with a case study of one such organisation which the researcher knows personally.

Chapter one introduces the study, the problems and context of the case study and addresses the significance and limitations of the study.

Chapter two examines the theories and different methods of change management, the literature surrounding the topic and its relevance to the public sector.

Chapter three discusses the methods used in designing the research methods, the ethics involved in the research, the methods of analysis and the validity of the data.

Chapter four presents the results of the research, analysis of the data and the researcher's findings.

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CHAPTER 1: INTRODUCTION TO THE STUDY

I. Introduction:

Change is a natural characteristic of all organisations whether in the public or private sector and in the current economic climate, all organisations are experiencing the impacts of change in order to increase their efficiency and effectiveness.

Organisational change is disruptive; it takes people out of their comfort zone and into unfamiliar territory. Change efforts often evoke unforeseen challenges, and the success of change efforts is ultimately determined by employee responses to changes. Even when change is welcomed it can provoke anxiety and uncertainty among employees. Uncertainty and ambiguity are key concerns in organisations as they can lead people to feel uninspired and unmotivated. An important part of change management is to help employees overcome these feelings and ensure that they feel connected to, or have bought into, the process and are committed to the changes being implemented. Not all change efforts succeed, and it is widely felt that the reasons for this come down to bad management and lack of employee buy in both in the change process and what is being changed. Organisations can increase their chances of success by improving their ability to change both now and in the future.

In order to ensure a smooth transition into transformational change, it is necessary to examine the factors surrounding the effective management of change and the importance of employee buy in for change to succeed.

The researcher undertook a literature review which outlined what organisational change is, the difficulties surrounding organisational change, why change should be managed to ensure effectiveness and some of the models that have been developed to manage organisational change

The problem and context

The purpose of this study is to examine the factors surrounding the organisational change management process with a particular focus on the role of the employee, to understand whether successful change management is dependant on employee buy-in for a public sector organisation undergoing change.

The researcher proposes to use the experiences of a particular organisation as a single case study. The organisation is a Public Sector organisation in which the researcher is employed who introduced a new organisational structure using the McKinsey 7-S model as a framework for their change management process.

There is evidence from the literature review to suggest that employee involvement can positively or adversely affect the success of change management within an organisation.

Background:

In 2007 an external agency commissioned a quality review of COMPANY X. The agreed approach to the review centred on self-evaluation by the company and external evaluation by an external panel. The timing of the quality review coincided with the development of COMPANY X's second strategic plan. A decision was taken, by COMPANY X, early in 2007 to combine the work involved in strategic planning with the self evaluation element of the Quality Review.

The expert panel concluded that COMPANY X had successfully completed their policy development phase, however the panel suggested the organisation undergo a number of changes in order to completely transition into their policy implementation phase. COMPANY X was now placed to proceed with a change in its dynamic as it moved from a development and design phase into an operational and implementation of policy, systems and standards mode.

As a result, an external consultant organisation was commissioned by COMPANY X to undertake an 'Organisational review of its structure'. This review provided the

case for adapting the structures to facilitate COMPANY X in meeting its statutory

requirements. The remit of the assignment was to review the organisational

structure and the workload of COMPANY X and to identify and make

recommendations on the optimum management structure required for COMPANY X

to effectively plan, manage and deliver its extensive workload. The approach the

consultant organisation used for the restructuring was based on the McKinsey 7S's

model of change management as outlined below.

The consultant organisations' Organisational Design and Development Methodology - actions

McKinsey Stage 1 - Understand the strategy and key goals of COMPANY X
- Identifying core business areas
- Identifying current processes and structures
- Understanding operational and strategic priorities

McKinsey Stage 2 - Determine the main business processes + Agree the main high level activities
- Identifying main business areas
- Highlighting future priorities

McKinsey Stage 3 - Develop structural options
- Developing structural options based upon strategic priorities
- Identifying organisational capability

McKinsey Stage 4 - Select appropriate option
- Working with SMT to walk through options
- SMT consider and agree preferred option
- High level staff consultation

McKinsey Stage 5 - Finalise new structure, staffing roles and responsibilities
- Identify and agree key functions
- Identify key positions
- Identify capabilities and job descriptions for new positions
- Identify potential employees and carry out skills analysis
- Develop and implement succession and knowledge transfer plan
- Evaluate effectiveness of plan

Communication Plan

Regular, consistent and well targeted communication is critical to the success of any re-organisation. This will involve
- **Senior Management Sign off of agreed plans**
- **Communication plan with staff**
- **Change Management strategy**
- **Training for all staff into new roles**
- **New Processes scoped and defined**
- **Transition activities planned and effected**

Figure 1: the consultant organisation Organisational Design and Development Methodology

Firstly, a Project Initiation Meeting was held by the consultant organisation in COMPANY X premises with the senior management team to agree the detailed work plan.

Upon agreement of project timetable and milestones, a desktop review was carried out by the consultant organisation. This information provided context and background to assist in the development of interview questions, questionnaires and proposed structural options. The documents reviewed included, quality reviews of the organisation, strategic and annual reports and executive notes on the change management process.

They then held one to one interviews with the senior management team which helped to inform them about the key issues to be developed further at the next stage of the project, which focused on other staff at all levels. One to one and group interviews were held with senior staff, and group interviews were held with the remaining staff in the sections/business units in which they worked.   They also held an interview with the Trade Union representatives.

Their interviews highlighted a number of key issues in COMPANY X, that would inform the restructuring process, however, they also identified operational and management issues while carrying out their research. For example, the structure was deemed to be both top and bottom heavy with a weak middle management tier. There was no room for progression within the current structure which led to staff

feeling frustrated by the lack of career development opportunities and there was a divide between the senior staff and the remainder of the staff in COMPANY X. They also highlighted that while the feedback from staff indicated that COMPANY X was a positive place to work, conditions of employment were favourable and there were positive working relationships, there were issues concerning management style and the management of people that they felt the Senior Management team needed to address.

The information gathered resulting in the key issues was then analysed and used to develop a number of structural options. The consultant organisation developed the structural options through a series of internal meeting/workshops wherein best practice, experience and evidence were gathered. Work on the outputs for the workshops ensured that they had collected all the necessary information. They then delivered a verbal report on their findings to the members of the Senior Management Team.

The consultant organisation were not responsible for the implementation of the chosen organisational structure, however they did work along side the Senior Management Team to develop the job descriptions for the new structure.

Employees were asked to submit expressions of interest for the functional areas they felt they would like to work in and when applicable Senior Management assigned new roles to staff.

The purpose of this study is to examine the factors surrounding the organisational change management process used by COMPANY X with a particular focus on the role of the employee. The researcher aims to understand the effects of the change on the organisation and the employees perceptions on the change management process used.

Hypothesis:

There is a strong relationship between employee buy in and the success of a restructuring process

The main objectives of this research are:

- To examine the factors/variables surrounding the planned organisational change management process.
- Establish the relationship between employee buy in and the success of the restructuring process.
- Identify areas that management can improve on when managing a change.

Key themes to be addressed are:

a) The nature of change in the organisation.
b) The range of information and consultation mechanisms used.

c) Senior management views on and experience of change using the McKinsey 7-S model.

d) Employee awareness of change and consultation.

e) The benefits of employee buy-in to the change management process.

The significance of the study:

The organisation is also facing further change due to a number of factors including amalgamation, relocation, legislative changes and diminished resources. Ideally the findings of this study will provide the researcher and the organisation with a deeper understanding of their change management process and the findings can be used by the organisation to improve their future change initiatives.

Limitations of the study:

As the organisational change took place almost three years ago participants may have difficulties remembering the process accurately. Although a case study provides rich descriptions of a particular situation the findings may not be applicable to other research settings or organisations, and may only be applicable to this case. However, it is hoped that the research methodologies can be used as a baseline for

future research and that the findings can be used by the organisation to improve their

future change initiatives.

CHAPTER 2: LITERATURE REVIEW

II. Literature Review:

The purpose of this review is to examine the factors relating to the management of organisational change. It begins by looking at what organisational change is, followed by the factors that need to be considered during the management of change such as overcoming resistance to change, the importance of effective leadership in change and the psychological contract. It concludes with a description of some of the models of change management.

What is organisational change?

Organisational change is the process by which the organisation moves from its current position and state towards some future position as a way of increasing its overall effectiveness (Jones, 2001).

This is only one of numerous definitions of organisational change. The definitions of change are varied and can be unclear. However, it is agreed that organisational change involves some amount of comparison of before and after transition states of the organisation (Barnett & Carroll, 1995; Hellriegel & Slocum, Jr., 1976; Powell, 1991; Posner & Powell, 1978; Shirley, 1975; Van de Ven & Poole, 1995; Williams, 2005).

Change can be driven from external sources imposing on the organisation such as economic, social or political pressures, mergers and technological advances or it can evolve internally as a response to a range of issues for example a change in mission, business cycle, client needs or restructuring operations.

According to Churchill and Lewis (1983), there are five main stages of development in a business's growth. These include existence, survival, success, take off, and resource maturity. Organisations must adjust to the challenges of each phase as they progress through the stages. All change whether from internal or external sources involves adopting new processes, policies, practices, mindsets and behaviours and these changes need to be managed to ensure success.

Stoner and Freeman (1992 p 408) describe planned change as "the systematic attempt to re-design an organisation in a way that will help it adapt to changes in the external environment or to achieve new goals." Planned organisational change is deliberate; it is consciously devised and brought about through the purposeful efforts of organisational members as opposed to change that is due to environmental or uncontrollable forces (Lewis 2000). Poole and Van de Ven (2004) suggest that while planned change can be managed and controlled, unplanned change is to some degree a force in its own right which can be directed but not necessarily controlled or managed.

Resistance to change

There is often resistance when trying to introduce change and as a result not all change initiatives are successful. In 1995 John Kotter published Leading Change: Why Transformation Efforts Fail, in which he cited research that suggested only 30 percent of change programs are successful.

Implementing planned change is almost always difficult and there is a growing body of research that shows that organisational change efforts often fail because of employee resistance, resistance to change varies between individuals (Oreg, 2003), some people are more change resistant than others.

In some situations, individuals resist particular changes because they conflict with personal interests or values (Coch & French, 1948). Argyris and Schon (1978) discussed resistance in terms of defensive routines and frustration, and Kanter (1985) described feelings of uncertainty and loss of control in discussing responses to change. Garside (1998) advocates that people resist change at an individual level for reasonable and predictable reasons such as; loss of power, loss of face, additional workload, loss of income, change fatigue, different perceptions of change, lack of trust or misunderstanding, and low tolerance for change.

Change can trigger uncertainty about job security, personal competency and how a change will affect an employees' career or daily activity Ashford (1988), resulting in stress, anxiety and job pressure. In many cases stress, anxiety and uncertainty may lead to resistance.

Communication

According to Larkin and Larkin (1996) organisational change is something which many organisations get wrong. They highlighted how many CEOs said, in hindsight the one thing they would do differently if managing a change initiative in the future, was to manage the way they communicated with staff differently. John Kotter, (1995) suggests that 'employees will not make sacrifices, even if they are unhappy with the status quo, unless they believe that useful change is possible. Without credible communication, and a lot of it, the hearts and minds of the troops are never captured.'

Much more effort goes into newsletters and speeches, but some very visible senior executives still behave in ways that are antithetical to the vision. The net result is that cynicism among the troops goes up, while belief in the communication goes down. (John Kotter, 1995)

Credible communication is vital to the change process but good communications need strong and credible leaders to convey and promote the change message. Organisations that successfully plan for and communicate change, while also allowing their people to become actively involved in the change process, are seen to be taking positive action to ensure employees are adequately prepared and positioned to perform at higher levels. On the other hand, ineffective communication resulting in a lack of understanding for the reasons leading to the change can impact confidence. Leaders have a responsibility to effectively articulate the rational for change and how the organisation plans to implement the change.

Leadership and change

With 'human nature being what it is, fundamental change is often resisted greatly by the people it most affects: those in the trenches of the business. Thus, leading change is both absolutely essential and incredibly difficult'. (John Kotter, 1995) Sometimes executives underestimate how hard it can be to drive people out of their comfort zones (John Kotter, 1995)

All of the literature on change management agrees that leaders create change and make it happen. And in this time of unprecedented change managers must become leaders and leaders must become the managers of change (Dawson, 1994).

Leadership is about transformation and the test of leadership is real intended change (Burnes, 1978).

Burnes (1978) supports two leadership styles for managing change; transformational and transactional. Transactional leaders are aware of the link between effort and reward. 'The relations of most leaders and followers are transactional; leaders approach followers with an eye to exchanging one thing for another'. Transformational leaders, on the other hand, work toward a common goal with followers; they raise the awareness among followers about what is important; they take followers to next level and inspire them to go beyond their own self-interests for the good of their group or organisation.

The ability to bring about change implies the need for leaders to influence the views, beliefs, attitudes, activities, motivations and relationships of people within the organisation (Parry, 1998). Leaders are people with vision who have the ability to communicate that vision to those around them (Kotter, 1990). 'An effective transformational leader is someone who can create through his or her own words and actions a contagious enthusiasm for the firm's business concept and transformational plan so that others will understand and behave in ways that will support it.' (Flamholtz and Randle, 1998, p.216).

Mintzberg (1996) sees the main management or leadership style as the central force at work in an organisation and also how management power is distributed and used.

He believes managers must be constantly vigilant 'to ensure that the pull towards the old ways of doing things and bureaucratic red tape do not impair the effectiveness of a change programme.'

Deal and Kennedy (1982) consider the foundation of the organisation's systems and structures to be the values and behaviours adopted by the staff members In order to manage change successfully, it is necessary to not only consider the physical impacts of the change but to secure buy-in to the change and to align individual behaviours and skills with the change. Research into why change programs fail has revealed that most stumble on exactly what they are trying to transform; the attitudes and behaviours of employees and management. (Beer & Nohria, 2000; Cameron & Quinn, 1999; Caldwell, 1994; Kotter & Heskett, 1992).

The Psychological Contract

If employers/managers/leaders wish to manage change successfully, they need to work to maintain a positive psychological contract. The term psychological contract was first used in the 1960's in the work of organisational and behavioural theorists Chris Argyris and Edgar Schein but became more popular following the economic downturn in the early 1990's. It has been defined as 'a set of reciprocal but unwritten expectations between individuals and their employers' (Wiley, 2008) or '…the perceptions of the two parties, employee and employer, of what their mutual

obligations are towards each other'(Guest & Conway, 2004). The psychological

contract looks at the relationship as perceived by employer and employee. It

effectively tells employees what they can expect from their job and what they are

required to do in order to meet their side of the bargain. The psychological contract

is seen as a tool that can help employers negotiate the change process so as to

achieve their business objectives without sacrificing the support and co-operation of

their employees along the way.

Organisations want staff who will employ their creativity at work and add value to a

company and employees want a say in both their work and how the business

changes. They want a sense of fairness and trust and belief that during times of

change the change leader will deliver what they said they would.

The extent to which leaders adopt people management practices during change

initiatives will have a major influence on the state of the psychological contract. The

psychological contract reinforces the need for Managers to become more effective at

the communications process. Consultation about anticipated changes will help in

adjusting expectations and if necessary renegotiating the deal

Managing change effectively is about getting employees on side and ensuring they

are not taken by surprise. Employees expect to be treated fairly. They need to feel

that management can be trusted. They want to know what has happened if their

expectations have been disappointed. All these things are more difficult to manage in times of change but they are also more important than ever at such times.

Employees need to be included in the change process and re-socialised into the new way of doing things (Pascale, Millemann and Gioja, 1997). Buchanan and Boddy (1992 p27) note that the reduction of resistance and successful change management requires a blend of the 'logic of problem solving, the logic of establishing ownership of the change in those directly affected and the logic of establishing legitimacy of the change agent.' Wilson (1992) suggests that if a planned change is to succeed it must attract employee engagement in the process, this concept is echoed by Mitch McCrimmon (2008) who states that employees need to be more fully engaged at all stages.

Models of change management

There are many ways of looking at organisational change and many models of and approaches to organisational change have been developed by researchers in the field such as Kurt Lewin's three-step model of change- unfreeze, move or change and refreeze (1951), the McKinsey's 7-S model (1980), John Kotter's eight step change model (1996) and the ADKAR model (1998). Some of the approaches look at internal factors while others concentrate on external factors, some combine the perspectives and others look for similarities between various aspects of the

organisation. Each approach has its advantages and disadvantages and it is believed that no one framework is best in all situations but that the approach taken is relevant to the circumstances.

Kurt Lewin's three step model of change:

Lewin's Change Management Model was created in the 1950s by a psychologist named Kurt Lewin. Lewin argued that efforts to bring about change should be a multi step process, his model, which is still widely used today, comprised a three step model of change, unfreezing the status quo, moving to a new state, and refreezing the new state to make it permanent. The majority of people are hesitant of change and prefer the status quo, meaning they become uncomfortable in times of change. In order to overcome this frozen state/status quo, there has to be an unfreeze period, if forces pushing for change are stronger than forces maintaining the status quo, organisational change occurs. The transition period is when the change is occurring. Lewin suggested that changing behaviour should start with introducing information that shows the differences between the desired behaviour and current behaviour. He considered communication to be a very important factor in successfully unfreezing the status quo. Leadership in this case is critical for the change process to work by reassuring employees that the change is good for the company as well as the employees. He also emphasises the importance of new

cultures, structures and policies in refreezing behaviour, this is the stage where the

company once again becomes stable.

Unfreezing	Move	Refreeze
Disturb the equilibrium to lessen resistance to change and create the need for change	From old behaviours to new behaviours	Establish the new patterns of behaviour as the norm

Figure 2: Three stage change process. Lewin, K. (1951)

The main advantage of Lewin's three step model is that the three steps are easy to

understand the drawback however is that it takes time, but then all change takes time

if it is to be effective. There is also a concern that the freezing stage can induce

concerns that another change is coming, this is known as change shock. This change

shock causes employees to not be as efficient or effective in their jobs (Lewin 1947).

The McKinsey's 7S model:

The McKinsey 7S Framework (Pascale & Athos, 1981; Peters & Waterman, 1982;

Waterman et al., 1980) composed of seven interrelated elements: structure, strategy,

systems, shared values, skills, style, and staffing. It is a holistic approach to change

management which collectively determines how the organisation will operate and it is one of the most widely used models by practitioners and academics.

McKinsey's framework can be further divided into two distinct elements: hard and soft.

| Hard Elements	Soft Elements
Strategy	Shared Values
Structure	Skills
Systems	Style
	Staff

Figure 3: Elements of McKinsey's 7S model

"Hard" elements are easier to define or identify as they are found in organisational charts, corporate plans and strategy statements.

"Soft" elements, on the other hand, can be more difficult to describe, they are influenced by culture, capabilities and values. However, these soft elements are as important as the hard elements if the organisation is going to be successful.

As the 7 S model centres around balancing staffing, structures and the objectives of the organisation it, if used effectively, can help to create staff buy-in through the use of one to one interviews with staff to establish how they feel about their current roles, as well as identifying what needs to change for the future.

By looking at change management as a part of a system, the 7 areas outlined in this model allow all aspects of the change to be considered as part of the process. The key element to highlight is that each area is connected to the others, with a change in one causing a reaction in some, or all, of the others. In using this framework, an organisation can outline what the future looks like for their organisation in each of these critical areas, clarifying where they are now and agreeing a route map to go forward. Figure 4 shows the interdependency of the elements and indicates how a change in one affects all the others.
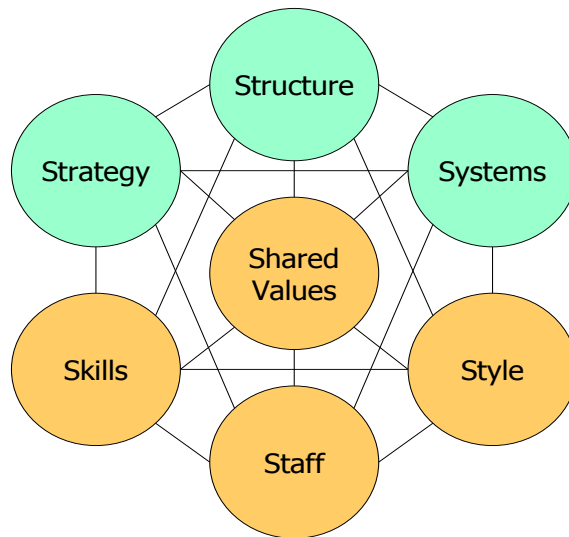
Figure 4: The McKinsey 7S Framework (Pascale & Athos, 1981; Peters & Waterman, 1982; Waterman et al., 1980)

The McKinsey model is an effective way to analyse and understand organisations, it is a guide for organisational change, all parts are interrelated and therefore must be addressed and focussed on and it is a combination of both rational (hard) and emotional (soft) constituents. The difficulty is that because the parts are all interrelated then if one part is changed all of the other parts also need to be changed.

John Kotter's eight step change model:

John Kotter (1996) identified an eight step change model, step one; establish a sense of urgency, this means convincing management and employees that the change is necessary for the company to survive. Step two; form a team for the change who can work together to enact change and encourage others to adopt the change. Step three; create a vision and a strategy which will give clear direction of how the change will better the future of the company. Step four; communicate the vision, in order for the vision to work it must be fully understood by the employees. Step five; empower others to act on the vision. Step six; create short term goals, small improvements should be recognised and publicly celebrated. Step seven; be persistent; current improvements should be built upon with new projects and resources. Step eight; make the change permanent, the new approaches should be incorporated into the company's culture and practices in order to become routine.

Kotters eight step model is another easy to follow model that focuses on the acceptance and readiness for change as opposed to the change itself, this makes the transition easier. A disadvantage is that you can't skip any of the steps or the change will completely fail, again change initiated and deployed under this model will take a significant amount of time. (Kotter, 1996)

Figure 5: Kotter's eight step change model (Kotter, J., 1996)

Prosci's ADKAR change model:

The ADKAR change model was first published by Prosci in 1998 after research with more than 300 companies undergoing major change projects. Prosci's research

shows that problems with the people dimension of change are the most commonly cited reason for project failures.

ADKAR is a goal-oriented change management model focussing change management activities on specific business results. The ADKAR model is based on two basic ideas it is people who change, not organisations and successful change occurs when individual change matches the stages of organisational change.

Under Prosci's model for successful change to occur at the individual level, people need to move through five stages: **A**wareness, recognising the need for change; **D**esire, to make change happen; **K**nowledge, about how to change; **A**bility, to implement new skills and behaviours and **R**einforcement, to retain the change once it has been made.

The premise behind the ADKAR model is that change happens on two dimensions; the business dimension and the people dimension. For organisational change to be successful both dimensions of change need to occur simultaneously.

Prosci defines the business dimension of change as follows; the business need or opportunity for change is identified, the Project is defined (scope and objectives), the business solution is designed (new processes, systems or organisational structure), new processes and systems are developed and the solution is implemented into the organisation.

The outcomes or goals defined by ADKAR are sequential and cumulative. In order for a change to be implemented and sustained each element must be obtained in sequence.

The advantage of ADKAR is that it works upwards from the individual level, ensuring that each person is prepared for the change and makes the transition. The effectiveness of change at the individual level is measured using this approach; as a result change leaders can manage resistance to change in a much better way than compared to other models.

Adapted from ADKAR- A model for change - Jeffrey Hiatt 2006

Figure 6: ADKAR change model (Prosci, 1998)

The ADKAR model however fails to distinguish between "incremental change" and "step change" and it ignores the need for the emotional dimensions of change to be addressed, it also doesn't distinguish the roles and functions of leadership.

The McKinsey 7S model was deemed to be the most appropriate model for COMPANY X in their restructuring process as it is a holistic model that addresses both the rational and emotive elements to ensure effective change. The model pays particular emphasis to a firm's strategy implementation and that is exactly what COMPANY X were aiming to achieve with the new structure.

Change management in the public sector

Pettigrew et al., (1992) argue that private sector ideas cannot be just "mechanistically trundled across the sectoral divide as significant differences remain between the two sectors particularly in the degree of politicisation and the power and social position of the professionals."

In a study of the impact of organisational change on the work experience and perceptions of public sector managers Worral et al., (2000) state that a lot of change management models don't take account of public sector issues and as a result

applying private sector models of change into the public sector can be very difficult due to the fundamental differences between the two sectors. The public sector management style was considered as strongly bureaucratic, controlling, centralised, reactive, cautious and indecisive. There was also a blame culture, a lack of resources and the belief that management does not walk the talk. They found that the effects of change on public sector managers resulted in a decrease in morale, motivation, loyalty and job security.

Both private and public sectors are following the same trends towards continuous change (White, 2000) and with the current economic climate, talks of public sector reform, and increased demands for efficiency and effectiveness, it is evident that changes in the public sector are set to increase. As a result effective change management has become especially important.

White (2000) notes that an 'effective model for change should accommodate and encourage ongoing interaction i.e. it must be iterative and based on experimentation and learning rather than being a static process'. Therefore a change strategy should have a participative approach and allow for planned and emergent change.

CHAPTER 3: RESEARCH DESIGN AND METHODOLOGY

III. Research Design and Methodology:

This chapter contains a summary of the methodology used in the study including the research approach, the design of the case study and the data collection and analysis.

The primary research took the approach of a single case study, based on the organisation in which the researcher is employed. The organisation is a Public Sector organisation that introduced a new organisational structure using the McKinsey 7-S model as a framework for their change management process.

Collis and Hussy (2009) define case study as "a methodology that is used to explore a single phenomenon (the case) in a natural setting using a variety of methods to obtain in-depth knowledge".

The case study's focus on the review of the change management process used by the organisation was best served by a qualitative approach. This type of research is a type of scientific research that aims to produce findings that are not pre-determined. The primary method to investigate an organisation or a process is through the experience of the individual people who make up the organisation or carry out the lived process (Seidman, 1998; Weiss, 1994).

(Marschan- Piekarri & Welch, 2004) believe that qualitative methods are particularly effective in gaining culturally specific information.

This qualitative research approach was informed by an interpretive perspective; interpretation allowed the researcher to understand the concepts, perceptions and theories held by the participants in the study and the meaning that these phenomena and events have for the people who are involved in them. The methods used by qualitative researchers illustrate a common belief that they can provide a "deeper" understanding of social phenomena than would be obtained from purely quantitative data.

The phenomenologists task is not to interpret the experiences of those concerned, not to analyse them or repackage them in some form, their task is to present the experiences in a way that is faithful to the original. The ability to see things through the eyes of others, to understand things from their perspective and to provide a description that portrays the groups feelings (Deanscombe, 2003).

A case study approach was used in order to examine a variety of empirical data: in-depth interviews and analysis of organisational documents. The researcher was granted full access to all data relating to the proposed research. Permission was on the condition that no personal information would be disclosed as part of the dissertation.

The study uses a phnemonological approach that combines in-depth interviewing informed by assumptions drawn from the phenomenology. The main objective was to explore and build upon the participants' responses to the questions by comparing their experiences with the topic under study.

The method of in-depth interviews was chosen by the researcher for a number of reasons. Firstly the researcher was interested in understanding, in depth, the perceptions and experiences of the participants. One to one interviews, where there is no potential for group influence, allow respondents to be honest and express their true feelings and perceptions, therefore, respondents are more likely to give detailed information. Interviewing was a valuable way of gaining a description of past actions and events and for the purpose of this research the benefits of this method outweighed the disadvantages.

Participants for the study were chosen using both stratified sampling and purposive sampling. Stratified sampling was used to ensure that there was representation from senior management, senior staff grades and administration grades. Interviewees were also of a mixed age group and mixed genders to ensure a representative sample of the entire staff population, thus enabling balanced feedback in an attempt to eliminate bias. Purposive sampling was then used to select cases based on their availability and interest and the researcher's judgment of the most knowledgeable and candid people that would be particularly informative to enable the researcher to

understand the problem and answer the research question. The end sample included eight participants.

The researcher held interviews with 20% (n=7) of the staff in the organisation 6 of the interviews were face to face and one by telephone. The researcher also held a telephone interview with the external consultant commissioned by the organisation to assist them with the change management process, to explore their understanding, opinions, perceptions and attitudes on the specific aspects of the change management process used in the organisation.

The researcher held interviews with two members of the former senior management team to provide an organisational context and an understanding of the aims for the change programme as well as their experience of using the McKinsey 7-S model. In-depth interviews were held with two of the senior staff and three members of administrative staff (one by telephone) to provide context and a broad understanding of the individual meaning of the change process and their role in the process. An in-depth telephone interview was also held with the external consultant, to obtain an external point of view of the context and to review the change process used. The telephone interviews were conducted because of availability issues, in the case of the staff member, they were unexpectedly called out of the country. The external consultant is located in Belfast and is currently undertaking a project in the UK and therefore had limited available time, consequently telephone interviews were deemed to be the best solution.

The participants were interviewed using semi-structured, open-ended questions in order to obtain in-depth and authentic knowledge of people's life experiences (Gubrium and Holstein, 2001) and to avoid researcher bias in steering the outcome of the data which can happen with structured interviews. This also gave the researcher the opportunity to ask participants to elaborate or to ask additional questions which were relevant and of interest to the research. During some of the interviews, the order of the questions varied and some questions were omitted due to the flow of the conversation. Through the use of semi structured interviews the researcher can also find out important information which did not seem relevant before the interview and ask the interviewee to go further into the new topic, however there is also the disadvantage that this method can be very time consuming and participants can digress and become sidetracked with inappropriate information. The objective was to provide an analysis on the meanings and potential benefits of obtaining employee buy-in for organisational change, therefore the interviews were based around the five key themes to be addressed by the research.

As previously stated the planned change identified for this study was based on a past event. The researcher was granted access to archival data such as annual reports, organisational review information (accessible on the organisations internet site), consultant's reports and documentation relating to the restructure. These items were reviewed and included in the study where appropriate. Archival data can help establish the trends observed about the context of the planned change.

Researcher's observations were kept throughout the period of the research. These observations acted as secondary or supplementary data gathering for this study. The researcher recorded observations by making notes following each interview to help record the non-verbal or visual signs such as facial expressions and gestures to promote complete responses from the participants and to note the researchers own experiences, feelings, perceptions and learning throughout the process.

Research questions	Data collection methodology
The factors/variables surrounding the planned change process	- In-depth interviews - Archival data - Observations
The relationship between employee buy in and the success of the restructuring process.	- In-depth interviews - Archival data - Observations
Areas management can improve on when managing a change.	- In-depth interviews - Observations

Figure 7: Data collection methods

Ethics:

The use of in-depth interviews carries with it many ethical considerations. At the start of each interview the researcher reviewed the nature of the study, established

the use of recording devices and obtained the participants consent to be recorded.
The participants were also informed that they could stop the interview at any stage
and did not have to answer any question that they felt were unethical or that made
them feel uncomfortable. All interviews were digitally recorded and transcribed
verbatim by the researcher; this helped to ensure that the relevant information
provided by the participants was accurately recorded. However the researcher made
the decision to omit from the transcript some of the participants' digressions as they
contained what the researcher believed to be personal information that was not
relevant to the study, and would undermine the confidentiality of the interviews.
The occasions of these omissions are marked using square brackets. Participants
were referred to by number to assure confidentiality and anonymity.

The researcher was granted full access to all archival data relating to the proposed
research. Permission was on the condition that no personal information would be
disclosed as part of the dissertation.

In order to honour the organisations' request for confidentiality the researcher has
applied pseudonyms throughout the report to protect the identity of the organisation.

Analyzing the interview Data

Phenomenological research assumes a commonality in the human experience the researcher read across all interviews to obtain a sense of the information and to search for commonalities. The researcher reflected on similarities and differences, finding and listing statements from the interviews about how the participants experienced the process. These statements were then classified into meaningful categories relating to the key themes of the research question, descriptions of the experience using verbatim examples will be produced. Pattern coding was used to identify important passages of interest that represent common themes (Miles & Huberman 1994). This process involves taking the data, segmenting it into categories and labelling the categories with a term taken from the language of the participants. Preparation of the data analysis uses quotes from the participants' interviews and illustrates common themes and responses.

Validity

Data was collected from three different perspectives, in the form of recorded interviews with each participant, examination of the researcher's observations and the collection of archival data and written documentation (e.g. annual reports, organisational reviews, documentation and executive notes relating to the restructuring). According to Kirk and Miller (1986), the use of document analysis to

supplement interviewing is a widely accepted method for enhancing validity. The

face to face interviews, once transcribed, were the predominant source of data.

Triangulation was used to examine the consistency of results from different data

collection sources and for measuring similar constructs (Maxwell, 1996; Seidman,

1998; Weiss, 1994; Creswell 2003). For the process of triangulation, multiple data

collection modes were identified as well as both internal and external perspectives in

order to strengthen reliability as well as internal validity

Cohen and Manion (1986) define triangulation as an "attempt to map out, or explain

more fully, the richness and complexity of human behaviour by studying it from

more than one standpoint e.g. the internal and external experiences of the change

process. This comparison of information determines whether there is corroboration.

CHAPTER 4: RESULTS

IV. Results

As stated in Chapter 1, the research focus is the review of COMPANY X's change

management process to establish the role of the employee in the success of the

change. This study explored the issue by examining, from the employees'

perspective, the change management process applied in the restructuring of

COMPANY X.

Six individual face to face interviews were conducted and two telephone interviews

with employees from the organisation and the external consultant who was

commissioned to assist with the process focusing on their personal experiences, the

planned change effort provided a rich examination of the research question.

Archival data was also reviewed as well as the researcher's observations.

As previously stated participants for the study were chosen using both stratified

sampling and purposive sampling to ensure a representative sample of the entire

staff population and the most knowledgeable, and candid people who would be

particularly informative.

The end sample included eight participants of whom five were female and three

were male with ages ranging from thirty to sixty four.

Senior management (50%) n=2

Senior staff (20%) n=2

Administration grades (15%) n=3

Female (62.5%) n=8

Male (37.5%) n=3

Although there is an uneven representation from each group the researcher felt it

was necessary to obtain more than one perspective from each group and time

constraints prohibited the researcher from interviewing 50% of each group. The

researcher felt however, that the numbers interviewed were sufficient to supply the

data required for the research.

Participant perceptions with regard to the change process varied slightly depending

on the employees' position in the organisation as those most affected by the change

were in senior positions in the organisation i.e. Senior Management and senior staff.

Data Analysis

Data analysis led to the identification of eleven categories and four themes in the

review of the change management process.

Eleven categories were derived from extensive data analysis. Further analysis

suggested relationships among the categories that led to the identification of four

major themes. The themes and their related categories are shown in table 1.

The interview data was also analysed in relation to the McKinsey 7S's framework to examine the result of the process on each of the factors, the results can be seen in table 2.

The remainder of the chapter will consist of a detailed description of each theme and its associated categories and the results against the framework based on analysis of the interviews and the archival data.

The change process	• Employees felt that the need for a new structure was long overdue. • In most cases the employee's supported the change • Staff were aware of the process
Communication	• Communications with Consultants was good and there were various methods used. • Weak internal Communication • Lack of transparency
Change management / Leadership	• Senior Management team was not unified • Poor Leadership • The process took too long.
Overall result	• Benefit to the organisation • Changes were not across the board

Table 1 categories and themes derived from data analysis

Theme 1- The change process

The first theme relates to the change itself, the restructuring process in COMPANY X. The relationship between the categories, (the CEO had a vision, the employees felt the need for a new structure for a long time and supported the change, an external consultant was brought in to assist the change), led to the identification of this theme.

Finding: Employees felt the need for a new structure was long overdue:

The research carried out by the consultant organisation notes that the consensus amongst most staff was that, whilst they may not have been able to envisage the solutions – there was a definite need to re-structure COMPANY X along business processes. Staff were able to identify core business areas and felt that new structures should be aligned along core functions and business processes.

Other archival data echoes this need. As previously stated an expert panel commissioned by an external agent to undertake a quality review of COMPANY X concluded that they had successfully completed their policy development phase, however the panel suggested the organisation should undergo a number of changes in order to completely transition into their policy implementation phase.

"It (the restructure) had fortunately a basis in fact in the review so that gave it at least a benchmark." (Participant 3)

NCI   BAHHRMF

Evidence can also be seen in COMPANY X's Strategic Plan 2008 the strategic objective 6.1 reads to enhance the effectiveness of COMPANY X staff to achieve our strategic goals, COMPANY X will review and revise the current organisational structure and allocation to ensure COMPANY X has the capacity to implement this Strategic Plan efficiently.

"I think there's a reference to it in the second Strategic Plan that we would need to review our internal structures" (Participant 2)

There had been a lot of talk over the years of the need for a restructure in COMPANY X this was a clear message in some of the interviews for example

"…they (the staff) had been crying out for change". (Participant 1)

"…significant feedback was given to him (the Consultant) from staff that COMPANY X was dysfunctional as an organisation, that is wasn't organised/structured in such a way as to allow for it to manage its own resources in the best way to meet its targets, to meet its strategies." (Participant 2)

"…you had a structure that people were bleating on about for years" (Grade V)

"…people anyway had come to the view that there was changes necessary" (Participant 3)

The review "…came out of effectively the external review of COMPANY X through the external agency, and I think at a number of different levels in the organisation people were frustrated and were articulating those frustrations either through bottlenecks that existed in terms of just trying to get the work done or in terms of reaching for a structure that just simply wasn't there." (Participant 5)

Finding: Employees supported the change

As we have seen the staff in COMPANY X felt that the restructuring process was long overdue and as a result the majority of the participants supported the change.

"…everybody had signed up to it, the Council included, and it was my job then to implement this" (Participant 2)

"I think that would be the key message coming away from that piece of work was that staff welcomed the change" (Participant 1)

"…all people who had middle management responsibilities, they were fully behind it; there might have been one exception." (Participant 2)

"…so, in fact there was no broad resistance to it I don't think there was a nervousness around about it" (Participant 3)

Some of the participants painted a slightly different picture though and highlighted that the support of the process was not as great as perceived.

"I think the vast majority of people just went along with it because it seemed as if it was pre-recorded as to what was going to happen in the end that it was just an operation or a procedure that was needed to go through and that the boxes were ticked, a tick box exercise basically." (Participant 6)

"…from the perspective of things from my level there was significant mistrust around it" (Participant 5)

"There was a sense that doing this was an opportunity effectively… about bypassing certain bottle-necks or difficulties" (Participant 5)

It was also evident from the interviews that there was significant resistance and lack of support from two Directors as the process reached implementation.

"…it took quite a while to get to the point where Senior Management were going to accept a new structure" (Participant 1)

"…but there was a resistance from the existing two Directors in that they were going to lose control and that's where the fudge set in" (Participant 1)

"…significant difference then arose between myself and the senior management team, the two Directors in particular" (Participant 2)

"…essentially what you had was a stand off between the four people who made up Senior Management" (Participant 1)

"…the two Directors basically were having a big fight because they were absolutely vehemently opposed to any change in the structure" (Participant 7)

"…they were all fighting over the structure" (Participant 4)

"…the two Directors who were just really, really opposed" (Participant 7)

Finding: Staff were aware of the process

An external consultant was commissioned to undertake an 'organisational review of its structure'. The remit of the assignment was to review the organisational structure and workload of COMPANY X and to identify and make recommendations on the optimum management structure required for COMPANY X to effectively plan, manage and deliver its extensive workload. The process used by the external consultant (based on the McKinsey 7S's) was set out in a report and distributed to all staff. The archival evidence also notes that these reports were also available through the staff Intranet to be accessed at any stage throughout the process.

The evidence suggests that staff were made aware of the process as it was very clearly laid out in the report and was discussed in the workshops with staff.

"The consultant organisation, got the job, they came, they put forward a proposal which was accepted by Senior Management, once they got the

tender it was accepted by Senior Management and essentially the process was that they would follow the 7S's and we were happy with that" (Participant 2)

"…the report said quite clearly that the structures were inadequate for the purposes of the current strategy, and that we should revise the structures to meet the current strategy" (Participant 2)

"We used the organisation review model which was based on the McKinsey S model, which very much looked at the structure of the organisation." (Participant 1)

"There was a process set out, a clear process set out" (Participant 2)

"…needed to be communicated and people kept up to date in terms of the process, and within that process that was established the outside consultants had a process of their own of how they would meet staff and get varying ideas and interview staff." (Participant 3)

"I think ultimately the CEO knew what he wanted to do, I think everybody knew" (Participant 7)

"…the outside consultants had a process of their own of how they would meet staff and get varying ideas and interview staff, and all of that process went through culminating in the report. So all of that was a very clean piece of work, I'd have said to that point." (Participant 3)

Participants were also able to talk the researcher through the various steps in the process and to furnish their opinions on the process itself.

"…the first stage in the process was" (Participant 7)

"I may not be getting all of this in exact sequence but it's broadly
correct" (Participant 5)

Participants also referred to the report itself and the recommendations that were
made in the report indicating that they had access to and read the report from the
consultant.

"I think the process as it was set out" (Participant 4)

"…the process that was agreed between the Chief Executive and the consultant
organisation" (Participant 4)

"…a lot of the recommendations….they recommended that" (Participant 8)

"…was seen as very top heavy and very bottom heavy and not enough
development of middle management" (Participant 7)

"…the report gave a number of options" (Participant 4)

"…some of the proposed changes" (Participant 4)

Theme 2- Communication

The second theme deals with the communication of the restructuring. In most instances participants believed there was a multi channelled communications process with the external consultants including all staff briefings, face-to face interviews, workshops and the documentation was made available to staff, however it is also evident that there was a weakness in internal communication. Participants believe that the communication from COMPANY X was not transparent or open and in some cases felt that there was no communication internally. Exploration of these two categories identified "communication" as a theme.

Finding: Communications with Consultants was good and there were various methods used.

The consultant organisation report findings suggests that all staff within COMPANY X took part in the consultation and the feedback from this group was critical to gauge an understanding of how COMPANY X was performing and operating. Staff feedback was collected via group workshops; individual workshops and follow up email or telephone conversation.

"…the process was, em, pretty much a full scale staff consultation process with everyone from Chief Executive right down to, whoever was the most junior person at the time" (Participant 1)

This was confirmed by the participants as most of them believe there were multi-channels of communication used such as face to face interviews, group interviews, workshops, emails, distribution of reports/documentation.

"…a one to one interview with various senior staff and then various group interviews across functional and business service lines" (Participant 1)

"So you've got your em, all staff briefings, your meetings in different groupings, em, workshops conducted by the outside consultants, and then after that, laying bare the report and circulating all of that sort of thing through email and the staff intranet" (Participant 3)

"…he met all the senior staff in terms of talking, and did substantial interviews with them…in terms of the other staff then he just worked with them through workshops, we had a number of workshops" (Participant 3)

"Face to face interviews and group interviews" (Participant 2)

"…email was used most of the time and there were a lot of staff briefing and face to face meetings were certainly a feature of it" (Participant 7)

"Well there were meetings with the consultant organisation about the whole process, all staff briefings, and then they met with us individually." (Participant 8)

"…we were called in on about three or four occasions I think with regards to what was going down and on how way they wanted it structured" (Participant 6)

"…we got the various copies of the different reports as they came in… all staff type briefings… we were then each of us interviewed" (Participant 4)

Finding: Weak internal communication

Internal communication from Senior Management was deemed to be a weakness of the process as reflected by some of the participants.

I didn't look for all staff support of it, I think, at the time. Well, once it was adopted by Senior Management that became the report that went to Council, and the next step then was to put in place structures to meet that." (Participant 2)

"…the difficulties were happening at the senior management team level and therefore there was a communication difficulty because they weren't ready to say, this is the thing and even when they were and did it, it changed again afterwards" (Participant 4)

"I don't remember actually hearing a lot about it from… like internally…there were like emails and meetings but not really that much about it." (Participant 8)

There is evidence to suggest that there was some internal communication throughout the process however.

"…then there was a meeting of Grade IIIs and IVs to discuss the job descriptions, generic job descriptions" (Participant 8)

"…I sent back comments on whatever that report was and on foot of that, was asked to have a look at some potential structures that they might use within COMPANY X and give some feedback on that" (Participant 7)

"staff group was chosen on the basis that they were the people that responded in writing to the overall report, when it came in… if you look at the structure of that group you'll see that it was broadly represented so you had people from all of the different sections" (Participant 2)

"The Partnership group was involved in the earlier phases of this" (Participant 2)

Communications with staff was deemed by the Consultant to be a crucial function of their role in introducing the change in COMPANY X, especially as he felt the communication from Senior Management was poor at best.

"It was the managing of expectations and it was ensuring that there was em, a communication plan from us eh, because as the external we're well aware that in change people worry. Eh, people will have significant issues around whether their role is safe, whether they're going to lose jobs and all of the rest of it. So it's incredibly important that in the absence or what I thought was quite poor communication from Senior Management, that we as the external body provided that continuity, that consultation or that communication to staff." (Participant 1)

"Now we did report back to all staff ... and that was not something that was approved by Senior Management but happened anyway, because as the externals we were very keen to ensure the staff saw that this was a transparent process, so that was part of our responsibility in that management of change" (Participant 1)

"I think crucially, you know the old adage of communication with staff, it's over played in terms of academic research but it's underplayed in what organisations do on a day to day basis" (Participant 1)

Finding: Lack of transparency in communications from Senior Management

There was a perceived mistrust in the communication coming from the Senior Management Team from some of the participants however the difficulties in communications were perceived to be a result of the difficulties between the Senior Management Team.

"It's very difficult because communications come out of process and the process essentially, while it had the face of being consultative… the degree to which it was in the upshot because certainly there was em, an advance report which was only seen by the four senior management at the time, which was completely redrafted and revisited and we all saw a filtered down version of that again" (Participant 5)

"There was a dishonesty in the whole thing, I think." (Participant 5)

"…we got the various copies of the different reports as they came in and the changes to them, now not just as they came in because the senior management team at the time obviously were managing the process" (Participant 4)

"…the report where it seemed to come in and go through a morphous with the senior management team" (Participant 4)

"…even then we got a couple of final versions" (Participant 4)

"…we got at least three versions of that at different times and so in that way it wasn't great but I think the difficulty was that the difficulties were happening at the senior management team level and therefore there was a communication difficulty because they weren't ready to say, this is the thing and even when they were and did it, it changed again afterwards." (Participant 4)

The perceptions of the participants were varied in relation to communications which was probably best summed up in a statement by Participant 4 who said:

"I think on the communications thing it's always really difficult, you'll get the people that'll say oh, they didn't tell us anything. Then you'll get the people that'll say aw, they gave us everything all the time, we were fed up listening to it"

Theme 3- Change Management/Leadership

The third theme relates to the management of the change or the leadership of the change. The participants felt that there were a number of issues with the management of the change including an obvious divide among the Senior Management team which was detrimental to the process, the CEO was not decisive enough and the process took too long, these three categories led to the identification of Change management/Leadership as a theme.

Finding: Senior Management not unified

There was an obvious divide among the Senior Management and obvious resistance to the change demonstrated from the Senior Management team referred to by all participants; this was felt to have been detrimental to the process.

> "There were significant differences in the Senior Management team. I would have to say because the changes that were being proposed that the job and responsibilities of the two Directors was going to be spread over four divisions as opposed to two." (Participant 2)

> "The key lesson from a COMPANY X perspective was that the agents for change, the Senior Management who should have been the agents for change did not agree on where the future of the organisation lay, so I think it's incredibly important in any change piece that Senior Management are fully behind it, that there's a uniform message coming out which is then supported and endorsed by all management" (Participant 1)

"I was challenged on this a number of times by senior management, by the two Directors" (Participant 2)

"It was obviously championed by the CEO, in a very definite way, as being something that was talked about and so on. I think in terms of the other members of the Senior Management Team and probably myself included, it wasn't a thing you were talking about all the time etc. It was just its part of a process; it's not a big deal and it's going to be implemented and I'd say in terms of then people it was going to effect negatively, their response to it was not to communicate about it at all" (Participant 3)

"I think there was an endorsement of a change, I don't think anyone on the senior management team thought we could continue exactly as we were but there was obviously resistance and my knowledge of it would be that there was extreme resistance in two quarters which really wasn't helpful and was detrimental to the actual process." (Participant 4)

"No there was an obvious split between the Head of HR and Administration and the CEO on the one hand, who were doing their best to push it through and the two Directors who were just really, really opposed" (Participant 7)

"…the Senior Management Team, are part of the process from the very beginning, accepting of the process, and because the outcome is not to their satisfaction it ends up, what would be the word I'd use? Stymieing the process at the end rather than the beginning, when it's too late, it is just too late you have to get on with it really" (Participant 3)

"…significant difference then arose between myself and the senior management team, the two Directors in particular" (Participant 2)

"…the main challenge in this was dealing with the two Directors. The two Directors did not buy into this in the way that I expected them to and in the way that I would have expected Participant 3s to do." (Participant 2)

"…the objectives of the organisation was lost in the middle of it and became a territorial fight between the two senior people in the organisation to who was going to end up with the most influence in the new structure. So ultimately the direction of the organisation was probably I would say jeopardised by the fact that people at Senior Management level could not rise above their own personal situations and they actually put their own personal situations ahead of the organisation." (Participant 1)

Finding: Poor leadership

Most of the participants felt that the CEO was not decisive enough, was not a strong enough leader and the process was too consultative at times.

"No change assignment is going to succeed if its being undermined from within, so that's back down to the role of whoever the lead on the change is in insuring that everyone is enhanced, that everyone is subscribed to it" (Participant 1)

"…the CEO caved in, as he did quite a lot, and he then created this fudge" (Participant 1)

"…it's about decisiveness I think, and I think that's, there is a tendency as an organisation generally to have too much discussion in order to try and bring everyone on board." (Participant 3)

"I think there has to be a conviction, I think that if you set out on a piece of work or a journey, you have to, you can't change course half way" (Participant 1)

"it's about conviction, people may not like what you're doing but if you stick to it, if you passionately believe in it and see it through I think people are more likely to have credibility and respect for what you're doing." (Participant 1)

"…and the management style at the time was to negotiate and unfortunately that negotiation led to a watering down of the actual structure that we ended up with." (Participant 4)

"…someone needs to make the decision and that's where the problem was, there was too much talking in trying to make the decision, too much compromise." (Participant 3)

"…we reshuffled some of the Directors roles, I put more into the Director 1 and Standards, an additional function; Research, the whole area or Research, Policy Research that was moved over to embellish that role because she felt that her role was being diminished there were no issues with the diminution of the other role." (Participant 2)

"…the way the leadership of that was handled to me wasn't effective" (Participant 4)

"It was managed appallingly; I think if you set out to do it badly, to back yourself into a corner where aggression, dishonesty, mixed messages were the only way forward, you couldn't, if you actually set out to do it you probably couldn't construct it as well." (Participant 5)

"in particular the Chief Executive at the time seemed to me to be unduly anxious and working in haste rather than in wisdom. He had a deadline, it was part of his performance objectives, it was going to be met, and it really didn't matter what the fall out was" (Participant 5)

When asked if she felt the process was managed well Participant 7 stated:

"…no and like the thing is…. why did it come as a big surprise half way through that two of the senior management team were going to be completely opposed to this?... Whereas it could have been managed, (the conflict with the Director) you know that could have been managed differently three or four years ago, so no, badly managed." (Participant 7)

When asked the same question the other administration grades also had issues with the management of the process and felt that the recommendations in the consultant organisation report were not addressed.

"Well within COMPANY X, I don't think so, because a lot of the recommendations were not actually carried out…they recommended that the middle management tier be looked at and I don't think that was, the only changes were at senior management level...I actually think that it's (the middle management tier) actually kind of gone now. (Participant 8)

"I felt that the lower grade staff weren't really considered in it and I felt that the hierarchy in the place were feathering their own nests and just manipulating the way it was done to fit their needs rather than the needs of COMPANY X lower grades." (Participant 6)

"I didn't feel that the ordinary Joe from Grade VI down to Grade whatever, wasn't really considered. Maybe they were I don't know but that's the impression I got, that it was just a tick-box exercise, right we'll look after ourselves and we'll work on from there and the status-quo was to stay the same." (Participant 6)

Participant 1 felt very strongly on the change management/leadership issues including that the management was lacking conviction from the very beginning. Some of the observations the consultant made were as follows:

"…if an organisation is about to embark upon change they can't curtail what the limit of that change is going to be, eh, they have to be prepared; a change process can take an organisation in x number of directions and whilst the internal management might have some influence on the direction, for a successful change it can't define what it will accept and what it won't accept." (Participant 1)

"…the management role addresses things like resistance to change because everyone accepts change at different stages… it's all about management recognising that people go through the change cycle at different rates and, but it's about the consistency of the communication, management have to communicate the same message all the time and then they have to support the change process as it goes through." (Participant 1)

"…that to me was a very poor example of a) leadership of b) how to communicate change and c) how to manage change" (Participant 1)

"…that doesn't inspire confidence for staff in terms of how successful a change model is going to be" (Participant 1)

"I do believe that the integrity of the structural piece was compromised because there was fudge at the end of the day." (Participant 1)

"…there has to be agents for change within the organisation who are going to promote the change from within and that's where a change leader has to be highly, highly effective in terms of being both strategic and operational in that they should know the organisation to identify who will facilitate change within the organisation." (Participant 1)

"what happened in COMPANY X was that there was one agent for change, the Chief Executive, and nobody else and it was like pushing a boulder up a hill because the resistance then grew" (Participant 1)

"…message wasn't sold so people then dug in and that was then fuelled by em, bitterness shall we say at a very senior level which managed to in the end have more influence on the organisation than the Chief Executive realised." (Participant 1)

Finding; The process took too long

As previously discussed the staff supported the process in the beginning and were bought into the process but as a result of the difficulties that arose with the senior

management team the process was delayed, this culminated in feelings of fatigue, disillusionment and a disengagement in the process among the staff. The delays also resulted in external issues coming into play such as the Government introduction of a moratorium on recruitment and promotion in the Public Sector. Most of the participants made reference to the length of time the process took

"If we had acted earlier, if we had pushed it through quicker, we probably could have filled the two heads roles, but then who knows what might have arisen from that?" (Participant 2)

"…there was lots of good but it got itself derailed then and went on too long" (Participant 3)

"My overall impression of it would be that it took too long" (Participant 4)

"…the process itself, I found difficult and protracted" (Participant 4)

"…because it ran into difficulties it made it a very long process and by the end of it it's like, you know, fatigue really" (Participant 3)

"…the pace of it probably didn't do the process any favours" (Participant 2)

"I think everybody got fed up" (Participant 4)

"I think people became very disillusioned with the process in the end and really pissed off with senior management for dragging it along so long." (Participant 7)

The CEO recognised some of the same issues relating to the change management/ leadership theme and stated the following when asked what he would do differently next time:

"I think I would be more clinical in reaching decisions" (Participant 2)

"I think I'd work through it quicker the next time, the pace of it probably didn't do the process any favours" (Participant 2)

Theme 4- Overall result

The fourth theme relates to the overall result of the restructuring process. Overall the participants saw benefits to the organisation from the new structure. There was also a perception that the changes only applied to staff at the top two levels of the organisation, these two categories led to the theme overall result.

The majority of participants inferred that there were a number of benefits to the organisation as a result of the structure.

"Yes I think that I would have to say that yes it was successful because it enabled the function, the organisation to function better, it also gave people more responsibilities" (Participant 2)

"It definitely benefited the organisation and I think gave the middle management tier the responsibilities they were looking for from the outset." (Participant 2)

"…it's more effective in the conducting of the business of COMPANY X but it has other benefits in terms of giving people greater autonomy, greater management experience, staffing experience and giving senior people a better involvement in the whole part of the business so that's advantageous both to them and fundamentally to the organisation for better or for worse. You know what I mean it's not all about the structure you see, it's about peoples individual experiences of it you know." (Participant 3)

"…it wasn't seen or in its implementation it didn't turn out to be the very negatively impacting thing that people assumed it was" (Participant 3)

"I would say that fundamentally it changed the way the top two layers of the way the organisation worked in a very positive way. I think there was a lot of fall out in a couple of small areas where individuals were very unhappy but in general I would say that it completely changed and strengthened the senior management two tiers of the organisation." (Participant 4)

"…even the hybrid of it has strengthened the organisation" (Participant 4)

"…in general it would appear to me that sections are working very well. That people have a voice through the system and that with the bigger management team that you have a lot more routes into that management team." (Participant 4)

"I do think it's better to some extent than it was" (Participant 5)

"I suppose the structure from that perspective, from my personal perspective in terms of being able to get on with doing the job and not having a ridiculous series of bottlenecks, that worked" (Participant 5)

"I mean, it's definitely, it's a better structure I think, em so it will benefit COMPANY X, I'm sure it is already" (Participant 7)

"I think the business functions that were set up are a more natural fit" (Participant 7)

"…the only benefit I think is that its more clear to a lot of admin staff who their actual manager was and what like areas they actually covered" (Participant 8)

Finding: Changes were not across the board

A number of participants referred to the fact that the changes in the structure were only at senior management level and the lower grades were not affected contrary to the recommendations in the Consultants report.

"I think there is a cynicism, I think people (admin staff) didn't feel that it delivered anything much for them other than a rebadging and a new person to run things by, I don't know that it delivered all that much more" (Participant 5)

"I didn't see an awful lot of change from what we had to what we have...the senior staff were now called heads of function and the rest just stayed the same." (Participant 6)

"…certainly from the senior staff point of view they definitely got to move into better management roles then and to get a little bit more autonomy then they had before." (Participant 7)

"I don't think that that much change came about after the whole process, it was really at senior management level" (Participant 8)

Analysis against the McKinsey Framework:

Strategy	The new structure is more beneficial in terms of reaching strategic goals and targets there is also more clarity in employees roles and where they fit into the strategy.
Structure	Although the new structure is a hybrid of the one proposed by the external consultants report it is seen as a benefit to the organisation
Systems	The new structure has had a benefit on a number of systems in the organisation including PMDS and linking operational plans and the factors of the corporate performance framework.
Staff	The overall effect on staff was positive in relation to clearer roles and job descriptions however there is also an element of bad feeling as a result of the process.
Style	The management style has improved as a result of the senior management team meetings allows for a greater level of cross referencing and cross organisational feedback allowing better management of strategic goals
Shared Values	The change process has resulted in some employees feeling de-motivated and let down by the process. There have been perceived breeches in the psychological contract which would have a negative effect on shared values. It is perceived that the restructuring process was not carried out in accordance with COMPANY X's corporate values.
Skills	Some participants feel that there has been no regard to their skills and experience. On the other hand there is evidence from the job descriptions of matching skills with functions. COMPANY X also promotes learning and training on the job

Table 2 Data analysis against the McKinsey Framework

Findings:

The case study suggests that effective change management is dependent on employee buy in. It's not simply a matter of creating it at the beginning of the process though, equally as important, as indicated by the literature on change management, is to maintain employee buy-in throughout the process through credible leadership. The people that were not bought into the process from the beginning i.e. the two Directors definitely had a negative impact on the process. However, the weaknesses in leadership lead to those staff that were in favour of and bought-in to the process in the beginning becoming disengaged. Although there are benefits to the organisation from the new structure the negative effects as perceived by the staff may outweigh any positives and may have significant repercussions way into the future.

The organisational restructuring presented several difficulties for the organisation to deal with, and what was in theory a simple transformation was, in reality, much more complicated and the consequences of the problems that arose have had a huge impact on the current working of the organisation and the staff involved.

"In reality, even successful change efforts are messy and full of surprises. But just as a relatively simple vision is needed to guide people through a major change, so a vision of the change process can reduce the error rate. And fewer errors can spell the difference between success and failure". (John Kotter, 1995)

The frustrations felt by staff prior to the restructuring in relation to the lack of career progression opportunities, particularly those in the administration grades, were not addressed and as a result these employees felt let down by the process. The administration grades perceived that the Senior Management considered them to be of less value to the organisation resulting in low morale and de-motivation.

People want leaders with conviction, the right choices can lead towards a solid reputation, strong relationships and a winning performance. Credibility as a leader is difficult to build, easy to lose and even more difficult to earn back. The Chief Executive's leadership style was more transactional than transformational and certainly reflected some of the characteristics of the public sector management style as identified in Worral et al (2000).

The McKinsey's 7S framework describes 7 factors to organise a company in a holistic and effective way. In order for it to be effective managers need to take account of all seven factors, each of which is interdependent, failure to pay proper attention to one affects them all. The results of the research suggest that COMPANY X fell down on the soft or emotional elements of the framework (staff, style, shared values and skills) as a result the staff didn't feel part of, and weren't fully engaged in the process. It is necessary to not only consider the physical impacts of the change but to secure buy-in to the change and to align individual behaviours and skills with the change. Issues concerning communication, problem solving, decision making and leadership are of significant importance to these

emotional elements. The leadership aspect of change management needs to be addressed and improved for future change initiatives to be effective.

It is recommended that COMPANY X review their communications strategy to make the process more transparent, open and in line with their corporate values, in particular the quality aspect. "COMPANY X is committed to quality. We maintain and encourage an environment of continuous improvement for ourselves and for our stakeholders. A quality approach incorporating professionalism, integrity and openness is embedded in our relationships with our stakeholders". This transparency would help to establish trust in the change leader and ensure commitment to the change process.

COMPNY X should maybe consider using another change model such as the ADKAR model. Using this approach the effectiveness of change at the individual level is measured; as a result change leaders can manage resistance to change in a much better way than compared to other models.

With the impending amalgamation, COMPANY X will have to face a transformation, which promises to be significantly more challenging than anything they have experienced to date. Having not been successful in dealing with the challenges that arose during the restructuring, COMPANY X will have to learn from their previous shortcomings in order to ensure a smooth transformation for all involved. Of course, given the nature of the transformation, this will not be easy and

there is bound to be conflicting opinions and resistance along the way. If this amalgamation is going to be a successful one for COMPANY X, they will have to manage this conflict and resistance better than they have done in the past.

The findings of this study may not be applicable to other research settings or organisations, and may only be applicable to this case. However, it is hoped that the research methodologies can be used as a baseline for future research and that the findings can be used by the organisation to improve their future change initiatives.

Further investigation across the entire organisation may be of some merit however to obtain whether the results of this study are purely the perceptions of the sample chosen by the researcher to participate in the research and to ascertain if the same conclusions would be drawn from another researcher with a different set of questions or a different interviewing style.

Appendix A: Participant 1 interview

First of all I'd like to thank you for taking the time to do the interview with me

Can you tell me about the restructuring process in COMPANY X?

Eh yes absolutely, the consultant organisation was contracted by COMPANY X in December 2007 to undertake an organisation review of the structure. I suppose the context was that the external environment had changed and that COMPANY X had to obviously move to meet those, but equally, I think that the, from memory, that the original remit had also changed in that the services and work that the organisation was doing had changed so therefore the structure, as inevitably happens in most organisations, it was lagging behind from what the actual organisation was doing. Em, the process was eh fairly much the standard process in that we used the organisation review model which was based on the McKinsey S model, which very much looked at the structure of the organisation. So the process was, em, pretty much a full scale staff consultation process with everyone from Chief Executive right down to, whoever was the most junior person at the time. It quickly immerged that there were issues within the Senior Management Team on the tone, the approach and the content and scale of the review and consequently a lot of time was taken in working with the Senior Management Team, em, I suppose one can say with hind sight that the Senior

Management Team was dysfunctional, eh there were personality clashes, eh there were competing agenda and there certainly was a lack of support, shall we say for the process. Because some of the Senior Management Team felt threatened by the process, but we eventually agreed that the process would follow what happened afterwards which was a one to one interview with various senior staff and then various group interviews across functional and business service lines. Em, those interviews, for want of a better word, then created a bank, for want of a better word, of evidence that we presented back to the Senior Management. The approach that we took was something that we would call provocative therapy, so basically the first report that Senior Management got was warts and all. It was a completely untouched feedback which was by its very nature very critical of them as individuals and as a team and that created another series of issues and problems that the Chief Executive and some of the Directors really did take this quite personally. However, the approach that we take is that, you know as I said earlier, provocative therapy it's to create a warts and all initial report to focus peoples minds and to then lead them into the next stage. I think what was happening at that point was that there was a resistance to change, not from the staff but from the Senior Management and I think that would be the key message coming away from that piece of work was that staff welcomed the change, staff. Eh, our role was, and I suppose that its something that we as an organisation pride ourselves in, was to build credibility with the staff, so that it wasn't seen as; oh, we're following the Chief Executives agenda or we're following the Director 1 agenda, we were independent and wouldn't be

influenced by the competing agendas that were happening and I think that gave a

credibility for the rest of the staff because they had been crying out for change,

they all could see issues that were happening and felt perhaps that consultants

coming in were just going to do what they were told. I think they were probably

surprised that we didn't do what we were told and certainly that created a

number of issues and in fairness the Chief Executive was completely open to

options, issues, eh, criticisms and thoughts that we came up with because at that

point I think that he had got to the stage where he felt a change was needed, eh,

however there were issues going on there. So eh, we felt that the structure as it

was at the time in spring 2008 really was preventing COMPANY X from

moving to its next natural stage of evolution and that there was a lack of balance

in, at that time, there was two key areas of operations from what I remember, and

that there was an imbalance even in terms of the seniority of grades in one area.

In that there were lots and lots of senior people, but yet in the other part of the

business it was relatively or lower grade, so that created significant structural

problems. There were problems in the span of control; there was a lack of

middle management and there was basically a "them and us" culture existing

within the organisation so eh, from memory eh, at the time COMPANY X's

original remit was very much about design and development whereas by 2008

the focus should have been more on the implementation and the diversification

so eh, there were significant issues going on there. There were operational

issues, there were management issues, there were style issues and the

organisation was resistant. Em, we used the McKinsey's seven S's strategy or

that methodology to carry out the organisation review, which follows a number

of key action points so, for example to start of with, the key to understanding any

organisation is to understand its strategy and key goals. From that, that would

lead into you're able to identify and determine what the main business processes

were at that time and from that you're able to identify what the future priorities

of the organisation are going to be. A direct result of that is to develop new

structural options, eh, we in developing the structural options, they are obviously

based upon what the strategic priorities are in the organisation going forward but

also more importantly its identifying the organisations capability for the future

and that is where I think we came unstuck a number of times. In that the options

that we were creating were too challenging for the Directors, in that we were

trying to push towards a five Director model or certainly a three or four, eh, but

there was a resistance from the existing two Directors in that they were going to

lose control and that's where the fudge set in. What should have happened at

that time then was that the appropriate, the correct options for the organisation

would have been picked and that a new structure with finalisation of new

staffing roles, responsibilities, you know all those sort of things would have

started to bed in behind, and running along side all of that is a communication

plan to all staff. Now we did report back to all staff in the kind of board

room/training room, eh, and that was not something that was approved by Senior

Management but happened anyway, because as the externals we were very keen

to ensure the staff saw that this was a transparent process, so that was part of our

responsibility in that management of change. It was the managing of

expectations and it was ensuring that there was em, a communication plan from

us eh, because as the external we're well aware that in change people worry. Eh,

people will have significant issues around whether their role is safe, whether

they're going to lose jobs and all of the rest of it. So it's incredibly important

that in the absence or what I thought was quite poor communication from Senior

Management, that we as the external body provided that continuity, that

consultation or that communication to staff. So, eventually we got to the point,

now when I say eventually, I mean eventually, it took quite a while to get to the

point where Senior Management were going to accept a new structure eh, from

memory at the time there was a Chief Executive, two Directors and em a Head 1,

and the Head 1was more or less working at Director level but didn't actually

have the function or the job role. So essentially what we were trying to do is we

scoped out/reviewed the management structure as it were at the time, we then

looked at the staffing, the grading and I think there also was temporary staffing

as well, the em, the approach was very much a project initiation meeting in

which the project was agreed and signed off, that is where the confrontation

began and that was a very heated meeting in that the Chief Executive and the

Director 1 a full blown row over the direction of the assignment. The Director 2

increasingly as the assignment went on aligned himself to the Director 1 and the

Head 1 was aligned to the Chief Executive, so essentially what you had was a

stand off between the four people who made up Senior Management, which was

a lot of fun. Em, so we eventually agreed what the scope and the objective of the

project was going to be, we carried out the desk top research in terms of

understanding the strategy and the organisation and then there was a number of

interviews with senior staff em which was very much about understanding the

drivers that are impacting on COMPANY X, eh, the future delivery options, the

future targets, milestones, you know the rational for the project. Then we carried

out a range of individual and group interviews with everyone, so that everyone,

eh, I think there was 44 or 45 people in the organisation at the time eh, so that

there was a very inclusive process that everyone was involved in. We then

presented back and eventually and then got to a point where we had an agreed

structure. Now, the key problem here was that the structure, the preferred option

that we had identified, em, was agreed to by the Chief Executive at the time and

the Board as well, but when it came time to trying to implement it, it was

completely fudged because of the resistance coming from the two Directors. So

from a point of view of, you know, we didn't have a role in terms of bedding

down the new structure, eh that is the responsibility of the internal, the

organisation. So from our point of view it was an unsatisfactory end because

what we had done, we had created, we had tried to identify the existing areas so

you had kind of business and services and then we broke it down into the

business processes and then we broke that down into the functions and aligned it

into a new structure and that then influenced the new profile that we had created.

Now that was em, from memory, now it's nearly three years ago which is hard to

believe. Em, we identified the new processes we reviewed the composition of

the Senior Management Team, we proposed an enhancement of middle

management tier and we identified that all roles within the structure should be

evaluated and then people migrate and move into the organisation.   So, eh, from memory, the structure that we had proposed was rejected and what happened in the end was that there was a compromise, eh, a fudge between the Chief Executive and the Director, at that time, 1, in which she retained control over the areas that she wanted to retain control of. That in my mind completely compromised the structure and the integrity of the process. So from a personal point of view it was not the way to develop or embed a new structure. So em, I'm not sure what to say next.

Well you've covered most of my questions there anyway but I suppose the only thing really would be the recommendations you'd give to COMPANY X to improve the process going forward.

Eh yeah I think there's a number of things, em, I think that the methodology or approach that we used was a very transparent approach, was a very well known tried and tested McKinsey approach. We have now changed that approach to a kind of in-house model which we have used, which em, focuses, it's more a model of change as opposed to the structural options and it focuses on the awareness of the, and scanning of the internal and external environment, eh, identifying the agents of change internally and externally and testing then how an organisation either responds to or resists those agents of change. The key lesson from a COMPANY X perspective was that the agents for change, the Senior Management who should have been the agents for change did not agree

on where the future of the organisation lay, so I think it's incredibly important in

any change piece that Senior Management are fully behind it, that there's a

uniform message coming out which is then supported and endorsed by all

management. They are then relaying the same message to all staff so that

everyone is given the same amount of information or the same details but what

was happening in COMPANY X was that because there was a power struggle,

for want of a better word, because I think the fractious relationship between the

Director 1 and the Chief Executive went back to, I think even the original set up

of COMPANY X,[ ], that then polluted the transparency of the process. So

that's critical it has to have sign off support endorsement at Senior Management

level, who have to then commit, you know and drive that process through so that

they're all saying the same thing. No change assignment is going to succeed if

its being undermined from within, so that's back down to the role of whoever the

lead on the change is in insuring that everyone is enhanced, that everyone is

subscribed to it. The other key thing is that, em, if an organisation is about to

embark upon change they can't curtail what the limit of that change is going to

be, eh, they have to be prepared; a change process can take an organisation in x

number of directions and whilst the internal management might have some

influence on the direction, for a successful change it can't define what it will

accept and what it won't accept. I think that there's an objectivity there required

from management. I think crucially, you know the old adage of communication

with staff, it's over played in terms of academic research but it's underplayed in

what organisations do on a day to day basis.   Organisations are notoriously poor

at communicating change and for example we're in the middle of another change piece with another organisation in England at the moment and communication is what's driving the success of the programme because there's very strong open communication, there's an employee forum which is feeding into the external consultants, their Senior Management are represented on it as well and everyone is saying the same thing so that it's cascading down through the organisation. Its about addressing that communication, the management role addresses things like resistance to change because everyone accepts change at different stages, and if you look at the change curve that kind of classic graph, people go through different parts, you know you've got the grief you've got the shock, you've got the acceptance and you know you've got the, eh, up to the eh full normality. So you know it's all about management recognising that people go through the change cycle at different rates and, but it's about the consistency of the communication, management have to communicate the same message all the time and then they have to support the change process as it goes through. What COMPANY X was particularly bad at was communicating that change. It became a power struggle; the objectives of the organisation was lost in the middle of it and became a territorial fight between the two senior people in the organisation to who was going to end up with the most influence in the new structure. So ultimately the direction of the organisation was probably I would say jeopardised by the fact that people at Senior Management level could not rise above their own personal situations and they actually put their own personal situations ahead of the organisation. So that to me was a very poor example of

a) leadership of b) how to communicate change and c) how to manage change because staff very quickly became aware of that and everyone was aware that the Chief Executive and the Director 1 were killing each other, and at one point in a meeting I got up and I walked out and I told them that when they stopped behaving like children I'd come back in again. So that doesn't inspire confidence for staff in terms of how successful a change model is going to be. I do believe that the integrity of the structural piece was compromised because there was fudge at the end of the day. The proposed model that we had agreed at Board level was quite different from what was finally, and from memory, I can't remember what it was but em, there was a five Director structure, but that was then thrown out because the Directors refused to sign up to it, and ultimately then the CEO caved in, as he did quite a lot, and he then created this fudge. Which I think, you know, having not having revisited COMPANY X for the last three years, I'm not sure how that bedded down, eh, but I think that it missed the opportunity. And I suppose the wider picture was at that time, the structural change of COMPANY X was about trying to leverage it to try and position it into a position of strength for the upcoming merger. Eh, I think it was self defeating, eh, because I don't think the Senior Management had the foresight or the bravery, for want of a better word to move way from their own silos and eh, that would be the key lesson. If Senior Management aren't on board or aren't bought into the process it's not going to happen.

So if I can summarise, the major problems that you see that happened or the major ways of improving it is obviously a stronger change leader who isn't going to cave, to quote you, and communication on all levels, but also then to follow the original remit?

Yep, yeah I think there has to be a conviction, I think that if you set out on a piece of work or a journey, you have to, you can't change course half way and I think that's the same in, you know not just in organisations, if you look at politics or whatever, you know, a politician looses credibility if they set out on a journey and then half way through say, oh it's getting a bit tough here I'll change direction and make myself more popular. So it's about conviction, people may not like what you're doing but if you stick to it, if you passionately believe in it and see it through I think people are more likely to have credibility and respect for what you're doing. But, yeah I think that the change leader is fundamental, there has to be agents for change within the organisation who are going to promote the change from within and that's where a change leader has to be highly, highly effective in terms of being both strategic and operational in that they should know the organisation to identify who will facilitate change within the organisation. So that there are agents of change in every level and what happened in COMPANY X was that there was one agent for change, the Chief Executive, and nobody else and it was like pushing a boulder up a hill because the resistance then grew, in how it was communicated people thought that their jobs were under threat, when in fact they weren't. It was about reconfiguring the structure it wasn't about making it more effective or more efficient, that would

have implied you know, getting people out of the organisation, but that message wasn't sold so people then dug in and that was then fuelled by em, bitterness shall we say at a very senior level which managed to in the end have more influence on the organisation than the Chief Executive realised.

Thank you very much.

Appendix B: Participant 2 Interview

Can you tell me about the change management process in COMPANY X.

Ok, if I can go back to the establishment of COMPANY X. Before

COMPANY X was established, we had a report done by, that is NCVA has a

report done by, Rochford (Dermot Rochford) commissioned in fact by the

Department of Education and Science which set up a staff compliment of forty

four staff. Ten senior staff and administration staff for the rest, ok and two

Directors, the CEO, two Directors and eh, etc. you'll have that in a chart, ok?

It also included reference to the fact that the situation would have to be

reviewed after two years, it didn't say precisely after two years it just said

following two years, ok? So that allowed us the space to say once the two

years were over, a review was then possible. If you did it in five years, that

would have been fine, anyway, that's the way it was written; deliberately, if I

remember rightly at the time.

Anyway, in terms of change management or whatever, COMPANY X when it

was established in 2001, worked with that particular arrangement, staff

structure and after a couple of years I began to realise that the process

whereby, there was one Director with ten reports, was proving challenging. I

began to notice that there were some deficiencies, if you like, in both the

structure and the way it was being managed etc, etc.

Moving on from there, we devised a Strategic Plan, first Strategic Plan 2003, and that looked at developing the qualitative, the quality side of COMPANY X, the way it presented its service to the Public etc.

Having worked our way through that Strategic Plan, I'm now moving to 2006, we were moving from strategic planning, policy development. The policy development end was finished, we were now moving into policy implementation. There was a need at that stage I think, and I think there's a reference to it in the second Strategic Plan that we would need to review our internal structures, and that would go back to the original Rochford etc., etc.

But, moving on form that then, as part of a State Body a significant element of it is to be reviewed by some other external body. The body that we reported to was the external agency, its responsibility was to review us, it had already just reviewed COMPANY Y, in terms of its performance of its functions in relation to the legislation, and its own strategies etc., etc. So now it turned around and wanted to look at COMPANY X and I agreed to this process.

It started off with a self evaluation, this is part of the process that was agreed again, and part of the self evaluation process meant that we got staff together, we looked at all of what COMPANY X was doing, through that process in Roganstown, and through another series of meetings.

The self evaluation process involved all staff, at different levels, at different stages. But, what came out of that process, and the self evaluation report throws it up, was that staff were concerned about the structures and that the structures were inadequate to meet the requirements of the new strategy.

We then went from that external evaluation, sorry internal evaluation, review by an external panel and then reported on by the external agency back to COMPANY X and the feedback was that we needed to, amongst other things, review our structures.

So I then set about; well how do we do this? Well we would get in, we'd put out for tender for some sort of external consultants who knew the business of change management, who knew about structural change within organisations and things like that. the consultant organisation; got the job, they came, they put forward a proposal which was accepted by Senior Management, once they got the tender it was accepted by Senior Management and essentially the process was that they would follow the 7S's and we were happy with that. So first they would ask us what our strategic goals were, see did our functions relate to those goals and then look at staffing etc, etc. all the way through.

Now, they produced a report, the report said quite clearly that the structures were inadequate for the purposes of the current strategy, and that we should revise the structures to meet the current strategy.

It then put forward recommendations; it said that we needed a flatter structure in keeping with modern best practice in terms of management and it needed clarity around functions and all of that sort of thing.

So the next step with that was, first of all to bring it to all staff, they saw the full report, and also to Senior Management to move it along. Senior Management agreed the report, in so far as it summarised the functions into four particular slots. Awards and Standards was one; Provider Services was the second one; Strategy, Planning etc, was the third one and Corporate Services was the fourth.

So there were four divisions, if you like, relating to the broad areas of work that related to the strategic goals. Like, Awards and Standards, our significant goal and target in that was, to Migrate all of our, you know, to have a fully comprehensive national suite of awards etc, etc. So, the strategy was there, the functions, sorry, the four divisions if you like, sorry, the organisation naturally divided itself up into four parts and that report was adopted by the Senior management team, following discussion etc, etc. I didn't look for all staff support of it, I think, at the time. Well, once it was adopted by Senior

Management that became the report that went to Council, and the next step

then was to put in place structures to meet that.

How did you come to that report? Was there consultation with everybody around that?

Sorry, yeah, going back, the consultant organisation when they came into the

organisation, a process was agreed with them, and I know it's identified

somewhere, who they should meet etc, etc. Now they would have been

introduced by me to all staff, that's the way it would have started. Then each

section within COMPANY X, there were sections within COMPANY X at the

time, the project manager, would have met with, and his team would have met

with each of the sections, either individually or as groups. So he met with the

Senior Management team separately, each person separately and then met with

us also as a team. Then met with all the various sections, now I think he met

with senior staff separately, I'm nearly sure he did. And then he met with the

sections after that as groups, I think that was the way it worked out. Again that

was a way of picking up, that's what he based his report on. And obviously he

based it on his own experiences as well and his own expertise and that and

that's how the four divisions came about, but significant feedback was given to

him from staff that COMPANY X was dysfunctional as an organisation, that is

wasn't organised/structured in such a way as to allow for it to manage its own

resources in the best way to meet its targets, to meet its strategies.

So going on then to the adoption of that report, following the adoption of that report, then they, the consultants, came up with three options of structures. Those were put to the Senior Management team on the one hand, at the same time they were put to a group of staff. That staff group was chosen on the basis that they were the people that responded in writing to the overall report, when it came in. Some expressed reservations, some expressed significant reservations and others expressed support. So whoever replied, and I think there were about ten people who replied, they were brought into that group because they showed the most interest, that was my logic at the time.

And that group, they were across all levels of the organisation?

All levels, yes yes, if you look at the structure of that group you'll see that it was broadly represented so you had people form all of the different sections. They were asked to look at, in the same way the Senior Management team was asked to look at, the structural options that were available and after significant, this went on, I would say for the best part of, the negotiations if you like or discussions in relation to this, went on for about a month, I would say by the time we got the actual the definitive things in. With the Senior Management team, I think it went on for maybe two months, if not three. Some time towards the end of September we got the options and then it took until Christmas to get it sorted out. There were significant differences in the Senior

Management team. I would have to say because the changes that were being proposed that the job and responsibilities of the two Directors was going to be spread over four divisions as opposed to two.

Previously was the Senior Management team made up of yourself and the two Directors?

Myself, the two Directors and the Head of HR and Administration.

So it was going from four to five?

Yeah it would go from four to five.

So the four Directors and the PARTICIPANT 2?

Yes, exactly, if that was what was to be adopted. To get that through, sorry the broad organisational group adopted the structure that had one CEO, four directors and about ten or twelve heads of function running each of the functional areas. That's what they adopted, or that's what they thought was the best option. That was fed back to the Senior Management Team, there was significant differences around it, and the Union was involved for Senior Management, much to my surprise, and eventually we got a resolution to it by joint reporting or what we called dual reporting at the time. In other words,

that the two new roles the two new heads of division/ directors of division that

they would report, not just to the CEO, but also to the two current Directors.

You used the term heads of division there so it had changed from

directors?

No, no it hadn't at that stage. If you look at the structure that was agreed there

were no titles on them they were simply functional divisions, so the divisions

were identified, the four divisions were identified and the twelve functions,

there was no reference to whether they were directors or heads of function that

brought us up to Christmas. The next stage then; what we were doing at this

stage we were following the process outlined in the report from, the approach

its on page six of the report from the consultant organisation, so we were

following that process so we had got to stage one, two, three, the fourth one,

selecting the appropriate option.

That's their (the consultant organisation) approach on the Change

management process itself?

Yes exactly, yes, yes, yes exactly, and this approach; this the consultant

organisation approach was based on the relationship between, sorry on the, you

know, what is your strategy? Your strategy requires certain functional

relationships within the organisation, you develop your structure out of that

and out of that then you define your staff roles, your staffing roles, and it's the

seven S's right? Coming back to this then and the stage we were at, there was

a process set out, a clear process set out. Now it was my understanding that

that was the process that was adopted as part of the report, I was challenged on

this a number of times by senior management, by the two Directors. One in

particular said that the process was not clear and I always would have referred

when you get disagreement that people sort of go back and say well the

process is not clear back to that, so that just gives you an idea, it think, that, it's

the outcome that they were looking at rather than the process, you know? But,

that was the process and I stood over that process.

And that had been agreed by everybody in the beginning?

Yes, everybody in the organisation, everybody had signed up to it, the Council

included, and it was my job then to implement this as Chief Executive, right?

So then we went on to, sorry, having established then that the structure should

be four divisions and such like it was a matter then of getting job descriptions

to fulfil the leadership roles in each of those areas so between January and

March, I think, end of March, we were, the consultant organisation was

defining/describing the jobs. Coming back and I'm pretty certain at this stage

that the staff were involved in exchanges between themselves and the

consultants in defining what these jobs were. There was interaction, certainly

with HR, the head of HR and Administration would have been the main person

I think there, but I think also, I know that I was certainly involved. Now, there

was a certain amount of toing and froing and significant difference then arose

between myself and the senior management team, the two Directors in

particular. It was a split that had begun prior to Christmas over the

structures… and was agreed… with the agreed dual reporting and we'd gotten

over that but then when the job descriptions came down. What would the

difference be between the Directors job descriptions and the two new roles as

Heads of Division? It was at this stage then that we started looking at the

different titles, the two new titles. So there were two Directors and two Heads

of Division. There were various compromises made over this period of time.

My approach was to involve, to get agreement with the Senior Management

team, that's what the process said, agreement of following consultation.

Was it just because of the disagreement with the Directors that these two

positions were changing or was there another reason that you couldn't

promote people to that level?

That was something in the background, the moratorium on promotions and

extra staff and all that was issued, I think, in March. My understanding was

that so long as people weren't being paid any more and that there weren't any

long term commitments that we were alright to go with that and that's the basis

that I, and I would have been in touch with the Department about this. I would

have shown the Department the options in November/ December and the

Department would have said that it was up to us, that it was up to COMPANY X to sort out what option they went with. That was their view in November/December. As the year went on then when the moratorium came in they looked at the implications of that but sort of said plough on ahead and see how you get on.

So we reached, I reached, an impasse with the two Directors over their changing roles. They saw, the two Directors saw that their roles were being diminished and I would have maintained that, if there was a flaw in the process it says to get Senior Management agreement, well what do you do if you don't get Senior Management agreement? Do you say well we'll allow Participant 3s or Directors to stop the process to stymie the process? Or do you proceed? Now, Unions were involved at this stage again, we got a mediator involved as well because the two Directors felt that that's what they needed. Through the mediation process, when the mediator said he could no longer or he wasn't offering any further… the three of us sat down again. We worked through it again and we reached agreement on the eh… we reshuffled some of the Directors roles, I put more into the Director 1 and Standards, an additional function; Research, the whole area or Research, Policy Research that was moved over to embellish that role because she felt that her role was being diminished there were no issues with the diminution of the other role. It was hard to see what the issue was there at that stage, but anyway, we resolved the issue that was there to satisfaction or to my satisfaction in the end by clarifying

further how the dual reporting would work. There is a paper to that effect, a paper that emerged from that meeting. So what we ended up with then was, four, sorry two Directors, two heads of Division and I think ten or twelve Heads of Function. Before I implemented that I then went to the Department and said; look this is what I have, this is the situation that we're now at and I'm going to proceed with this until you tell me not.

Issues then, the moratorium was then beginning to harden, if you like, and the Department advised me. In the process they advised that whilst they weren't prepared to interfere with the process, their advice was that I would not fill the two Heads of Division roles because there were issues around, really around the moratorium and promotions, even though people were not going to be, there was no difference in finance and all that and people had agreed that they were interested in this. Anyway to move it on, I then had to complete the process of filling the Heads of Function roles so all of the Senior staffs, heads of section, yeah, Senior staffs and Senior Management from the old team were asked to put forward their areas, expressions of Interest, which they did. Out of that I sat down with the two Directors and the Head of HR and we worked through the various options and everybody got, everybody was assigned a Head of Function role and a secondary support role, that's the way we worked it. The roles then, the two particular roles that were empty, if you like, the two Head of Division roles, what happened there was that I took responsibility as CEO for two additional people reporting to me, and the Directors took

responsibility for two people reporting to them and we worked it through on

that basis, and that was it.

In your opinion would you say that it was successful?

I think, what I would say is that in terms of structure I wasn't able to complete

the job. Essentially what happened was that I had to take on the additional

responsibilities. The heads of Function, where there was no Head of Division,

they shared that responsibility with me, but I certainly had more on my plate

than I would have wanted or expected.

The idea of the change was that I would have more of an external role, external

to the organisation. As it turned out I… it became more necessary for me to

operate internally. Now that was just the way the… that was the only way to

make it work.

So I was pretty happy the way it worked given the constraints and given the

limitations of what happened, you know. If we had acted earlier, if we had

pushed it through quicker, we probably could have filled the two heads roles,

but then who knows what might have arisen from that? There may have been

other issues that would have arisen from that change, because you then would

have had people of the same grade reporting to people of the same grade. So

that was something that was always hanging in the background, how could a

Senior staff grade person be reporting to another Senior staff grade person?

Now the way I had worked it was I had said that to them that that was

inevitable and nobody demurred but sometimes you don't get….

So even previous to the Moratorium there was no question of promotion?

No, no, well going back to pre Christmas and the clarification from the, sorry,

when we started out on this process, anything was possible by the time, this

was 2008, was it 2008? Yes it was 2008; this is when the banks were

collapsing. End of 2008, wait now what's the date on this? Yes August 2008.

September 2008 was when the Banks got disbanded or whatever, so the

country was in chaos. So I think the expectation, I can't remember when I

would have said there would be no changes in salaries and all that, I think I

said that pretty early on. I can't remember when and I certainly would never

have promised it, because I was never really sure whether that was deliverable

or not. You know, because you know, you just don't know these things, but I

think there was always a hope that if people took the additional responsibilities

that, you know if there was no amalgamation etc etc that, or if there was an

amalgamation it would stand them in good stead. So it was on that basis that

there was definitely a grey area around that but it became clearer and clearer as

we went through it that this was not going to lead to everybody being paid the

same, either at head of Function or at Head of Division.

How would you say that people below that level, the administration grades, how would you say that they have deemed the success or otherwise or the process?

Well I think to some extent, if you go back to the original evaluation, they could see at that stage…. people could see that there were actually functions being set up, that didn't have any functional em, there was no clarity around it. For example, Quality Assurance, people were working in Quality Assurance but there was no specific function, it was just that a couple of people were given the job and they were given the job to do. The only clear sort of, well there were a couple of clear areas, like Certification was a clear function and IT was a clear function but Quality Assurance sort of just emerged. Now, what was also going to emerge was Validation and what the process did was it brought those processes up in lights. Now that wasn't drawn to my attention or to the consultant organisation attention by simply Senior staffs or by Senior Management. It was also by administration staff who sort of said well, you know, we don't really know who we're reporting to, is it the Head of HR or is it one of the Senior staffs for example, or whoever was responsible for QA at the time.

So I would suggest, now and again… Self Evaluation would say that these recommendations came out of all staff, not just Senior Management.

Definitely not just Senior Management, there were frustrations at all levels of the organisation.

So operationally then, as in, to meet your strategic objectives, would you say that the change was successful?

Yes, I would, if you put it in those terms. Did it enable us to function better to meet our objectives? Yes. Would we have reached those objectives anyway? That's another question but it's not that important really, like it certainly made us, it made the structures match more to what we were trying to do and we got it almost right. But, we did shift around a couple of things that I knew in retrospect that, for example moving the Research/Policy thing across, I don't think that that benefited that particular function at all. I don't think it did it any favours, it would have been better in the other area, you know under Strategy Communications and Planning, whatever, I think it would have been more productive if it had been in that sphere, you know that division.

So was it successful overall? Yes I think that I would have to say that yes it was successful because it enabled the function, the organisation to function better, it also gave people more responsibilities. People who wanted responsibilities now had clearer roles, role clarification and all of that was endorsed by feedback that we got from the Heads of Function through the, what do you call that group, not the Partnership Group, through the em, aw,

through some other group. Oh sorry, I should mention too that the Partnership Group, actually, was involved in this as well. So the Partnership Group was involved in the early stages of this, now we switched over to a specific group from the Partnership Group because the Partnership group in fact was loosing it "raison d'etre" if you like, and we switched over. So the Partnership group was involved in the earlier phases of this, you know, it was when we got to the structures then that we looked for people who had specifically responded to the thing, we didn't use the Partnership Group because the Partnership Group had become less important to the organisation, if you like, ok? There were reservations about its usefulness as a group etc, etc.

What were the main challenges that you faced?

Without a doubt, without a doubt, the main challenge in this was dealing with the two Directors. The two Directors did not buy into this in the way that I expected them to and in the way that I would have expected Participant 3s to do. As Directors I think they took there own situation and their own future, they put that first, and that made the process extremely difficult and very, very trying, it took up a huge amount of energy and effort. What I would say is that the next layer the Heads of Function, and previous to that, the, you know, all people who had middle management responsibilities, they were fully behind it, there might have been one exception. They were fully behind it, fully supportive of it, were involved at most stages of the process and were

supportive of it when it finished, when we came out of it because the actual

functioning of it and implementing it worked out slightly differently. The

Senior Management team which was just four became in effect, twelve

including the Heads of Function and the Directors and as a unit that's

something that we worked together for two years and I think it's worked

extremely well, extremely well!

It would have been reflected too in PMDS, I think through people operating

PMDS. We got PMDS onto a higher level, I think it's not necessarily exactly

where it should be but then I'm not sure it's where it should be with anybody.

PMDS is the fulfilment, if you have a good structure, PMDS should work

much better than it does, if you have a poor structure, it's not going to work

because you have people doing all sorts of funny jobs and their work not being

clear etc, etc.

What would you do differently next time?

Oh, I think, two or three things, I think I would look for clearer direction from

Council, for a start. I would clarify the responsibility of the Chief Executive in

the change role, and the responsibility of Participant 3s to the organisation. I

would clarify that from the outset and what my expectations would be and I

would… I think I would be more clinical in reaching decisions. I think, to

some extent, the delays that were caused by this and I would say that we lost;

at most I'd say we lost six months. I'd say its closer to three to four months

really, given the amount of time that it took for the consultant organisation to

put together all the various elements. Some people believe that we lost more, I

think that a change process like that, if we started out say at the start 2008 and

we were implementing by the middle of 2009. I can't remember what the

estimated time was on it, but I think we said that we had hoped September, that

we would be implementing by the September of 2008. Now we weren't

anywhere near to begin that at that stage, and that wasn't due to disagreement

at that stage. The only disagreement that arose at that stage was within Senior

Management there was a short delay there, there was a short delay at

Christmas so when you add up the sort of times when there was delays, I'd say

there was a month lost at each critical decision stage. So I don't know that that

did anybody any good, I would have liked if we could have got it through

before the announcement of the Moratorium. But, the Moratorium I think was

announced in March that was slowed down. I think I'd work through it

quicker the next time, the pace of it probably didn't do the process any favours

and that's I think on of the advice that the consultant organisation would have

said and indeed Tony Bond our management coach would have said, once you

decided, do it, do it quickly. "If it were done, when 'tis done, then 'twere well

it were done quickly".

Is there anything else you feel that you would like to say about the process or do you feel that we've covered all aspects?

I think we've covered all aspects I think, you know as far as I know the criticism of it within staff was that it didn't happen quickly enough, and I think that's fair enough. I'm not sure that delivering the original piece would have created any better environment, you know, but I do recognise the drawbacks that what we ended up with, but look you know there's nothing perfect. We had a strategy, we had a structure that fitted that strategy much better, we got the staff job descriptions related, we got the posts filled and then they had further training. Actually that's another thing we could have added further training to the management roles in particular, I suppose it was relatively light the management training that was given, but it worked and it worked pretty well and I think it worked through bringing in PMDS linking across operational plans and all that sort of thing. It definitely benefited the organisation and I think gave the middle management tier the responsibilities they were looking for from the outset.

Thank you very much.

Appendix C: Participant 3 interview

First of all I'd like to thank you for taking the time to do the interview with me

Can you tell me about the restructuring process in COMPANY X?

Em, when the initial decision was made and I have to go back into my mind now and you probably have most of this articulated somewhere anyway, the initial decision was made to restructure, you have the procedural steps you have to take in terms of acquiring an outside resource because an outside resource looking in is regarded as being beneficial so they, that was the initial step. And you have a process connected with that on procurement and so on, and then the communicating of it, I would say, you know, to staff that this is what was going to happen, but it had fortunately a basis in fact in the review so that gave it at least a benchmark. This has to happen so you were obligated if you like, and I think that probably helped that there was that there to make, force changes and I think people anyway had come to the view that there was changes necessary so, in fact there was no broad resistance to it I don't think there was a nervousness around about it and that just needed to be communicated and people kept up to date in terms of the process, and within that process that was established, the outside consultants had a process of their own of how they would meet staff and get varying ideas and interview staff, and all of that process went through culminating in the report. So all of that was a very clean piece of work, I'd have

said to that point. So when you have a report then that's when it becomes clear then that what you're stating you're doing you're actually going to do and that's where your difficulties arise.

Can you tell me what communication methods and strategies or techniques were used to convey the planned change to staff?

We have structured… we didn't have anything special necessarily for that because it has always been the practice to have between all staff briefings around about the purpose of it, workshops we do that for strategic planning, it's the same for this, so it was no different. So you've got your em, all staff briefings, your meetings in different groupings, em, workshops conducted by the outside consultants, and then after that, laying bare the report and circulating all of that sort of thing through email and the staff intranet. So your standard methods, I wouldn't see that it was treated any differently, I don't think, was there anything else I can't remember? That's all really, I don't think there was as I recollect.

The involvement of staff during the process, how would the consultant organisation have involved them? How much influence did the staff have on the outcome of the report?

The staff met, all staff, all levels. I know originally he met all the senior staff, he met the Senior Management Team then he met all the senior staff in terms of

taking, and did substantial interviews with them. In terms of the other staff then

he just worked with them through workshops, we had a number of workshops if

I recall, eh, where people had made their suggestions, I think the overriding

feeling from most staff is that their own personal situation wasn't going to be

changed as in, remuneration, grade and all that and we had you see, it had

become apparent without the structure that we needed the changes, and some of

the changes were happening in their own way, so for individuals so that people

had moved sections, people had come out of Finance to other sections as needs

must. People had come out of IT to other sections as needs must, so you get that

kind of acceptance of movement anyway, which helped and in some senses the

restructuring was a bit behind some of the activity in one way, I always felt that.

You know little bits were happening, small amounts.

Did the senior management team endorse the change or promote the

change, in your opinion, to staff?

Em, I think the Senior Management Team, as that time was just four, so I think

in terms of them endorsing it, I think in some senses there wasn't positive

endorsement of it. There wasn't a go out there and say, you know, but that is

very much a style thing as well, some people don't do that so it was obviously

championed by the CEO, in a very definite way, as being something that was

talked about and so on. I think in terms of the other members of the Senior

Management Team and probably myself included, it wasn't a thing you were

talking about all the time etc. It was just its part of a process; it's not a big deal

and it's going to be implemented and Id say in terms of then people it was going

to effect negatively, their response to it was not to communicate about it at all.

So instead of talking about it, they wouldn't talk about it at all necessarily, you

know what I mean.

Which obviously led to its own problems in itself?

Yes

On that, what would you say worked well through the process?

Em, I think the theory of the process was going to work very well except it

became a very protracted issue, and because it got protracted to get from the

point that, we had a report quite early on, eh, that could have been implemented

quite early on, because it ran into difficulties it made it a very long process and

by the end of it it's like, you know, fatigue really. Battle fatigue now would be a

bit strong but, you know, you just get; ah right, you know, we're here… and I

think that's what the problem. So, I think, the planning, the communication, I

think the way it evolved in terms of the structure was fit for purpose and all of

that was good. There was casualties in that and then we got a bit mired in the,

that phase, that'd be the way I'd describe it, so while there was lots of good but it

got itself derailed then and went on too long. Did it go on a year too long? Yeah it was almost.

In your opinion how would you say the process could be improved for future initiatives?

There's probably a point where you have to say, this is it and just implement and take the consequences, and the consequences can sometimes be unpleasant and they can lead to, you know a track that's anything from quasi legal to legal actions right, or industrial relations, in that family. That you take that and still implement, em, and it's about decisiveness I think, and I think that's, there is a tendency as an organisation generally to have too much discussion in order to try and bring everyone on board, I think there has to be an acceptance in change situations that everyone, people will lose out essentially and people have to take that. So if you for example look at my situation, you know as I give examples to people when I'm saying to people, I had a certain number of people in the role I had reporting directly to me, that changed and my role altered significantly, you could argue from a position of greater influence to lesser influence, but that's a consequence of it for the better of the running of the organisation. Sometimes you have to make those decisions and just get on with it, you know what I mean?

So, as an aside, sort of, would you say then that it's got a lot to do with the personalities of the people involved? So it's about whether you look at it from your own point of view or the good of the organisation?

Yeah, or even in looking at it from your own point of view, it's not about just being selfless, you'll look at it form your own point of view, you've had an indication that this is going to happen anyway because you've been part of the process. So where people are fundamentally part of the process, the Senior Management Team, are part of the process from the very beginning, accepting of the process, and because the outcome is not to their satisfaction it ends up, what would be the word I'd use? Stymieing the process at the end rather than the beginning, when it's too late, it is just too late you have to get on with it really. And to be honest with you, the difficulty, I would feel, about in trying to stymie the process, when your own personal situations have been affected, as in, your grade, or your staff, or I should say your grade or your remuneration or any of those, your influence and your power might be perceived to be affected, you just have to get on with it and someone needs to make the decision and that's where the problem was, there was too much talking in trying to make the decision, too much compromise. Which is fine, you have to compromise at a point but you know, where do you stop now? There has to be a point when you say enough is enough. And you take what you have into another fora, now which is what we did. So, we had problems which were bordering on the industrial relations, took them into another fora, but the trouble is when you take that into another fora, the decisions you make there influences, and that influences the structure.

The structure that was originally proposed by THE CONSULTANT ORGANISATION, do you feel that the hybrid structure that you ended up with, do you think that that was from an operational point of view successful?

Yeah I think it was fine, I mean it's a small organisation so their structure was going to be an added, an elevation if you like, into other Directors, em which is a sound structure in that it made sense but as regards whether it's flawed without it? It manages it does manage through the good will of people and a little bit of over involvement by the CEO, which isn't a good thing. That's what the net effect of it was, is that because you had two Directors and you were missing two, those people then sort of ended up sort of half reporting and not reporting and all of those issues arise. However, people find, you could argue that that gave those people more autonomy because there's less control, and they mightn't see it as a disadvantage, curiously enough. You know, so it's a funny thing whereby if you had someone sitting above you directly em it's more shadowing.

So even taking the middle bit of the difficulties and whatever out, you would agree that from where you were with the old structure to where you are with this new structure, however it came about, this structure is more effective in meeting targets?

Yeah and that's only one part of it, because obviously, it's more effective in the conducting of the business of COMPANY X but it has other benefits in terms of giving people greater autonomy, greater management experience, staffing experience and giving senior people a better involvement in the whole part of the business so that's advantageous both to them and fundamentally to the organisation for better or for worse. You know what I mean it's not all about the structure you see, it's about peoples individual experiences of it you know.

So in your opinion would you say that the change itself is successful?

Yeah I would and I would say that the, I wont use the word hostility, but the resistance to it form the Senior Management Team at the time has largely dissipated, interestingly enough. And was seen, it wasn't seen or in its implementation it didn't turn out to be the very negatively impacting thing that people assumed it was you know what I mean? I can't quite describe it but people got it in their head that it was going to make an absolutely huge difference, fundamentally it didn't and nor was it going to really, you know.

Is there anything else you'd like to add on the process, or any lessons learned?

I think one of the difficulties are in an outside person coming in gives you the distance, your difficulty always I think is if there is a clash in the Senior

Management Team, you really will have a problem and we have always had a CEO who was very hands on, that was detrimental or is detrimental or whatever way you want to say it, to trying to do anything like this. Because it ended up being the CEO more hands on as a consequence and I don't think that's really ideal, but that's a personality thing, you know it's a complete personality thing, I think as much as or a style thing more than a personality thing and that's one of the difficulties with it. It's very hard to legislate in any structures and in any plan and in any 7S's and this that and the other, it's extremely hard to legislate personal styles, nearly impossible so that's your problem really.

Thank you very much.

Appendix D: Participant 4 interview

First of all thanks for meeting me.

Can you tell me about your opinion of the restructuring in COMPANY X, the process and how it was managed?

My overall opinion? My overall impression of it would be that it took too long. From the time it was initially announced and the consultant organisation did some initial work to the time we actually implemented it, I think took miles too long, the knock on for that was not only that it left people wondering what was happening it also meant that the moratorium had hit in and therefore some of the proposed changes weren't actually possible because we were now in a different situation so, in terms of an overall, I would say that that would be my greatest criticism of it. My opinion of the process itself, yeah the process itself, I found difficult and protracted.

What would your involvement have been, how were you engaged in the process?

Ok, well I would have been engaged quite early because of my role at the time in the review of the strategic plan and the development of a new strategic plan so from that perspective, I suppose, I knew quite early that this was something that we were going to do. I was brought in at the point where, and actually I'm not

sure if everyone on the Development Team at the time, came in at the same point

or not but I know I definitely, I did quite early work. I was asked for my input as

to where I thought the restructuring should go, quite early, so I would have

worked with the CEO in relation to drawing up outline ideas for the

restructuring. You see, I had previously done work on that because of the review

of the previous strategic plan. So I would have been aware very early on, in fact

years before that we needed to change the structure because of the strategic plan

and my involvement with that and the Programme Office work and all, all of

those things were indicating we were in trouble in relation to our structure. So I

had, maybe even a year previously, done a document which had set out where I

thought the main four areas of focus should be within any new structure and I

remember digging those out then and being formally asked for them at a point

early in the process, before the consultant organisation report.

So they fed into the THE CONSULTANT ORGANISATION report?

That I don't know and that would have been something around the process that I

wouldn't have been sure about, whether I was just feeding that to CEO because

of my role in Strategic planning or whether that was something that was given to

the consultant organisation and they worked from those things but I think they

were, I think we were all at a point asked to input. Yes we were actually not that

I think about it, we all did, or anyone who was interested gave information in an

opinion and then that was given to the consultant organisation before their report.

What communication methods, strategies or techniques were used to convey the planned change?

Well from my perspective as a member of the development team, we got the various copies of the different reports as they came in and the changes to them, now not just as they came in because the senior management team at the time obviously were managing the process. But I would have seen the reports, I would have been asked to comment on them, do the feedback pieces, you know, em and then there were the development team meetings, we wouldn't have heard that much, actually now that would have been a weakness now alright. The development team, as I remember it wouldn't have ever sat down together to discuss it, but we would have just participated at the all staff type briefings.

Were there any interviews with you to get your opinions in the process, either individually or as groups?

No there was, the consultant organisation did before they produced their report, so as far as I remember, there were, we gave our opinion in writing initially, we were then each of us interviewed by the two people, two people I think from the consultant organisation and then the report happened. After the report where it

seemed to come in and go through a morphous with the senior management team

at that point we weren't involved. Now again, because of my role in strategy

and because of my closeness to the activity, I was probably more aware than

maybe others of some of the debate that was going on around the report.

How do you think the communication strategies, or the communications themselves, the activities could have been improved?

I think on the communications thing it's always really difficult, you'll get the

people that'll say oh, they didn't tell us anything. Then you'll get the people

that'll say aw, they gave us everything all the time, we were fed up listening to it

and in fact even like the other day when people were saying well why did they

get us to that meeting? You know so I think communication it's a very difficult

one. Em, as I said at the beginning my main thing would have been this

protracted period from the time of the report until we got a final, and even then

we got a couple of final versions of the eh...

A couple of final versions?

Yeah, oh yeah that, we got graphs that set out the structure, the picture of the

structure, the diagram piece, we got at least three versions of that at different

times and so in that way it wasn't great but I think the difficulty was that the

difficulties were happening at the senior management team level and therefore

there was a communication difficulty because they weren't ready to say, this is the thing and even when they were and did it, it changed again afterwards. And that's quite disruptive when you're looking at things, and I suppose too as a person who probably would have looked at one of the positions in terms of the director positions, for me it was particularly difficult because this time was just pushing away and work was continuing on and you were trying to, you know you were doing jobs, you know, related to the areas that they were discussing but you didn't have the authority to be doing them because you weren't at the right position within the organisation. You know? But that continued as a difficulty but that had been a difficulty for about five or six years you know.

Did the senior management team endorse the change or promote it?
I think there was an endorsement of a change, I don't think anyone on the senior management team thought we could continue exactly as we were but there was obviously resistance and my knowledge of it would be that there was extreme resistance in two quarters which really wasn't helpful and was detrimental to the actual process. And the intractability of those people to actually adopt the change was what really slowed everything down and then created, really a hybrid of the original. Like the consultant organisation gave us a number of options and there was one very definite option that I know from a strategic perspective was the option that I would have picked, yeah exactly, now of course you can say like…that's me and that's what I would do, but from a strategic point of view

you can map it out and you can see… and you can see, I mean anyone with a

good head on their shoulders would tell you the relationships between the

different functions under any particular area and not to go with a structure that

put those together, to me went against what we were trying to do strategically.

But, unfortunately, em, and you can look at this from a couple of perspectives…

you can say well, you know, you've got very strong, you know… people in very

protracted positions, you know, how do you manage that out to its point? And

the management style at the time was to negotiate and unfortunately that

negotiation led to a watering down of the actual structure that we ended up with.

**So do you think all of the negotiations essentially affected the credibility of
the change or the credibility of the senior management team as change
leaders or change agents, you know do you think everybody just got a bit
worn out with the process?**

Yeah I think everybody got fed up and other people would have said that, you

know, an individual shouldn't be able to stand in the way of a change that's the

logical change, you know; no one likes change that's affecting their sphere, their

span of control, nobody likes that. So, you know the way the leadership of that

was handled to me wasn't effective.

In your opinion was the change process, well the process wasn't too successful?

I think the process as it was set out with another group would have worked fine. Em, as I say I think there were individuals who were opposed to the process, em, not to the process in fact, the process was ok, I mean the process was about eh, let's get the opinion of staff, let's get an expert in externally, let's interview the staff eh, lets find out….so the process as it was laid out, and then the report gave a number of options and then lets choose the ideal option, so I think the process that was agreed between the Chief Executive and the consultant organisation, em, that process was fine. The problem was the implementation of the process and I would have said that the consultant organisation weren't strong enough. the consultant organisation were actually employed to do a job, to get this thing through to a point of implementation, they didn't do that. To me they faded out, they did the report and they did the options and I didn't see the level of support that I would have expected from a group like that, they should have been able to come into those management team meetings and say sort it lads. We've had other consultants here who have come in and done, that like PA for instance when we had problems with the programme office, they'd turn up on a day and I've been at meetings with the senior management team when they would have said, cop yourselves on, you know, support your chief executive here and get on with this. They didn't do that, they to me pulled back. Now they may not have I may not be aware of the whole process from that side but definitely I would have thought, if they did a report. They can't just do a report, start the change process

and then drop it and expect that a small, extremely small organisation… you're talking about four people sitting around a table here…you know, they can't just do that em… and definitely they didn't do any further work with the other teams in here, the development team, or anything like that at that point, you know there was no further, and that was the biggest… you know externally looking at it, as in externally; outside the senior management team, looking at it you'd say, you know there's just a big gap between the, where we all knew they were all fighting over the structure, you know, which led to a very nasty, really almost a year of very nasty carry on and then when you got this hybrid of a structure that was then agreed, no one was desperately happy with it.

From an operational point of view how would you, what would your opinion be of how the hybrid structure has worked or otherwise?

Alright, I would say that fundamentally it changed the way the top two layers of the way the organisation worked in a very positive way. I think there was a lot of fall out in a couple of small areas where individuals were very unhappy but in general I would say that it completely changed and strengthened the senior management two tiers of the organisation. The fact that you can have a senior management team of whatever we are ten or eleven sit around once a week, update cross reference, get that kind of feedback that is cross organisational and therefore you can keep your strategy on track, that has been extremely positive and that in itself is enough almost, you know, you'd live with that…em, I think

the hybrid part meant that some of the areas don't sit in the right divisions; the difficulty with not selecting the second two directors is a major difficulty, you know, em, but then that in itself might have led to a different structure at the top level too because you would have ended up with a five person management team and then the next layer of Heads of Function so again, would that have worked? With the particular people you've got in the organisation it may not have, it may not have made enough change, you know? Although I think it probably would, it would have been the stronger… it would have given a stronger framework to the organisation. Em, but definitely I would be very positive around the change that brings the Heads of Function to the table, and externally it's very important, as we move into amalgamation, that people are seen to be at the right level within this organisation and that you don't have a bottle-necking, which we had, I mean that was the basic problem, we had a huge bottle neck on one side of the organisation, with very senior well paid members of staff being able to, em what's the word, shirk their responsibilities and accountability because they could blame everything on a bottle neck, you know? So that has all gone and I think that's very, very strong. Em, throughout the rest of the organisation, em, I suppose I wouldn't be that aware as to whether the restructuring has caused any great difficulty, but in general it would appear to me that sections are working very well. That people have a voice through the system and that with the bigger management team that you have a lot more routes into that management team. Of course the fact that we don't have a chief executive now is a bit a bit of a problem.

Obviously from your work with the strategic planning side of things you can see the difference in the meeting of targets or milestones etc, would you say from this structure, the hybrid structure that it has improved, or would you still see some difficulties?

It's definitely more open and the engagement, at a level where the project end of things, which is our way of implementing the strategic plan as you know, is seen more as a support, I think previously it was seen as more of a hindrance by a larger number of people. When you are now accountable and responsible for a particular area, you look to the programme office for more support. It still doesn't work fantastically but, so in that way I would say yes, it definitely means that people… it is more transparent in terms of where people are with their projects and even with just their work areas in terms of the strategic plan, so the performance framework sort of stuff, the linking up, the individuals named against actions sort of pieces, it is much better. And I think from a PMDS point of view it's far better, you know in that it links, it means I know previously that I never did a PMDS, I had never had a PMDS experience in this organisation until last year. You know what I mean? If you… it's funny cause talking to the new or other organisations now around amalgamation they feel, particularly HETAC see PMDS as the absolute top of the heap in terms of implementing their strategic plan, we see the objectives, the milestones, the programme office and then the PMDS, you know which I think is the better, structurally way of doing

it, em, but the piece that we didn't have because of the bottle-necking, because

of the unhappiness in the organisation, we didn't have the PMDS at a senior

management level anyway and at a development level, it wasn't working. And

therefore you'd say well how can your strategic plan work if you don't translate

your strategy down as far as PMDS objectives?

So would you say there is more clarity then in people's roles now?

Oh, definitely, definitely yeah yeah.

**Is there anything else you'd like to add on the process or how you think it
could have been improved or if there was any recommendations you could
give for future change initiatives in COMPANY X?**

Yeah I don't know about it in COMPANY X in general because, I suppose its

difficult, you know, you know all the people and that sort of stuff and you know

where the… you wonder would anyone have been able to move the difficulty

along more quickly or with a better resolution? Em, but the main thing I think is

that when the report and the options came in, that from that point to the actual

announcement of the new structure, that's the point at which things fell apart and

where the difficulties happened as I say, where everyone knew the management

team were fighting over spans of control and all of that. I think external

expertise at that point would have been extremely advantageous. I would point

my finger at the consultant organisation and say they fell down, I would also say probably the chief executive should have looked for external help at that point or have taken the hard decision on the head and just said, that's it, made a decision, this is what we're going with. Em, but that's easy for me to say from outside. But that protracted period which took, I can't remember I'm sure you have it in your notes somewhere, it was probably, I think it was about a year of fighting basically over a structure that we now see, even the hybrid of it has strengthened the organisation. You know so the original make up of the structure with the four directors and the eight or nine functional areas would have made us a much stronger organisation again but em, so I think yes, if you say, I think there is some learning there, that if you, it's something to do with conflict management and it's something that's come up a number of times in relation to our own teamwork inside. Em, that we're not good at conflict, we're not good as a team at handling conflict, it's something that we hope it goes away, you know we don't face up to it, we're afraid of the fall out and probably in many ways rightly so because often things do work themselves out with a bit of time and a bit of negotiating, you know. But when something is at a point where it's damaging a future step, we should recognise that we have a difficulty and get some external help in.

Thank you very much.

Appendix E: Participant 5 interview

Firstly let me thank you for taking the time out to be interviewed.

Can you tell me about the restructuring process in COMPANY X, and your part in that process?

Ok, it's very hard to remember because it's a good while back it was 2009, so it feels like three years ago, I suppose it's coming up for three years anyway. Em, as far as I remember, the first bits of it came out of effectively the external review of COMPANY X through the external agency, and I think at a number of different levels in the organisation people were frustrated and were articulating those frustrations either through bottlenecks that existed in terms of just trying to get the work done or in terms of reaching for a structure that just simply wasn't there. However, I suppose from the perspective of things from my level there was significant mistrust around it. In that, certain people were viewed traditionally as problematic and other people were championed in ways that were inequitable, and I suppose one of the big issues that undermined the whole trust thing in anything that was going on was the inequity and the lack or parity across the board. I think that would have been felt, my suspicion is that it would have been felt beyond the level that I operate at that other people would have been aware of it too. There was a sense that doing this was an opportunity effectively, and it has been subsequently observed by our new Chief Executive was this about bypassing certain bottle-necks or difficulties, or people that were

perceived in that way. Em, I'm speaking very frankly here, I'm assuming it will all be anonymised or whatever.

So that was the first bit then an independent consultant was invited in and briefed effectively by the Senior Management team, and from where I was sitting, while it was inevitable that that was how the briefing would happen it also meant it was a little bit like turkeys voting for Christmas, which again undermined the validity of any findings, you could nearly have written the findings coming out of it and in fact I was the last person to be interviewed by the consultant organisation when they came in.

The last person at your level or the last person in the organisation?
He said I was the last person, so I don't know; I was certainly the last at my level which I would assume just fell from typical classifications or whatever, but anyway when I walked in the door, the chap who was doing the interviewing, the first thing he said to me was, well I've met with everyone else, now you're the last person to meet and I really know what the findings are but in any case have you anything to say? So I stood back up again and I said well if that's the case, you know if you've already drawn your conclusions, you don't really need to know what I think… so he more or less withdrew that and asked me what I felt and whatever. So I set out the stall from where I stood in terms of the difficulties that were there including the inequity thing and that em, you know that it was

very hard to see how, given how dreadfully uneven the playing pitch was, how

there could ever be really equity in it. He asked for comments on particular

managers, which I wasn't entirely happy with because I don't believe in saying

something behind someone's back that you wouldn't say to their face, so I

wasn't particularly comfortable with that. So I did cite previous history in that

somebody who was extremely critical of one person's approach to managing

their staff had in fact themselves not been particularly successful at exactly the

same role with fewer staff so was it really inevitable? You know, that being the

case, was it really a management gap, in terms of management skills, as well as

or rather than a structural difficulty. Which, you know, if you solve one that's

not going to solve the other. Anyway, so that was how that one worked and then

the next bit after that was that we had an all staff briefing which for me was an

unfortunate event but that was where the thing was presented and it was already

from my perspective and that of a number of my colleagues, it was very clear

that people who had been favoured all along were already in pole position to

continue to be favoured, and that certain other functions didn't merit the same

respect or regard despite having equal value in the public eye or under the

legislation, so that would have been my initial recollection of it.

Then when it began to roll out em, that's as I said earlier the briefing when I

tried to raise some of the issues, I basically was shut down in a way that was

very difficult and that was em… it was very… the way it was done was very

personal and very humiliating and I left the room. I left quietly now, I didn't

make a scene but at the same time people were well aware that fundamentally

that it was something that I couldn't participate in. [ ] Then when the structure

was presented again it was clear, this time it was really hammered home, by

virtue of minority qualifications that were required for particular roles that would

have enormous power, despite the fact that I would be one of the highly qualified

and highly experienced people, I wouldn't have been eligible to apply for any of

them, and I wouldn't have been the only one. Em… they were very clearly

painted with a particular personality or person in mind, and again from a broad

perspective somebody with quite a limited experience when all is said and done.

Em, so that was very difficult. Then there was a series if meetings with the,

em… effectively people at senior level and we were to negotiate job descriptions

for the various roles and so on. I may not be getting all of this in exact sequence

but it's broadly correct.

The job descriptions you're referring to they're for the Head of Function

roles?

Yes, for the Head of Function, and the em, with the understanding that other

roles would have clearer job descriptions coming out of those, now in fact from

where I'd be sitting now, effectively that was reneged on and they remained as

broad… certainly roles beneath the Head of Function level remained as broad

statements that didn't by the same terms give anybody at those levels… this

would be my own opinion now clearly, I haven't discussed it with anybody else

but it didn't give anybody else an opportunity to em… effectively to develop something that was very, very clearly their own and that they could develop a career path from. And in fact when I approached that and argued for that with regard to some of the people that I'm currently working with, even by virtue of titles for them that would assign them very specific, well not madly specific, but at the same time at least targeted what they were doing and indicated some level of expertise and experience, I was told no we couldn't do that because the expectation could be that it would lead to entitlements in the future with regard to progression. Which I found quite, I just found really horrible, but anyway… I didn't like it, I don't… just don't… I think if you're leading people your job is to champion them and to bring them on and I found it difficult that that wasn't clearly part of the vision for this and de facto if it wasn't part of the vision for people we were working with you can be sure it wasn't part of the vision for us, but that aside. There was another unfortunate series of events around the assignment to my role, in that we were in the middle of these negotiations and one of the things that really, really concerned me about the structure was that they took the… everything was reduced to operational level in the titles and in the job descriptions as they stood. They took the developmental, the creative, the context rich, the policy elements out of everybody's job description. There was one role which was to be about policy but it was more focussed on research rather than the ongoing iterate of the development of policy which enables our service to stay current and fresh and relevant to the people we serve so I was very frustrated by that and I felt that people were being… that my own peers,

were being short sighted in not seeing that, that they were effectively, em,

renouncing sovereignty of something that really would need in times to come

and that there was no clear process in this system for those kinds of iterations or

policy level thinking to be there. So I found the grade descriptions for

comparable grades in the Department which focussed very much on the policy,

external context, personal skills levels and I cross referenced those back against

the job descriptions and on that basis I was able to argue for the inclusion of

some pieces but not all, and there were still large pieces of the… it was very… it

sounds ridiculous when you say it but it was an extraordinarily fraught time and

people were genuinely, not just me I was very distressed but everybody was very

stressed by this and in particular the Chief Executive at the time seemed to me to

be unduly anxious and working in haste rather than in wisdom. He had a

deadline, it was part of his performance objectives, it was going to be met, and it

really didn't matter what the fall out was… and to me it was actually very

serious because the fall out continues to this day, so there would be… Change

takes time and purchase comes slow I think, but anyway. Em, then, what

happened after that?... then I had to leave the country to do a paper abroad… to

deliver one, and I went with the clear understanding that when things came back

that there would still be time to, you know, that we'd still be working through

the process. But in my absence… I was only gone for five days, the job

descriptions were published and people were given two days, I went on the

Wednesday and by the Friday people had to declare which role they were

interested in… so, I didn't have access to email and I had specifically been

advised not to, just to relax and, you know, let it sit and that when I came back, you know, we'd see where things were at. So when I came back the deadline was passed, and I came in I downloaded all the job descriptions, I thought right I'll take these home tonight and eh, have a read and come back… I came back the following day having read them, and my view was that they were completely inconsistent, that one was at one level, another was at another level, another was at one level in parts and… like, they just weren't consistently applied and I was assured at that lunchtime on Tuesday not to worry about that, that in broad principal, just to think about the titles and the area of work and that all that would be sorted out. By nine o'clock the following morning I received a phone call to tell me I had been assigned to a particular area which took me right out of my area of expertise, where I would have to say, uniquely in the organisation, I have a Degree in Education and a Masters in Education specifically, I am one of the very few people who have spent an extensive period of time teaching right across all of the sectors, and across advantaged and disadvantaged communities including profoundly disadvantaged communities. I had already some seventeen years of development work at this level under my belt, very specifically focussing on education and alone out of the whole pack, I was taken and put into an area that was just completely not my background. And then to compound matters I was told that I was only to keep that area ticking over but I was really to be a contributor to somebody else's area of work and someone else would in my estimation have had, particularly at that stage would have had a very, very limited both experience and vision for the particular area they were assigned

into. So not only was my expertise to be entirely buried I was given an area and told I couldn't make any difference in it and wasn't to particularly do anything much with it, em but I was also effectively to make somebody else more effective in the longer term without any of the associated recognition per say, and I thought no, I'm not doing that, that's not fair nobody else is being asked to do that and equally other people were being championed way above their capacity, comparably speaking. Just on sheer raw data, it's not arrogance that I'm coming from it was just on sheer raw data of qualifications and experience and also having worked with each other over the years. I would have been a person that things would have come to automatically because of the fact that I had the level of expertise that I had, em rather than other people that were now assigned to really significant key areas and I was effectively put into a, you know, what I was told very clearly was a back water. So it was quite, it was horrendous, it was really, really horrendous [ ] the stress was actually that high. So then I argued the case, I looked at it and I looked back to where the gaps were across the thing and I thought right… I saw another area where if I could tag it onto what I was doing but also what the people at grades other then mine were assigned to, working in those areas, the kind of work they were doing, if I could shape that in a different way, that would give prominence to something, at least that left me with a foot in the educational policy end and take on the other role which was assigned anyway. So with, I'd say about, three or four weeks of arguing, that was eventually conceded, em, when it was pointed out that if not it was effectively constructive dismissal. Em, so that kind of rowed in the horns a

little bit but it, that was how difficult things were so, here I was [ ] trying to figure out how to make this work, but then there was the risk of alienating the people I was supposed to be now working with, who were also very thrown by what was going on, and inevitably misconstrued the pieces of information that were available to them because I couldn't say anything. Because, decisions were being worked out and I couldn't pre-empt anything it was, it was just an absolute, dog's dinner, disaster, nightmare, the most horrible period of my professional life. So that was my experience of the restructuring, eventually, em… just the level of resistance was unbelievable, even when the team for this particular area were put in a different part of the organisation and I went to join them I was told that I shouldn't, I should stay in the area where the person I was supposed to be supporting was going to be and I said no, if I'm to head up this area then, I will head it up, but it was even down to really simple things like that, and to this day some of my stuff hasn't moved from the other side, I cant lift it and there's been no effort to facilitate that, so what three years on we're still waiting. So it's quite, for me it was an absolute disaster.

On the process itself, before the structural, organisation chart was presented, or the final options were presented for agreement, can you tell me what communication strategies or methods were used to convey the planned change to staff?

If any, em, at our level, Head of Function level, we had, we weren't Head of

Function then we were Senior staffs, em, we had a team meeting once a week

which was always a fairly fractious affair, the person that was leading that

section, their style of leadership is combatative, they enjoy an argument and it

was evident every Monday morning. Em, so some of the information would

come through that way. Some of it, we were attempting to negotiate as a non

recognised Union, which was also a difficulty and again part of the mistrust

thing came through part of the way that that was done in the first instance which

went right back to 2003, em, and that continues to have an impact also with

regards to staff relations. For me the thing that's been a real point of reflection

on this is when you get those things wrong, if they're not fixed quickly they

fester very, very deep and they go on and on and on… it's very, very hard to stop

the ripple effect. Beyond that there were… some documents were circulated,

I'm not sure, I can't remember what would have went to all staff, and what

would just have gone to, via the Directors, to the various senior staffs, various

grades or whatever. And I presume each of the four, at that stage, senior

management team… who sat in the four corners of the universe looking

outwards… the degree to which they would have each managed it differently, I

don't know. And then there were some all staff briefings but as I said, em, one

of the difficulties with those was that typically a small number of people would

speak; again the main number of people that would speak would have been the

Senior staff level and no matter what we tried to do, we were never sure if other

people were intimidated by what we were saying or if they were happy for us to

run with the arguments or if they were actually happy with what was said. We, never could ascertain, and that was also used within the process, as a way I think of breaking down what would have been perceived as power of a particular group of staff, the development team in general would have, you know, well they would just have been senior staff so, they would have had more… they'd have been more used to arguing or articulating something in a public forum, it wouldn't have knocked a feather out of any of us to have done it. So in order to facilitate other people coming forward we would often stay schtum, but by doing that at the same time it often made it harder for people to come forward so no matter what way we moved we couldn't….

Would you have any recommendations on how you think that might be improved in the future?

It's very difficult because communications come out of process and the process essentially, while it had the face of being consultative… the degree to which it was in the upshot because certainly there was em, an advance report which was only seen by the four senior management at the time, which was completely redrafted and revisited and we all saw a filtered down version of that again, so…

So the transparency wasn't there?

No, not at all, and when that's not there I don't think any degree of communications can trust that up other than, we're telling you lads what to do. And once, to some extent if that had been the message from the start that might have been an awful lot easier. There was a dishonesty in the whole thing, I think.

Do you think that the Senior Management Team endorsed the change or that they promoted the change?

Now does that refer to the Senior Management Team at the time i.e. the group of four?

At the time yes, absolutely the group of four.

No, I don't think they endorsed the change and I don't think they promoted it. In fact I'd be very certain that behind the closed doors and elsewhere that there were extraordinarily heated arguments going on about it that pretty much the whole organisation knew were happening. And to be honest from the perspective of particularly some of the people there, it couldn't but be perceived as a move to side step their authority and a move to diminish their role. [ ]

In your opinion was the restructuring process managed well? I think that's kind of evident from what you've already said.

Eh no. It was managed appallingly; I think if you set out to do it badly, to back yourself into a corner where aggression, dishonesty, mixed messages were the only way forward, you couldn't, if you actually set out to do it you probably couldn't construct it as well.

From an operational point of view, would you say that the new structure is successful, more successful than the old one?

I think, it's very interesting because since the Chief Executive retired, the area I was assigned to was one where I ended up in the absence of a Director specifically for that area, because I didn't mention it earlier but there were two gaps, where there were two new divisions established who were supposed to have new Directors and the ludicrousness of appointing new Directors at a time when there was a Public Service embargo and we were heading towards amalgamation, seemed to be lost on the Senior Management Team of the time. Em, however, it didn't happen I think the Department shut it down. Em, the upshot was that of those roles, three of the four people in those areas ended up reporting directly to the Chief Executive, [ ] it did work, in that I could get my job done and there was a minimum of, lets just say the collaboration was there, was helpful and constructive and at the end of the day when the heat was well and truly on from external circumstances, em, I do know that I was trusted with a

very significant level of responsibility and confidentiality of stuff. And, em, and

that trust was something I respected and worked well. Em, the, I suppose the

structure from that perspective, from my personal perspective in terms of being

able to get on with doing the job and not having a ridiculous series of

bottlenecks, that worked. I think in terms of establishing the Senior

Management Team, as a broader team including what were formally Senior

staffs, now Heads of Function. I think that has worked to some, I think the, let's

say the culture among that team of, em, it's still not a culture of respect but it's a

lot closer and a lot less nasty than it used to be, so that is positive. I would not

be convinced and I'm being very, very frank here, in terms of management that

we're on top of our game in that regard, and I think there is extraordinary

unevenness in approaches to management and commitment to implementing

management decisions across the various sections, and I think that causes

difficulty. In terms of working with staff who aren't at that level, I think one of

the key difficulties is around the generic job descriptions. I don't think they're

fair to people's expertise and experience, you do what you can through the

PMDS process to enhance job descriptions but it's still not the official one that

they will transfer forward into a new agency with. And I think because of that

and probably other things that I'm less aware of I think there is a cynicism, I

think people didn't feel that it delivered anything much for them other than a re-

badging and a new person to run things by, I don't know that it delivered all that

much more. But that may also be skills of management gap, or management

skills gaps, I beg your pardon, I'm not entirely sure. All I can say is I work with

three others and I've tried really, really hard to do things in such a way as to promote collaboration, a sense of mutual responsibility and accountability, to value work that is done and to appreciate it and to create opportunities for people to move on. And again, some of it may come down to personalities but it would seem to me that even among those three people there is every colour of the spectrum in terms of where they would be at on those different things and no small degree of cynicism.

In your opinion was the change process successful?

No, as a process no, and some work was done with the Senior Management Team, with the Heads of Function, to supposedly up skill us in terms of management skills and whatever else and team things, em, but even that was badly done, I thought the chap who delivered it was very weak and didn't actually even manage us as a group particularly well and I'm not saying we're an easy group to manage and particularly at that stage we wouldn't have been, but he didn't and it certainly never filtered beyond that. There has been no coaching, em, beyond that. Now I would talk largely to the Head of HR and to people in senior positions externally, including in the private sector to figure out how they resolve things or what they do to shift or how do they approach whatever, em, but that's the extent of mentoring is informal and it's very much if you seek it yourself. It's not somebody saying look I've noticed a real gap in the way you

do this and you know. Em, so as a process, the level of investment just wasn't there in terms of making that change successful.

Is there anything else you feel you want to say on the process?

I do think it's better to some extent than it was but what I find very interesting is moving into the new agency is I'm actually back in a worse position then ever in terms of decision making em, I have one thing for example, that went to the Director that I now report to who asked that I bring it to the Chief Executive, I brought it to him, the Director had also asked that I bring it to the Senior Management Team, I brought it to them, then I had bring it to an external interagency group, who now want it brought to somebody else as a Director of Strategy and I'm still here waiting for something that is actually very, very simple, that is COMPANY X's business, that is within my remit as Head of Function to do and completely scuppered by appalling decision making processes. So, em, that said I don't know were it leaves in terms of progression or into the new agency and that kind of thing and I think that'll be the area that's very interesting to watch, is; do people feel equipped to compete for roles within the new agency? How will it be managed in that way? Will it be fair? Will it be transparent? Is it a done deal already? Em and how does that pan out for the staff as a whole and particularly for us as the sub culture, we're not the dominant culture going into the new agency we are a subculture, so how does that pan out in terms of opportunities for us?

Thank you very much.

Appendix F: Participant 6 interview

Thanks first of all for taking the time out to do this interview.

Can you tell me about the restructuring process in COMPANY X and your involvement in the process, if you were involved in the process?

Eh, I wasn't really involved in the process, I was just eh, a passer by for want of a better word. That would be the expression I would use in that I felt that the lower grade staff weren't really considered in it and I felt that the hierarchy in the place were feathering their own nests and just manipulating the way it was done to fit their needs rather than the needs of COMPANY X lower grades.

Were you consulted throughout the process, or you know when it started did anyone talk to you about how you felt about it or what needed to be changed?

Well I think the vast majority of people just went along with it because it seemed as if it was pre-recorded as to what was going to happen in the end that it was just an operation or a procedure that was needed to go through and that the boxes were ticked, a tick box exercise basically.

Were there any communication methods, strategies and techniques were used to convey the change process to staff?

Yeah we were called in on about three or four occasions I think with regards to what was going down and on how way they wanted it structured and it just seemed to me that from a personal point of view, I wasn't considered in any way shape or form, and to a certain extent I felt like a square peg in a round hole. Eh, and that it was kinda; ok, we'll put him there and that's it!

So you don't feel that your expertise or skills or anything were taken into consideration?

Absolutely not, no I don't think so, I don't think so.

So you said you were called in as all staff, so was that briefings and was there any other type of communication at all?

Yeah, briefings. Not really, well, from what I can remember, em, with regards to how it finally worked out I felt that I had lost rather than gained from the exercise.

Would you say that the process was managed well?

It might have seemed as if it was managed well, and as I say, as I go back to a tick-box exercise that they were, that they as in the organisation were going through this.

The organisation, what would you mean by that, the entire organisation?

Well the hierarchy.

So the senior management team?

Yeah well yeah I felt that the heads of function as they were then announced as, em, they were you know like, it was just an exercise where I didn't feel that the ordinary Joe from Grade VI down to Grade whatever, wasn't really considered. Maybe they were I don't know but that's the impression I got, that it was just a tick-box exercise, right we'll look after ourselves and we'll work on from there and the status-quo was to stay the same.

So you wouldn't have felt or would you have felt that there was any change from the structure that we had in the beginning to the structure we have now, as in operationally, you wouldn't see any benefit to the organisation with the new structure?

I feel that there's people in the organisation whose strengths are not being used, not being utilised, and if I can see it surely to God someone else can. Now there were a couple of, I suppose, moves that did play out and did go correctly but I didn't see an awful lot of change from what we had to what we have.

The senior management team would you have said that they endorsed the change would they have promoted the change to staff, would you say that they tried to engage staff in it or get them to go along with them?

Em, the easiest way of saying it was that I think people just were told what they wanted to hear. Now, ok there were a couple of boxes moved and rearranged in the hierarchical structure, em, but, it didn't seem to make an awful lot of sense to me as to how it played out. Em, the senior staff were now called heads of function and the rest just stayed the same.

Overall, in your opinion, would you say the change process was successful?

Em, no I don't think so for the pure and simple reason that if the structure was correct I don't think we'd have as much uncertainty now going towards the amalgamation, because people would have clearly defined roles and we're walking into a new situation now whereby nobody knows where they're going or where they're going to fit. So from that point of view if there had of been a

structure, a proper structure laid down within the reorganisation we would have a clearer path now.

Is there anything else you'd like to say about the process itself?

From my point of view, no, I thought it was a, to be honest a waste of money.

Thank you very much.

Appendix G: Participant 7 interview

First of all I'd like to thank you for taking the time out to do this interview.

Can you tell me about the restructuring process in COMPANY X and your involvement in the process?

Em, the restructuring process in COMPANY X, the first stage in the process was when the representative from the consultant organisation, Donal can't remember his second name came into COMPANY X and interviewed all of the heads of function separately and a number of other staff and senior management. I think the focus of the interviews was on what role… em, what job did each person do? So basically you had to go through each of your tasks and what was your function and make suggestions about how you think COMPANY X could run better and in particular with regards the structure which was seen as very top heavy and very bottom heavy and not enough development of middle management. Em, that was the first stage and then after that I think there was a report written which was presented to the senior management team, I don't think everyone saw that report, but…we certainly saw something because I remember people were asked to comment… or maybe we did see the report, people were asked to comment anyway cause I remember I sent back comments on whatever that report was and on foot of that, was asked to have a look at some potential structures that they might use within COMPANY X and give some feedback on that. And then I think all staff might have got to see a structure or to comment

on the proposed structure, and that was all motoring along fine and then em,

what happened? Then there was a big delay and this was…you know, no one

really knew what was going on but mainly it was because two of the senior

management team , the two Directors basically were having a big fight because

they were absolutely vehemently opposed to any change in the structure and for

the first time in their working careers actually decided to come together and join

forces on something and… em… that was a huge problem because a big bug

bear for a lot of the people in COMPANY X was that there was no room for

advancement, there was just bottle necks and the whole idea of the restructure

was that it was going to create these new functions and allow people to move

and that people could get promoted and then people on lower grades could move

into those positions and the delay brought about by the two Directors meant that

time dragged on by I don't know how many months but during those critical

months a moratorium on recruitment was issued by the Government which

meant that none of the promised promotions etc to do with the restructuring

could even happen, and it all just became a bit pointless… not for Development

staff, who, they certainly moved into positions of responsibility of actually

managing staff. But the rest of the staff just…em, whereas they had an option to

move into the new functions there was no promotions for anyone out of it so it

was hard really to get people excited about the new structure when the whole

point of it for many people was advancement or recognition of jobs they were

doing and suddenly that wasn't an option. So I mean despite best efforts by em,

say HR to you know, offer people opportunities to gain skills in other areas and

certainly people did move, em, I think people became very disillusioned with the process in the end, and really pissed off with senior management for dragging it along so long. But I think the upshot of it was that em, certainly from the Development Staff point of view they definitely got to move into better management roles then and to get a little bit more autonomy then they had before.

What communication methods and strategies were used to convey the change message to staff?

Em, I think email was used most of the time and there were a lot of staff briefing and face to face meetings were certainly a feature of it. Certainly thorough functions meetings or section meetings em, any updates would have come through section heads on what was happening. Now in my case my section head was the Head of HR and Administration anyway so she would have been up to speed on that, but I think em there was half and half.

Do you think that the senior management team endorsed the change or promoted the change to staff?

No there was an obvious split between the Head of HR and Administration and the CEO on the one hand, who were doing their best to push it through and the two Directors who were just really, really opposed...because they just hate change and are terrified of loosing control [ ].

Would you say in your opinion that the process was managed well?

Well it depends on who was managing it, if it was being managed by four people on the senior management team, no and like the thing is…. Why did it come as a big surprise half way through that two of the senior management team were going to be completely opposed to this? I mean they must have seen the writing on the wall and I think the problems that arose in the restructure…. I think the whole restructuring process happened because it was a way of getting something done that could have been done differently… you know, if you're trying to take some control away from somebody in a senior position, if you're the CEO you should have the power to do that anyway, whereas that didn't happen and this big explosion happened because these people in question got backed up against a wall, and there was literally no other way to react other than the way they reacted, for them. Whereas it could have been managed, you know that could have been managed differently three or four years ago, so no, badly managed.

Would you see any benefit to COMPANY X from the new structure as opposed to the old structure?

Em, yeah I think the business functions that were set up are a more natural fit and definitely moving the Senior staffs and putting them in charge of the whole function that they're involved with and not just developing the policy but if you have to come up with a way of communicating that policy or setting up

structures or IT or whatever, that you should be responsible for all of that and not just the policy bit and then handing it over to "Admin", I mean, it's definitely, it's a better structure I think, em so it will benefit COMPANY X, I'm sure it is already… although in terms of bad will created the good might cancel out the bad… other way round, the bad might cancel out the good.

What would you say worked well in the process and would you have any recommendations or opinions that you think maybe better for next time, like how could it be improved for next time?

Em, I think it was a good idea to get an external person to come in and talk to everyone and get their opinions and consult with staff, I think that was good. I think the whole thing could have happened an awful lot quicker and… I mean, I don't know, it got pretty nasty with the divide in senior management I think that should have been ironed out way before hand…em, I think maybe the restructuring wasn't the place, but then again maybe that's why we were having the restructuring because there was no other way it could be done, but I think that kind of screwed it up for a lot of other people, a lot wasn't good.

So if I can summarise then you think if it was done quicker and then obviously, if there was more conflict management or if there was, if the difficulties or the resistance were perceived before hand?

Yeah I think that's bad management, not just of that process, that's just bad management that that should come out in a restructuring process, or maybe that's

normal, I don't know. I think somebody should have seen the writing on the

wall way beforehand, I think ultimately the CEO knew what he wanted to do, I

think everybody knew, you had a structure that people were bleating on about for

years, the way you had one Participant 3 in charge of ten people and you know

very, very tightly controlling all of, you know micro managing those ten people,

was not good situation, but that person should have been taken to task on her

management style and steps could have been taken way in advance to rectify that

situation. You didn't need a whole restructuring, or you shouldn't have needed a

whole restructuring to rectify that situation and if you'd got that situation out of

the way a couple of years before then it wouldn't have blown up in the

restructuring and then it could have tipped along nicely at a better pace and it

just would have worked out better.

In your overall opinion would you say that the change process was

successful or unsuccessful in COMPANY X?

I think it was successful, because, ok, it might not have been successful for me or

for other people that I would work with but I think the biggest, apart from the

frustration that they couldn't be promoted well they're still feeling that but you

know they can go get a job elsewhere they're not stuck in COMPANY X, but I

think for people that were Senior staffs that were working under the Director 1

and Standards and very tightly controlled by her, you know for them now, that

has changed and it's a different structure so you know, from that point of view,

you know, to get her to relinquish any control is a success so it was successful.

Thank you very much.

Appendix H: Participant 8 interview

First of all I'd like to thank you for taking the time out to do this interview.

Can you tell me about the restructuring process in COMPANY X and your involvement in the process?

Well there were meetings with the consultant organisation about the whole process, all staff briefings, and then they met with us individually.

Each person individually?

Yes, and then there was a meeting of Grade III's and IV's to discuss the job descriptions, generic job descriptions.

What communication methods, strategies and techniques were used to convey the change message to staff?

Briefings, emails

Do you think that the senior management team endorsed the change or promoted the change to staff?

I don't think that that much change came about after the whole process, it was really at senior management level, but I don't remember actually hearing a lot about it…from like internally…there were like emails and meetings but not really that much about it.

Would you say in your opinion that the process was managed well?

Well within COMPANY X, I don't think so, because a lot of the recommendations were not actually carried out.

The recommendations from the consultant organisation?

Yeah, em, they recommended that the middle management tier be looked at and I don't think that was, the only changes were at senior management level.

So the middle management layer stayed the way it was previously?

No I actually think that it's actually kind of gone now.

So there is no middle management layer anymore?

No, no.

Would you see any benefit to COMPANY X from the new structure as opposed to the old structure?

Em, the only benefit I think is that its more clear to a lot of admin staff who their actual manager was and what like areas they actually covered.

Would you say that the structure will have any benefit to staff individually?

No, it's only at senior management.

In your overall opinion would you say that the change process was successful?

No it was not because like most of the staff didn't benefit at all from it and the recommendations weren't actually carried out.

Is there anything else you'd like to say on the restructuring process or how you think it could be improved in the future?

I think if the recommendations were actually listened to and researched properly that it could be carried and then be more beneficial.

Thank you very much.

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