



A Diagnostic Tool for Assessing Organisational Readiness for Complex Change

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ABSTRACT

Much is made of the best way to manage change, including a large body of work that argues that there is no point in undertaking such programs unless the organisation is actually ready and able to adopt these new ways of working. In this paper we focus, in particular, on the issue of organisations working together in more 'joined-up' ways across government – an example of complex change. We contribute to this literature, arguing that in cases of complex change, not only does there need to be readiness in terms of the change itself, but that there also needs to be readiness in the capacity of the organisation to work together, both within and across organisations. The paper outlines the development of a new diagnostic tool that combines macro and micro levels of analysis in order to enable organisations to gauge their preparedness for complex change.

Keywords: Change management, Implementing Change, Public Sector Reform, Theories of Change and Development, Reshaping Change

INTRODUCTION

It is widely accepted that many change programmes fail (Attaran 2000; Beer & Nohria 2000; Grady & Grady 2012; Self & Schraeder 2009, Weiner 2009; Werkman 2009) and that more effective change management would enhance organisational effectiveness. Much is made of the best way to manage change (Kanter 1989; Kotter 1996), including a large body of work that argues that there is no point in undertaking change unless the organisation is actually ready and able to adopt the change (see for example: Armenakis & Harris 2002). This paper contributes to this literature arguing that in cases of complex change, not only does there need to be readiness in terms of the change itself, but that there also needs to be readiness in terms of the capacity of the organisation to work in partnership, both within and across organisations. Building upon research into the effective development of joined-up working in the public sector

undertaken within the Australian Public Service (APS) (Blackman 2014; Blackman et al. 2010), this paper outlines the development of a new diagnostic tool that will enable organisations to gauge their preparedness for complex change.

In the first section we review the notions of change and organisational readiness. Following this we make the case for why a new model of diagnosing readiness is required. Following discussion of our method, we set out indicators, items, and then discuss implications.

WHY ORGANISATIONAL READINESS?

Many organisations have been implementing change, the pace, magnitude and importance of which have increased considerably in recent years (Burnes & Jackson 2011; Grady & Grady 2012). Such changes are often targeted at improving the effectiveness of the organisations so that they generate value (Cawsey, Deszca & Ingols 2012; Hayes 2002), having a basic goal of enabling an organisation and its functions cope with a challenging environment (Kotter 1995). The process of organisational change is perceived to be continuous rather than just a movement from one state to another; Pettigrew et al. (2001), for example, refer to sequence of individual and collective events, actions and activities unfolding over time. However, despite the prevalence of change it is widely accepted that the majority of change initiatives are unsuccessful with failure rates of over 70% being regularly reported (see for example: Attaran 2000; Beer & Nohria 2000; Grady & Grady 2012; Self & Schraeder 2009, Weiner 2009; Werkman 2009).

In order to improve the likelihood of change success, the literature contains a range of theories used to explain the processes and elements of change including: life-cycle models looking at change as a series of ongoing changes (Cawsey, Deszca & Ingols 2012; Koberg, Uhlenbruck & Sarason 1996; Van de Ven & Poole 1995); teleological models considering change towards a planned goal or end state (Paton & McCalman 2008; Van de Ven & Poole 1995; Kotter 1995); dialectical theory which assumes that change occurs when disparate values, forces or events gain sufficient power to challenge status quo' (Van de Ven & Poole 1995; Werkman, 2009); evolutionary models which argue change is a recurrent, cumulative and probabilistic progression of variation, selection and retention of organisational entities (Van de Ven & Poole 1995; other refs). In these models a common factor cited as required to overcome the potential for failure is the need for all those involved to have 'bought in' to the process (Choi & Rouna 2010), especially as there is a widespread assumption that individuals resist change (Oreg 2003) and that leaders do not prepare the organisation carefully enough (Self, Armenakis & Schraeder 2007). Leaders tend to rush into change initiatives; so much so that they lose focus of the objectives (Beer & Nohria 2000), overlook the importance of communicating a consistent change message (Armenakis & Harris 2002) or fail to understand what is necessary to guide their organisation through the changes (Self & Schraeder 2009). Coping with change initiatives can be difficult and stressful for individuals (Morrison & Milliken 2000; Wanberg & Banas 2000) and employees often view any change with cynicism as a result of the perception of organisational changes as either the 'latest management fad or quick-fix attempt' (Self et al. 2007: 212) or as 'an excuse for lay-offs and plant closures' (Attaran 2000: 797). Such

behaviours and perceptions lead to the employee resistance and is one of the common reasons for the failure of organisational change (Washington & Hacker 2005).

The necessity of overcoming potential disinterest, resistance or inability to change on the part of those involved, has led to an argument that a useful way to conceptualise change is as a set of stages or phases. Lewin (1947) posited the concept of Unfreeze – Change – Refreeze (subsequently revived by Burnes 2004), whereby the organisation prepares for the change, then makes the change and subsequently adopts it as an ongoing state. Kotter (1995) suggests that successful change emerges where the leadership understands that the change process is a series of phases requiring time; a process similar to the concept of “unfreezing”, including phases such as building momentum, warm-up or defrosting activities, or gaining buy-in to the change effort. Armenakis, Harris & Mossholder (1993) described this as reflecting the beliefs, attitudes and intentions of the employees regarding the changes that are required and the capacity to undertake the changes successfully; failures of organisational change implementation can be attributed to the organisation’s inability to provide for an effective unfreezing process before attempting the change (Choi & Rouna 2010). Three overlapping phases are suggested: “readiness” where organisational members are prepared for the change, “adoption” which is the period where the change is still on trial, and “institutionalization” which involves efforts to internalise the changes (Armenakis & Harris 2002).

In order to overcome resistance to the change for successful implementation, employees must be willing and ready to adopt the change; this is a ‘critical precursor’ to successful implementation (Weiner, Amick & Lee 2008). Studies have shown that where organisational leaders did not undertake a process of creating readiness for change, but instead overestimated the degree of preparedness within the organisation and its employees, the change effort either experienced false starts from which they might or might not recover, the change efforts stalled as resistance increased, or the effort failed altogether (Self & Schraeder 2009; Weiner, Amick & Lee 2008). There is often considered to be a lack of effort towards creating an environment of readiness for organisational change; reasons include: a failure by the change agents to assess the needs and expectations of the employees (Miller et al. 1994), and a failure to address “organisational silence” where the employees withhold their opinions and concerns about organisational problems through fear, opposition or disinterest (Morrisson & Milliken 2000; Neves 2009). It is, therefore, argued that, for there to be more effective change, managers should focus on understanding if the organisation is ready and able to change.

WHY IS A NEW DIAGNOSTIC FOR ORGANISATIONAL CHANGE REQUIRED?

Reflecting upon the ‘dismal results of change management’ By (2005, 378) called for *new* research arguing that the development of current research streams would not change the outcomes; new methods of measurements are required to determine the potential success change initiatives. Burnes & Jackson (2011, 134) posit that the problem with the explanations that have been provided thus far is that they assume ‘one best way’ to manage change and that not adhering to it results in the failure of the change initiative. Others argue that the

problem is the unit of analysis: much of the extant theory and research focuses on the organisational (i.e. macro or system-oriented) level and less on the individuals (Neves 2009; Wanberg & Banas 2000); less still considers the two together. Whilst there are a number of researchers beginning to adopt a micro-level perspective on change that emphasises the role of individuals in implementing change (Choi & Rouna 2010), Neves (2009) claims that further attention should be provided to micro-level processes and that future theories and research should combine the macro as well as the micro-levels of analysis into a comprehensive model of change.

At the macro-level, Burke & Litwin (1992) suggest that to determine the causes of organisational change it is important to firstly understand how organisations function (i.e. what leads to what), and secondly understand how organisations might be deliberately changed. Whilst there is considerable discussion around this, ways of assessing organisational readiness for change are not yet available. Conversely, at the micro-level, employees' willingness to participate is often given as a key determinant for the successful implementation of the change (Miller et al. 1994). Armenakis & Harris (2002) contend that five message domains, i.e. discrepancy, efficacy, appropriateness, principal support and personal valence, apply to all transformation efforts regardless of the intervention model; these five domains 'combine to shape an individual's motivations, positiveness (readiness and support) or negative (resistance) toward the change' (Armenakis & Harris 2002). However, despite extant diagnostics for these, so far, there has been no marked improvement in change success.

In this paper, we present the development of a new quantitative diagnostic tool which can be used in determining organisational readiness for change. We combine micro and macro levels of analyses to present a diagnostic which will enable those undertaking change to consider whether the organisation, as well as those within it, are ready to implement the change.

METHOD

Based upon the change literature and the gaps identified we have developed a change diagnostic tool that can work to capture both the macro and the micro level. The objective was to create a survey instrument which can be administered either prior to a change, or during if there are concerns, to determine whether, first, the organisation and its members are ready for a change and, second, if not which areas need to be addressed to overcome the problems. The diagnostic tool has been developed in two stages.

Stage 1: Developing Macro Level indicators

An original qualitative study was undertaken which sought reasons for success or failure of complex government change initiatives, in particular the adoption of joined-up, inter-organisational ways of working (see Blackman et al. 2010 and Blackman 2014 for details; see O'Flynn et al. 2011 for an overview of the broader joined-up government notion). Case study work conducted in five agencies: the Australian Government Information Management Office, Australian Public Service Commission, the Department of Agriculture, Fisheries and Forestry, Department of Families, Housing, Community Services and Indigenous Affairs, Department of Health and Ageing and the Department of the Prime Minister and Cabinet, led to the

development of a force field approach using barriers and enablers of joined-up approaches at the macro level identified within the cases (Figure 1).

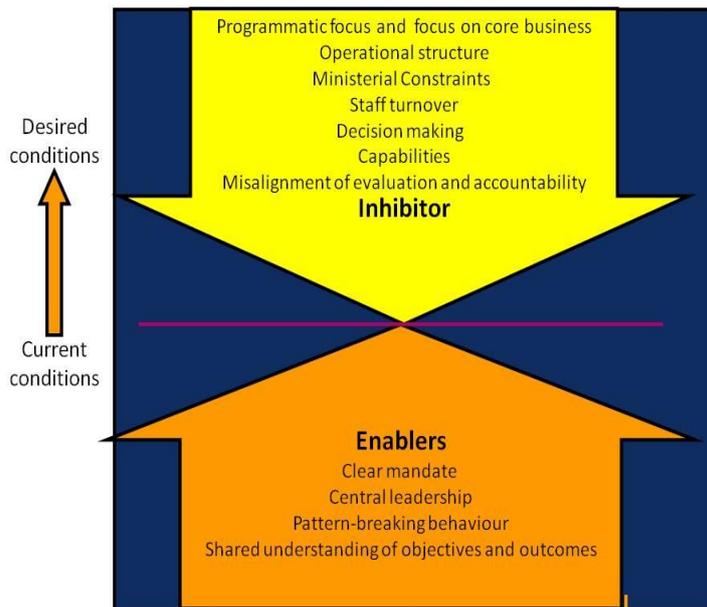


Figure 1: A Generic Model of Enabler/Inhibitor Elements of Whole of Government Working
Source: Blackman (2014).

Modelled upon Lewin’s (1947) model Figure 1 illustrates that there are two distinct aspects of the macro environment which work independently of each other. Therefore, only concentrating on barriers or enablers will not work – it is the overall impact of the combination of the forces that will, ultimately determine the success or otherwise of the change. It became apparent that these forces were equally applicable to any of the changes studied and were fundamental to the potentiality of the change success. Moreover, the research showed that asking the right questions of individuals clarified what was occurring at the macro level. We, therefore, proposed that a quantitative instrument could be developed which combined macro and micro change readiness indicators.

Stage 2: Developing the instrument

The next stage in the tool development was to clarify the definitions of each term for changes in general so that, where possible, extant survey instruments could be found to provide already validated questions for both the macro and the micro levels of the diagnostic. Figure 2 identifies the elements to be tested by level and whether they will enable or prevent the change.

	ENABLERS	BARRIERS
ORGANIZATIONAL LEVEL	<ol style="list-style-type: none"> 1. Central Leadership 2. Clear Mandate 3. Patter-breaking Behaviour 4. Shared Understanding 	<ol style="list-style-type: none"> 1. Programmatic Focus & Core Business 2. Decision-making 3. Operational Structure 4. Capability to work across boundaries 5. Ministerial Constraints 6. Staff Turnover 7. Misalignment of Evaluation & Accountability
INDIVIDUAL LEVEL	<p>Readiness for Organizational Change (Holt <i>et al.</i> 2007):</p> <ul style="list-style-type: none"> • Self-Efficacy • Personal Valence • Senior Leader Support • Organizational Valence • Discrepancy <p>Commitment to Organizational Change (Herscovitch & Meyer 2002):</p> <ul style="list-style-type: none"> • Affective Commitment • Continuance Commitment • Normative Commitment 	<p>Resistance to Change (Oreg 2003):</p> <ul style="list-style-type: none"> • Routine Seeking • Emotional Reaction • Short-term Thinking

Figure 2: A Multi-Level Readiness Model reflecting Barriers and Enablers

As can be seen there are already instruments for the individual level so the priority for our diagnostic was to identify how they could be seen as predictors at the macro level, by linking them to a macro diagnostic. The argument is that we need to be able to use micro indicators in this way as only by surveying the employees can we an accurate prediction of change potential be established. Next we define the macro terms to be assessed and then the choice of items that are to be used.

MACRO DIAGNOSTIC DEFINITIONS

The original qualitative research revealed that there were key barriers and enablers to change at the macro level of the organisation (Figure 1 above). What was critical about these elements were that they could prevent effective change even where those involved were ready and willing

to change. In one case example there were four units undertaking a particular change initiative based upon exactly the same formal framing documents and operating within the same system but there were major differences (see O’Flynn et al. 2011). There were two units achieving excellent outcomes who argued that what was required of them was very clear, although the other units used the same notions to explain why they could not achieve good outcomes. In all four cases those involved in the units espoused a willingness to change, and it is likely that an individual readiness diagnostic would have had a positive outcome. However, they had different macro organisational contexts and capacities which were either supporting or preventing the effectiveness of the change.

The seven elements identified as making a difference for all of the cases were: *Enablers*: Clear Mandate and Central Leadership, Pattern Breaking Behaviour and Shared Understanding of Objectives and Outcomes; and *Barriers*: Organisational Focus, Operational Structure and ‘Core Business’, Staff Turnover, Decision Making and Capabilities, and Misalignment of Evaluation and Accountability (see Blackman 2014 for a full discussion). The qualitative research demonstrated that the strength of the barriers and enablers could be determined and that this would give the organisation a plan as to how to prepare the organisation for the change where major barriers were identified. For example where the senior management support was perceived as lacking success is unlikely. This is widely accepted but the difference between what senior leaders saw as support and what was recognised as actually providing support was very distinct in some of the cases studied; Figure 3 is an example of the elements.

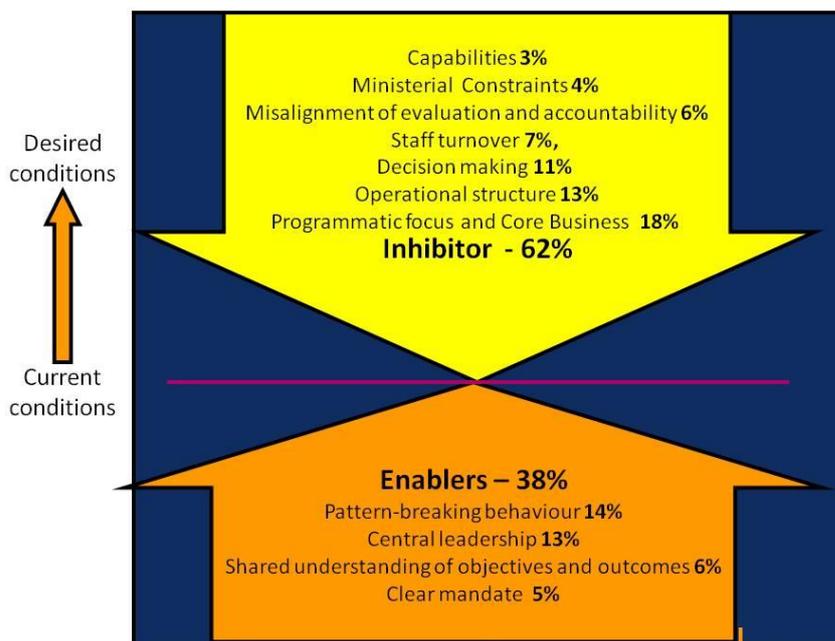


Figure 3: An example qualitative diagnostic analysis

Figure 3 demonstrates that, at the time of the data collection in this particular case, barriers were stronger than enablers. The strongest enabler, identified by the majority of participants was mandate, followed by pattern-breaking behaviour. Leadership also featured, but the complexity of being a facilitator needing to overcome strong program boundaries led to the mandate discussion predominating. A range of inhibitors was highlighted emphasising a status

quo focus and flagging considerable difficulty in getting the appropriate decision makers together. Structure was identified as a barrier, but potentially overcome by the enablers present. This case was a good example of where either removing the barriers or developing the enablers would not be enough. The elements all needed to be worked on together if the forces were to swing to enablers being stronger. This qualitative analysis was considered by those involved as useful but very time consuming to develop, leading to the proposition that a quantitative diagnostic at the macro level might enable more change success. We will now define each and then explain the instrument developed.

Clear Mandate and Central Leadership

Where there is clarity at ministerial level which has been translated into policy in terms not only of what is required, but why it is required and by whom. The importance of the change is evident through the high levels of senior support being given to the change proposal; without powerful champions initiatives any change is likely to fail. The diagnostic will need to establish whether there is enough legitimate power in place to enable the change.

Pattern-breaking Behaviour

For there to be a real change, the traditional patterns of behaviour need to be amended, ignored or actively put aside; individuals will recognise, support and seize opportunities to implement change in an innovative way. This is a macro issue as, not only must opportunities for novelty be identified, but changes to accepted practice supported throughout the change. The diagnostic will identify if pattern breaking is encouraged and/or supported.

Shared Understanding of Objectives and Outcomes

The need for clearly articulated, shared outcomes is critical to any change. The change proposal clearly identifies the objectives and how it is expected to work for all those involved and at all levels. All those involved will be able to recognise when the change has been implemented effectively. A diagnostic will identify practices used for developing shared understandings and interrogate perceptions of their usefulness.

Ministerial Constraints

This is where those involved felt that the political situation made change unlikely. This has not been included in the quantitative diagnostic at this stage as it was considered hard to assess objectively.

Programmatic Focus, Operational Structure and 'Core Business'

The initial research identified that even where there is a clear mandate, inappropriate structures and systems can prevent effective working. The proposed change needs to be seen as an important part of 'core business' and the potential benefits clearly articulated. If the change is seen as 'an extra' or if it challenges currently entrenched systems in a way that is not seen by those as adding value it has little chance to work. The diagnostic will determine whether those involved see an actual value for the organisation in the change. This is different from valence as that looks at value for the individual, this looks at whether those involved can see it as actually useful for the organisation.

Staff Turnover

High staff turnover of key individuals during a change will undermine likely effectiveness. Whilst a diagnostic can determine intention to leave, this turnover is often triggered by the

organisations, often through reorganizing. This item, therefore, could not be established at the micro level.

Decision Making and Capabilities

This element refers to the capacity, location and level of those involved in the initiative; all those involved need access the appropriate level of decision making in terms of knowledge, skills and legitimacy to act. When there are project meetings those in the room must have the delegated authority to take decisions related to the proposed changes in order to ensure that timeframes are not too slow. The instrument will establish where and when decisions are taken, as well as by whom. For effective macro change the instrument will need to demonstrate short, timely decision chains.

Misalignment of Evaluation and Accountability

Where there is either, an organisational tendency to over-evaluation or measurement of a change before it can have delivered the potential outcomes, or the outcomes being measured are inappropriate to effect the change. Such misalignment may drive the change either in the wrong direction or into stagnation. Where there is a history of this the organisation is less ready for effective change. The instrument will need to establish what forms of measurement are common within the organisation and the impact this has upon action.

CHOICE OF ASSESSMENT ITEMS

The items for the diagnostic tool (Appendix 1) have been generated from a combination of three extant micro models which measure organisational readiness and resistance to change which have been mapped to the macro level elements. The first two models are: Readiness for Organisational Change developed by Holt et al. (2007) and Commitment to Change developed by Herscovitch & Meyer (2002). These two models are selected based on an extensive systematic review of the literature on the instruments to measure “organisational readiness for change” conducted by Weiner, Amick & Lee (2008). In their review they identified 43 instruments for organisational readiness for change, and seven instruments were identified that met all the criteria set (see Weiner, Amick & Lee 2008, 422-424 for more details of each of the instruments). The third model that is included is the Resistance to Change Scale designed by Oreg (2003) which assesses the disposition to resist change. Resistance to change has been included so as to cover aspects of organisational change that the first two models overlook. Some researchers argue that “resistance” is quite distinct from “readiness” for change; according to Armenakis, Harris & Mossholder (1993) readiness for change pre-empts resistance to change. They also claim that distinguishing readiness and resistance helps in the discussions of implementation of change efforts. Each of the three models requires a closer examination to get an idea the scope and the area of coverage in order to see how the micro can be mapped to the macro.

Readiness for Organisational Change

The term readiness for organisational change is used in different ways (Choi & Rouna 2010; Weiner, Amick & Lee 2008). For instance, some refer to the term to mean the necessity of the change initiative and the capacity to implement it successfully, whilst others emphasise the employees’ belief in the benefits from the change. Nevertheless, Choi & Rouna (2010, 51) note

that most definitions agree on a common understanding of the term which relates to the 'individual readiness for organisational change' that involves an individual's evaluation about the individual and organisational capacity for making a successful change, the need for a change, and the benefits the organisation and its members may gain from a change. Another term that is closely matched to readiness for change is "openness to change" which Miller et al. (1994, 60) defined as 'support for change, positive affect about the potential consequences of the change, and it is considered a necessary, initial condition for successful planned change. For the purposes of our study, we used the concept of "readiness for organisational change" as defined by Holt et al (2007, 235):

A comprehensive attitude that is influenced simultaneously by the content (i.e., what is being changed), the process (i.e., how the change is being implemented), the context (i.e., circumstances under which the change is occurring), and the individuals (i.e., characteristics of those being asked to change) involved.

In the development of a measure for Readiness for Organisational Change, Holt et al. (2007, 236) sought to satisfy rigorous psychometric properties that would enable the measurement of 'readiness for system-wide changes that affect many facets of organisations'. In doing so they followed a comprehensive procedure of item development, questionnaire administration, item reduction, scale evaluation and replication with an independent sample. An 18-item questionnaire was developed that was scored on a 7-point Likert scale and categorised under the factors appropriateness, management support, change efficacy, and personally beneficial. These four factors are based on the themes of self-efficacy, personal valence, senior leader support, organisational valence and discrepancy and these themes are aligned with the content (i.e., organisational valence), process (i.e., management support), context (i.e., discrepancy), and individual attributes (i.e., self-efficacy and personal valence) were represented. The organisational as well as individual focus of the instrument meant we could map micro elements to the macro enablers.

Commitment to Change

Herscovitch & Meyer (2002, 474) argued that 'commitment' was one of the most important factors involved in employees' support for change initiatives, and that it has been incorporated into various theoretical models. They define "commitment to change" as a force or the mind-set that binds an individual to a course of action deemed necessary for the successful implementation of a change initiative. And this mind-set that binds an individual to this course of action can reflect: (i) a desire to provide support for the change based on a belief in its inherent benefits (affective commitment to change); (ii) a recognition that there are costs associated with failure to provide support for the change (continuance commitment to change); and (iii) a sense of obligation to provide support for the change (normative commitment to change). Herscovitch & Meyer's model of commitment to organisational change is based on general theory of workplace commitment. Meyer et al. (2007, 186) explain that the model was administered in two sample of hospital nurses. The model identifies six-item measures under the broad themes of affective, normative and continuance commitment to change. The responses were based on a 7-point Likert-type scale ranging from 1 (strongly disagree) to 7 (strongly agree). As can be seen in Appendix 1, because this instrument is also focused upon the individual's attitudes to the organisational change, we were able to map micro elements to identify macro indicators.

Resistance to Change

Assessing whether or not there is resistance to change is beneficial to an organisation. Oreg (2003) notes that the reasons for the resistance to changes are often because the benefits to the organisation are not necessarily in line with the interests of the individuals being asked to make the change. He identifies six sources of resistance that derive from an individual's personality: reluctance to lose control, cognitive rigidity, lack of psychological resilience, intolerance to the adjustment period involved in change, preference for low levels of stimulation and novelty and reluctance to give up old habits. In his study Oreg establishes the existence of a disposition to resist change and to reveal its underlying structure. A 16-item scale was developed under four broad factors which can be conceptualised as reflecting behavioural, affective and cognitive aspects of resistance to change: routine seeking, emotional reaction to imposed change, short-term focus and cognitive rigidity. The items were based on a six-point Likert scale ranging from strongly agree to strongly disagree.

IMPLICATIONS AND CONCLUSION

Appendix 1 demonstrates that in all but two cases (Ministerial Alignment and Staff Turnover) it has been possible to map extant micro level change instruments to macro level change predictors. Undertaking the diagnostic would enable an organisation to determine: first, whether the enablers or the barriers are stronger for a proposed or existing change and, second, which of the barriers or enablers are strongest and are most likely to be able to change current status quo. In the case of the two missing elements these would need to be identified to the organisation as potentially undermining any change initiative and as requiring management by the senior leadership. The diagnostic will, therefore, become a combination of prediction and prescription if an organisation wishes to improve its chances of change success. An advantage of this proposed diagnostic is that it will be relatively quick to undertake and can be used during a time of change if there are unexpected problems. Specific areas of concern can then be addressed.

In this paper we have presented the development of a diagnostic for readiness for change at a macro level which can be used in conjunction with looking at readiness of individuals. Our argument is that, even where there are individuals ready for change, there can be macro level organisational elements that prevent the adoption of the change. Based upon previous research, we have developed a quantitative diagnostic which will enable organisations to consider whether the changes they are proposing are likely to be successful. Moreover, the areas of likely problem can be identified and action taken to increase the likelihood of change success. The next stage of this work will be to test and refine the diagnostic as a predictor of the likelihood of change success.

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Appendix 1: Diagnostic Tool to measure change initiatives

Sl. #	Items	Model	Themes
1	Every senior manager has stressed the importance of this change.	Readiness for Organisational Change	Central Mandate and Central Leadership
2	I think we are spending a lot of time on this change when the senior managers don't even want it implemented.	Readiness for Organisational Change	Central Mandate and Central Leadership
3	Management has sent a clear signal this organisation is going to change.	Readiness for Organisational Change	Central Mandate and Central Leadership
4	Our organisation's top decision makers have put all their support behind this change effort.	Readiness for Organisational Change	Central Mandate and Central Leadership
5	Our senior leaders have encouraged all of us to embrace this change.	Readiness for Organisational Change	Central Mandate and Central Leadership
6	This organisation's most senior leader is committed to this change.	Readiness for Organisational Change	Central Mandate and Central Leadership
7	I would feel guilty about opposing this change.	Commitment to Change	Decision Making Capabilities
8	I would not feel badly about opposing this change.	Commitment to Change	Decision Making Capabilities
9	If my boss changed the criteria for evaluating employees, it would probably make me feel uncomfortable even if I thought I'd do just as well without having to do any extra work.	Resistance to Change	Decision Making Capabilities
10	It would be irresponsible of me to resist this change.	Commitment to Change	Decision Making Capabilities
11	Once I've come to a conclusion, I'm not likely to change my mind.	Resistance to Change	Decision Making Capabilities
12	Once I've made plans, I'm not likely to change them.	Resistance to Change	Decision Making Capabilities
13	Resisting this change is not a viable option for me.	Commitment to Change	Decision Making Capabilities
14	When someone pressures me to change something, I tend to resist it even if I think the change may ultimately benefit me.	Resistance to Change	Decision Making Capabilities
15	When this change is implemented, I don't believe there is anything for me to gain.	Readiness for Organisational Change	Misalignment of Evaluation and Accountability
16	It would be too costly for me to resist this change.	Commitment to Change	Misalignment of Evaluation and Accountability

17	There are some tasks that will be required when we change that I don't think I can do well.	Readiness for Organisational Change	Misalignment of Evaluation and Accountability
18	Management has sent a clear signal this organisation is going to change.	Readiness for Organisational Change	Organisational Focus, Operational Structure and Core Business
19	This change makes my job easier.	Readiness for Organisational Change	Organisational Focus, Operational Structure and Core Business
20	This change matches the priorities of our organisation.	Readiness for Organisational Change	Organisational Focus, Operational Structure and Core Business
21	This change will improve our organisation's overall efficiency.	Readiness for Organisational Change	Organisational Focus, Operational Structure and Core Business
22	I do not anticipate any problems adjusting to the work I will have when this change is adopted.	Readiness for Organisational Change	Organisational Focus, Operational Structure and Core Business
23	I do not feel any obligation to support this change.	Commitment to Change	Organisational Focus, Operational Structure and Core Business
24	My future in this job will be limited because of this change.	Readiness for Organisational Change	Organisational Focus, Operational Structure and Core Business
25	My past experiences make me confident that I will be able to perform successfully after this change is made.	Readiness for Organisational Change	Organisational Focus, Operational Structure and Core Business
26	Things would be better without this change.	Commitment to Change	Organisational Focus, Operational Structure and Core Business
27	This change is not necessary.	Commitment to Change	Organisational Focus, Operational Structure and Core Business
28	This change will disrupt many of the personal relationships I have developed.	Readiness for Organisational Change	Organisational Focus, Operational Structure and Core Business
29	When we implement this change, I feel I can handle it with ease.	Readiness for Organisational Change	Organisational Focus, Operational Structure and Core Business
30	This change is a good strategy for this organisation.	Commitment to Change	Organisational Focus, Operational Structure and Core Business
31	It would be risky to speak out against this change.	Commitment to Change	Pattern-Breaking Behaviour
32	Changing plans seems like a real hassle to me.	Resistance to Change	Pattern-Breaking Behaviour
33	I am worried I will lose some of my status in the organisation when this change is implemented.	Readiness for Organisational Change	Pattern-Breaking Behaviour

34	I do not think it would be right of me to oppose this change.	Commitment to Change	Pattern-Breaking Behaviour
35	I don't change my mind easily.	Resistance to Change	Pattern-Breaking Behaviour
36	I feel pressure to go along with this change.	Commitment to Change	Pattern-Breaking Behaviour
37	I generally consider changes to be a negative thing.	Resistance to Change	Pattern-Breaking Behaviour
38	I have the skills that are needed to make this change work.	Readiness for Organisational Change	Pattern-Breaking Behaviour
39	I have too much at stake to resist this change.	Commitment to Change	Pattern-Breaking Behaviour
40	I like to do the same old things rather than try new and different ones.	Resistance to Change	Pattern-Breaking Behaviour
41	I often change my mind.	Resistance to Change	Pattern-Breaking Behaviour
42	I sometimes find myself avoiding changes that I know will be good for me.	Resistance to Change	Pattern-Breaking Behaviour
43	I'd rather be bored than surprised.	Resistance to Change	Pattern-Breaking Behaviour
44	I'll take a routine day over a day full of unexpected events any time.	Resistance to Change	Pattern-Breaking Behaviour
45	If I were to be informed that there's going to be a significant change regarding the way things are done at work, I would probably feel stressed.	Resistance to Change	Pattern-Breaking Behaviour
46	My views are very consistent over time.	Resistance to Change	Pattern-Breaking Behaviour
47	Often, I feel a bit uncomfortable even about changes that may potentially improve my life.	Resistance to Change	Pattern-Breaking Behaviour
48	When I am informed of a change of plans, I tense up a bit.	Resistance to Change	Pattern-Breaking Behaviour
49	When I set my mind to it, I can learn everything that will be required when this change is adopted.	Readiness for Organisational Change	Pattern-Breaking Behaviour
50	When things don't go according to plans, it stresses me out.	Resistance to Change	Pattern-Breaking Behaviour
51	Whenever my life forms a stable routine, I look for ways to change it.	Resistance to Change	Pattern-Breaking Behaviour
52	I think that management is making a mistake by introducing this change.	Commitment to Change	Shared Understanding of Objectives and Outcomes
53	I think that the organisation will benefit from this change.	Readiness for Organisational Change	Shared Understanding of Objectives and Outcomes
54	In the long run, I feel it will be worthwhile for me if the organisation adopts this change.	Readiness for Organisational Change	Shared Understanding of Objectives and Outcomes

55	It doesn't make much sense for us to initiate this change.	Readiness for Organisational Change	Shared Understanding of Objectives and Outcomes
56	The time we are spending on this change should be spent on something else.	Readiness for Organisational Change	Shared Understanding of Objectives and Outcomes
57	There are a number of rational reasons for this change to be made.	Readiness for Organisational Change	Shared Understanding of Objectives and Outcomes
58	There are legitimate reasons for us to make this change.	Readiness for Organisational Change	Shared Understanding of Objectives and Outcomes
59	I feel a sense of duty to work toward this change.	Commitment to Change	Shared Understanding of Objectives and Outcomes
60	I have no choice but to go along with this change.	Commitment to Change	Shared Understanding of Objectives and Outcomes
61	I believe in the value of this change.	Commitment to Change	Shared Understanding of Objectives and Outcomes
62	I would feel guilty about opposing this change.	Commitment to Change	Shared Understanding of Objectives and Outcomes
63	My future in this job will be limited because of this change.	Readiness for Organisational Change	Shared Understanding of Objectives and Outcomes
64	This change serves an important purpose.	Commitment to Change	Shared Understanding of Objectives and Outcomes