Change Management for Sustainability

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Abstract

This book includes seven chapters that discuss relevant issues associated with change management. The first chapter examines the concept of change management and its impact on the company's business performance and sustainability. Change management is a challenging and continuous process that requires a particular set of skills for both leaders and managers. It is essential for leaders and change agents to understand and be able to address the four W's and one-H: Why? What? Who? When? How? This chapter also highlights the concept and the importance of sustainable development, including economic, environmental, and social elements. The second chapter introduces different types of changes including planned, unplanned, incremental and marginal, transitional, and transformational ones. Various models of planned and unplanned changes are also included in this chapter. The third chapter focuses on the role of leaders as change agents. The fourth chapter discusses the concept of resistance, reasons, sources, and forms of resistance to change. Managing resistance to change is an imperative task to leaders and change agents. Managing resistance to change would greatly impact the outcomes of any change initiatives. The fifth chapter defines values, attitudes, personalities, and perceptions of individuals, and how these determinants affect individuals' behaviors, attitudes, and responses toward organizational change. Organizational culture is one of the key determinants of the success of a change process. Hence, a change effort may not result in desirable outcomes without any changes or modification of organizational cultures. The sixth chapter applies a wide range of management theories to discuss the concepts, types, and importance of organizational strategy and structure change. How organizational structure and strategy change can help leaders attain sustainability in their organizations is also elaborated in this chapter. The last chapter provides a detailed discussion on the association between innovation and sustainable development. It also predicts the future driving forces for change, and the implications for sustainability. Overall, several organizational examples are provided throughout the book to illustrate how high-performance organizations grow their business, attain a high level

of socioeconomic performance, and at the same time achieve environmental sustainability targets.

Keywords

Contents

Preface

Many organizations think that change management is something for "big brothers" or only for organizations with ongoing problems. Some think that changes may not apply to them at the moment. However, every organization encounters changes every day, but they may or may not acknowledge such changes, or feel the presence of such changes since most organizations and people perceive changes as something unusual or negative.

This book shares with readers—graduate and undergraduate students and first-line managers—simple concepts, types, scales, activities, and models of change and the change management process. A change management process should embrace all possible factors and features that may directly or indirectly affect the members and performance of organizations. All elements and stages in a change process are interdependent and interactive. From the system perspective, a change process should be considered as a system which includes different parts of an organization, including activities, procedures, members, resources, policies, planning, controlling, and such. Thus, one of the key roles of leaders or change agents is to make various parts or elements in a change process align with each other in order to make the whole system function effectively and efficiently. From the perspective of sustainable development, positive changes would improve the possibility for an organization to achieve economic or financial, social, and environment sustainability.

Leaders or change agents will significantly contribute to or hinder the success of a change initiative. However, it is impossible for leaders or change agents to forsake organizations' members for their own interests or agendas since members are the key determinants of the success of any change effort. Leaders or agents should apply people-oriented and task-oriented approaches to manage a change process. A change may not be institutionalized if members' mindset, attitudes, and behaviors remain the same. Therefore, most of time, change management also embraces changes in organizational cultures and other elements in the McKinsey 7-S plus model, such as strategy, structure, skills, leadership style, staff, and so on.

A distinctive feature of this book is the large amount of examples and case studies with an Asian flavor from countries like China, Japan, Malaysia, Singapore, and Taiwan. This book does not mean to burden readers with many complex theories. Other significances of this book are (1) the balance between theoretical and practical elements, and (2) the interconnection between organizational change management and sustainable development.

I want to convey the message that even a small change can make big differences that can contribute to economic, environmental, and social sustainability. Also, positive changes at the microlevel do produce results which can have lasting effects. Finally, organizations should not avoid change or make excessive changes within a short period of time. Why is there a need to change? What needs to change? Who is involved in a change process? How and when are change managed? These are still important questions for leaders to address in contemporary business.

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CHAPTER 1

Introduction to Change Management

This chapter examines the concept of change management and its impact on the organization's business performance and sustainability. It includes a brief discussion on how the two key thoughts of change management theories, namely technical focus and social focus, have been developed. Change management is a challenging and unavoidable process. It is a continuous process that requires planning, coordinating, organizing, and controlling skills. It is very important for managers at different levels in an organization to understand the four W's and one-H of a change process including (1) why change is important, (2) when change is needed, (3) what needs to be changed, (4) who will be involved, and (5) how change can be successfully managed. Additionally, this chapter highlights the concept and the importance of sustainability, which has to be implemented as an increasingly new trend in many organizations and designed as part of strategic goals of change management in contemporary business. It is worthwhile to note that the entire chapter will have an Asian flavor with real case studies drawn mainly from various Asia Pacific countries, such as Australia, Singapore, China, Taiwan, and Malaysia.

Organizational Change Management

What Is Change Management?

Organizational change management refers to planning, organizing, leading, and controlling a change process in an organization to improve its performance and achieve the predetermined sets of strategic objectives.[1] It includes the adoption of different techniques, instruments, and mechanisms to manage the technical and human elements of an intervention,

which is a change initiative. Applications of various fields and disciplines connected with business, management, engineering, and organizational psychology are embedded in a process of change management. Sustainable development encompasses economic, financial, and social aspects.[2,3] Since environmental sustainability cannot be achieved without economic viability or, in other words, economic factors will play a decisive role in determining whether appropriate actions should be taken to achieve environmental goals in sustainable practices. (It is noted that the economic factor becomes a less important one in the case where the organization is required to comply with the environmental legislations such as Emission Trading Scheme designed to reduce greenhouse gas pollution). This chapter focuses on economic and environmental dimensions of sustainability. In the context of sustainability, change management aims to achieve both the financial and the environmentally sustainable momentum of changes in business. In business strategy, this kind of change for sustainability is referred to as a Sigmoid curve, which is an S-shaped curve.[4] The Sigmoid curve or the second curve, representing a modified or a new business strategy to improve the economic and environmental performance(s), that commences before the previous business strategy, as illustrated in the first curve, is ineffective or its effectiveness is diminished (refer to Figure 1.1).

The original Sigmoid curve should include a series of S-shaped curves as organizational change should be treated as a continuous process that can help organizations improve their performance in a sustainable manner.[5] In the modified Sigmoid diagram, the second S-shaped curve, representing a modified or a new plan or strategy, should start before the organization's performance is in the trough of the previous
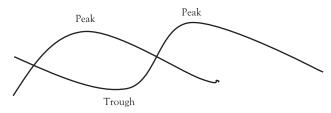

Figure 1.1 Modified Sigmoid curves in change management process

curve. And this cycle should be repeated when a need for change is identified.

In this context, it is very important to start the next curve before the organizational performance is observed to diminish, and to determine the what, why, when, who, and how of the diminished performance. According to Simon Sinek, many people or organizations usually know *what* they do, and some know *how* they do it, but very few of them know *why* they do it.[6] Hall,[7] Modarres, and Fowler,[8] Hoskisson, Hit and Ireland,[9] Modarres,[10] and Sinek[11] also explained that people were more impressed or persuaded with the ideas of why things are getting done than the ideas of what are getting done. Thus, given the importance of *why*, many organizations should begin with the why question for any change initiatives:

- Why should such changes be made? What are the driving forces for change?
- What are the changes (the content, context, and subject of change)? What resources are required in the change process? Are such resources available for the implementation of a change intervention? If not, where can alternative resources be found? What change model will be adopted? Why?
- When can a new change be made and when should subsequent changes begin?
- Who will be involved in the change process? Who are the stakeholders? Who are the change agents (those responsible for managing changes)? Who will get benefits from a change initiative? Who will be disadvantaged from such change? Who will resist change? Why will they resist change?
- How can a new change be made?

It is important to know that all changes must involve and engage with all internal and external stakeholders whose businesses or interests will be impacted upon by changes. Change must not be imposed on stakeholders as the possibility of resistance to change will become higher. Change must be communicated and carried out in a manner such that it will be beneficial to all the stakeholders involved wherever and whenever possible. Thus, change agents must have a comprehensive understanding of the

causes of problems and the nature of changes in order to manage change effectively and efficiently.

Why is Change Management so Important to any Organization?

Organizational change is inevitable in both classical and contemporary business operations and context. Change can occur at all levels: individual (self), corporate (team and organization), national, regional, and international levels. Change can produce both positive and negative outcomes. Change is unavoidable since the external environment and the internal environment of an organization has been dynamic, developed, and evolved over time. Failing to adopt changes could result in (1) exaggeration of existing problems of an organization, (2) survival of a business, and (3) impact on the society and the environment.

The external environment of an organization embraces (1) the general environment, which refers to political, economic, sociocultural, technological, legal, and environmental (PESTLE) factors; and (2) the specific environment, which includes suppliers, customers, competitors, and pressure group (SCCP) elements. Globalization can also be considered as one of the most critical PESTLE factors and one of the most powerful driving forces for change in organizations (see Appendix 1.1). A fine example of this is the recent world financial crisis that had a huge impact on the business performances of many organizations in many countries, which had had no choice but to take many aggressive changes in terms of reduction in expenditure in order to offset for revenue reduction in sales to remain viable. Another example is that both car manufacturers Toyota and Ford have saved a significant amount of money in Victoria through lean practice by eliminating the single-use transport packaging; that is, multiple use of transport packaging can contribute to significant cost savings, ease of handling and transportation, and reduction in waste (environmental sustainability practice).[12]

The internal environment of an organization comprises tangible (physical and financial resources) and intangible resources (e.g., human capital, trust, reputation, skills, knowledge, and intelligence) and capabilities that are essential in the process of building core competencies and gaining competitive advantages. Thus, it is important to understand the

nature, causes, types, and expected outcomes of change so that change can be managed satisfactorily.

One of the popular strategies used in the assessment of the company's internal and external impacts is strength, weakness, opportunities, and threats (SWOT) methodology that allows an organization to examine its own strengths and weaknesses in comparison with the industrial benchmarks or other competitors as well as to formulate appropriate changes to enhance its overall standing in the industry and achieve competitive advantages over competitors. This can also be used as part of change management strategy to achieve certain environmentally or socially sustainable goals.

The aforementioned external and internal environment conditions shape the nature, speed, complexity, and the uncertainty of changes. Changes can happen in different forms, different areas, and at different levels in an organization. From the perspective of business strategy, when implementing a strategy, CEOs need to focus on the 7-S (strategy, structure, staff, style, system, shared value and culture, and skills) plus other 6-S (resources [apart from staff], innovation, information technology including the Internet, knowledge management, finance, intellectual property, legal and e-legal issues, mergers and acquisitions, and strategic alliances) according to the McKinsey 7-S plus model.[13] It means that they may have to make changes in one or more of these areas in order to be financially, environmentally, and socially sustainable.[14] For example, (1) an existing product or a process is modified or upgraded; (2) a current structure is reorganized; (3) a current business strategy is evaluated and improved; or (4) a new product, type of service, organizational structure, culture or practice, or business plan is introduced. This list is not exhaustive, and new types of change will continually emerge in the future given the dynamic and continuous changes in the conditions of the external and internal environments. Various forms and areas of changes are further discussed in Table 1.1.

The examples shown in Table 1.1 reflect the fact that managing organizational change is a very challenging process involving different areas, various steps, and various stakeholders. It requires a multidisciplinary approach to identify the needs for change and manage change. Thus, depending on the types of change, organizational change has been

Table 1.1 Forms and areas of changes

Areas of change	Examples
Products (goods and services)	In the early 1900s, Panasonic produced its first product, which was the attachment plug. After that, every few years, it has introduced a new product to meet the ongoing needs of the customers. The quest for innovation to create valuable and unique products has made Panasonic become an electronics giant as it is today. Panasonic manufactures a wide range of products, such as digital AV (e.g., DVD player and recorder, television, audio system), home appliances (e.g., air conditioner, fridge, television, fan, kitchen appliances), health care and beauty products (e.g., massage chair, exercise equipment, blood pressure meter, muscle stimulator, hair dryer, and shaver). Such changes help the company sustain and grow over time.[15]
Process	Boeing has been adopted lean process that helps different parts of a system—such as designing, manufacturing, delivering, and supporting products—function more efficiently, and thus can decrease the production cost. Lean concept can help the organization to systematically identify and reduce or even eliminate waste. Boeing has also used a JIT (just-in-time) system that provides both internal and external stakeholders with what they want, when they want it at the lowest possible cost.[16]
Strategies (market development, international strategies, mergers and acquisitions)	Nokia has drastically changed its business strategies and industries, from a paper mill in 1865 to a company dealing with cables and electronics products and services in 1912 (Finnish Cable Works). Nokia produced its first electronic device in-house in 1962.[17]
Organizational design and structure	During the SARS (Severe acute respiratory syndrome) outbreak in 2003, many companies in Singapore and around the world, such as Keppel Land Corporation, Singapore Airlines, Google, and HSBC restructured and re-engineered their business, which resulted in the loss of many thousands of jobs. On the other hand, many companies have developed from a modest home-grown firm with one outlet in Singapore to a multioutlet firm in several countries within a short period of time, such as Bread Talk group.

Table 1.1 Forms and areas of changes (Continued)

Areas of change	Examples
Socioculture	The external environment has made employees change their attitudes and mindset toward team work, productivity, quality, and work–life balance. According to Tan, Generation Y employees are looking for more than just a high-paying job.[18] They want to get a job that is meaningful and challenging, and allows them the opportunity to give back to the community. They want to work for employers who can provide them with better benefits (retirement plan, medical and dental insurance), flexibility, opportunities, participation and engagement, and personal and professional development. Baby Boomer generation employees will not be a dominant force in the labor market in the next 10 to 20 years; instead Generation Y workers will be the key driver of the workforce. Thus, companies have to look for innovative ways to attract and retain Generation Y talent. Another good example of social–cultural change is the policy shift in many countries toward a family-friendly working place. The Singapore government has encouraged companies to promote work–life balance, which aims to respond to the low birth rate in the country.
Technological advancement and physical resources (tools, equipment, plant, logistics)	Technological changes have occurred at different levels of an organization. Typewriters are no longer a necessity in many companies; instead personal computers and laptops are "must-have" office equipment. In addition, many companies have produced innovative new products, adopted green technology, and made long-lasting products in order to meet the social and economic requirements of a cleaner environment and less waste. For example, Phillips has recently introduced a new type of light bulb, which can last for 20 years and cost only $62 per bulb.[19]
Supply-chain development (purchasing, distribution)	In the early 2000s, Dell adopted the direct business model in Singapore that was bypassing retailers and wholesalers to sell their products directly to end-user/customers. Recently, Dell has changed its strategic distribution by selling their products by working with hypermarkets in China.
Partnerships	Toshiba, Sony, and Hitachi have been strong competitors in the electronics industry for a long time. However, they have joined forces and merged their liquid-crystal display businesses in order to increase their global competition in the market of LCDs for handheld phones and cameras.[20]

(Continued)

Table 1.1 Forms and areas of changes (Continued)

Areas of change	Examples
Social change	According to Barkemeyer et al., George, and Gladwin, Kennelly and Krause, intra-generational equity, referring to a fair distribution of resources, and providing equal opportunities to different groups of people in the present generation, is also an element of sustainable development.[21] [22,] [23] Some enterprises have tried to address this issue by introducing special programs and schemes to lighten the burden of elderly, the minority, the low-income or no-income groups, and the disadvantaged. For example, *Guardian* in Singapore has introduced the Golden Senior membership scheme to those who are 55 years and older.[24] Members will get discounts for their purchases and other special offers during their birthday month. Many restaurants and cafeterias in Singapore, such as the Ship Restaurant and Bar or Swensen's, do introduce low-cost meals to students or offer special discounts to students and senior citizens. [25,] [26]

referred to as organizational development or organizational transformation by Cummings and Worley,[27] Pryor et al.,[28] Waddell and Cumming,[29] Newhouse and Chapman.[30]

Evolution of Change Management Theories

Originally, there were two main schools of thought on change management, one with technical and the other with a nontechnical focus. Technical-focused school of thought has been introduced by engineers, with pioneers of this school being Frederik Taylor (father of scientific management theory) and Henry Ford (father of Fordism theory). Scientists advocating this school of thought explain that organizations can improve their performance by analyzing and modifying technical aspects of their daily operations, such as revision of policies, modification of procedures, processes and systems, and rearrangement of the order of steps in performing a certain task.[31,32,33,34]

In contrast, nontechnical (social or human) based school of thought has been promoted by psychologists and behavioralists with predominant thinkers in this field including William Bridges (author of *Transitions* publication),

Table 1.2 Two main schools of thought of change management theories**

	Key features	Objectives	Implementation	Evaluation	Change perspective
Technical-orietned (nonhuman) school	Focus on technical aspects, such as structure, procedure, systems, steps to perform a task, and so forth.	Aim to improve effectiveness and efficiency in order to improve financial performance or to reduce expenses as a way to increase financial performance	Adopt ISO standard(s) such as ISO 14001 or ISO 14004, Six Sigma, lean concept, total quality management (TQM) program	Use financial figures to measure per-formance	Do not incorporate human element in the change process, apply a top-down approach
Social- oriented (nontechnical) school	Focus on human behavior, attitudes, mindsets, including resistance to change and motivation	Aim to improve employee satisfaction or absentism reduction, which in turn can increase productivity, reduce turnover rate, and reduce costs associated with recruitment, selection, and training new staff	Focus on human resource practices and development, promote organizational development	Use nonfinancial measurments, such as job satisfaction, turnover rate, and productivity	Adopt participatory approach to engage employees in the change process, apply both a top-down and bottom-up approach

*Adapted from Hiatt (1996–2012), Norcliffe (1996), Hewett (2008), Myers Jr. (2011), Langley et al. (2013).

Elton Mayo, and Fritz Roethlisberger (who became well known for their Hawthorne studies). Researchers promoting this school of thought, on the other hand, emphasize the importance of human factors, that is employees' skills and readiness for change and how employees can adapt to change.[35] The features of these two schools are summarized in Table 1.2.

Over time, these two thoughts of change management have converged and the theories of change management in contemporary business embrace both technical and social elements. The reasons are as follows:

- A focus on technical aspect without consideration of human feelings and behavioral adaptation will demotivate employees.
- On the other hand, a focus on social element without consideration of technical aspect will deprive opportunities for innovation, which is an important drive of sustainability.
- Technology is rapidly changing, and thus employees must also equip themselves with both technical and social skills so that they can remain relevant in this changing global economy. In this context, both technical and social elements must be integrated in any change model.

Concept and Importance of Sustainable Development in an Organization

Sustainable development refers to the allocation and preservation of the current resources to satisfy the needs of the current generation and at the same time to meet the needs of the future generations.[36,37]

In other words, resources must be allocated and utilized in a way that can satisfy the needs of the current and future generations. Sustainable development encompasses three key elements: economic, socio-cultural, and environmental sustainability.[38] Hawkes has also added another pillar—culture.[39] Without the right organizational culture, it is impossible for a change process to be successful as change requires a culture of openness, innovation, creativity, team work, risk management, and problem-solving skills. We will examine in detail how organizational culture affects change management for sustainable business strategies in other chapters.

In the context of an organization, change for sustainable development refers to activities (allocation of resources, change of plans, reshape organization structure, etc.) that modify the status quo to meet the current business objectives or mission, and at the same time, to effectively and efficiently help the organization to achieve its vision in terms of "what they want to be in the future," and "where they want to reach," in a way that is consistent with ecological integrity and social well-being.

From the marketing and strategic management perspectives, sustainable development is important for various reasons. According to the 2010 Accenture global survey, 93 percent of the 700 CEOs, who participated in the survey, acknowledged that sustainable development was very important to the successes of their companies.[40] Firstly, a good or a service has its own product life cycle starting from the raw material acquired to the disposal stage. Such a good or service can only be sold in a market for a fixed period of time and they will not be accepted by customers in the original market after a period of time when the customers no longer find any value from such products. Thus, new product or modified products must be introduced in order to retain customers and avoid losing them to the competitors.

Secondly, once a novel and disruptive technology becomes available, as in the case of the recent introduction of iPhone and iPad by Apple, the existing technological products become obsolete. Therefore, other competitors of Apple Inc., namely HTC, Samsung Electronics, Sony, and many others, have quickly developed new types of smartphones and tablets to compete with the newly introduced Apple products.

Thirdly, a marketing program or a production process will be outdated due to the rapid changes in the external and internal environment conditions. Also, a business strategy may be duplicated or obsolete due to the new entrants, new customers' demands, preferences and tastes, or outdated resources, capabilities, and skills. In the real life, some organizations can make timely change in their strategies and directions, and are able to adapt to the changing environment. For instance, when the former CEO of Hong Kong headquartered Esprit Holdings Ltd., Van der Vis, tendered his resignation in 2012, its share price plunged 21 percent, which was the highest drop since January 2010.[41] However, the company has rebuilt its brand by changing its strategy that is employing a former senior executive

from Zara (Rafael Pastor Espuch) to be its chief product officer. As the result of this, its share price was increased by 7.8 percent, the highest gain since Nov ember 2012.[42] On the contrary, some firms, which do not manage to carry out changes appropriately, have seen their business shrinking and facing financial crisis, and even closure. Nokia is a modern example of a business in crisis. Nokia took over Motorola's position in the industry and became the world's largest mobile phone producer in 1998.[43] Yet, Nokia did not succeed in making timely and appropriate changes in order to create new strategic and competitive advantages, which would have helped it effectively compete with strong competitors, such as Apple and Samsung. As a result of its failure in carrying out prompt and adequate changes, Nokia was sold to Microsoft in 2013, and the CEO of Nokia was portrayed as the loser of the year.

Among the many types of drivers of change, sustainable development has become essential in any business and industry. Sustainable development can create huge benefits to the business community in many aspects as summarized in Table 1.3.

Table 1.3 Benefits of sustainable business strategies

Pillars of sustainable business strategies	Benefits
Economic or financial	• Sustain and increase market share, which can increase shareholder values. • Gain opportunities for new business, which can help firms improve financial performance.
Social	• Improve external relations with the community • Contribute to addressing social problems associated with aging population, diversity at workplace, social inequality, and others. • Use of preapproved/certified suppliers who do not use under age workers, and engage in socially responsible manners, etc.
Environmental	• Adoption of eco-efficiency processes and eco-innovation programs can contribute to (1) reducing operational costs, (2) complying with environmental regulations such as Emission Trading Scheme, (3) increasing corporate reputation, (4) improving relationship with internal customers, and so forth, (5) waste elimination, (6) reduction of toxic substance emission, (7) use of renewable energy, (8) reuse of bio-based material, etc.

Contemporary Trends in Change and
Strategies to Achieve Sustainability

Three major trends have affected firms in contemporary business: globalization, informational technology (IT), and innovation.[44] Globalization creates borderless markets and borderless businesses.[45,46] Adoption of advanced technology enables firms to improve communication with external and internal customers, and staff productivity.[47] IT also enables firms to perform tasks that are perceived time consuming and monotonous by human beings, for example, scanning documents and sending them via e-mails. Innovation allows firms to produce new products and services, and create competitive advantages, including manufacturing products that are unique, valuable, and difficult to be imitated by competitors.[48,49] All these changes produce both opportunities and threats to firms. Only enterprise leaders, who can manage such changes effectively and efficiently, are able to identify and seize opportunities and minimize threats in order to sustain and grow their business, especially through uncertain times.[50]

Different organizations have adopted different approaches to achieve sustainability. For example, many firms have adopted triple bottom line reporting as one of the tools to evaluate organizational performance. Triple bottom line reporting approach includes social, economic, and environmental sustainability,[51] which is consistent with the three elements of sustainable development. In the global context, firms can pursue the following strategies to achieve sustainability:

- Several corporations view sustainability as a serious risk to be dealt with. Some of them prefer to keep the status quo if it does not affect their corporate performance. Others see environmental sustainability as an opportunity for new business ventures. For example, Mizuho Bank and many banks in Japan and India provide loans to sustainable projects. Sustainability is considered one of the push factors for a change in direction to pursue new ventures as in the case of ANZ (The Australia and New Zealand Banking Group Limited).
- Some firms just comply with government regulations on environmental protection to avoid any capital punishment and criticism from the media and pressure groups. This is

one of the simplest methods to avoid capital punishment (e.g., carbon tax or fine due to violation of environment regulations), but it may entail high operational costs.

- Some SMEs (small and medium enterprises) apply incremental changes to sustain their business and to respond to calls for positive responsiveness to environmental protection. For example, NTUC (National Trades Union Congress) FairPrice supermarket in Singapore encourages customers to reduce the use of plastic bags by using recycling bags. By doing this, NTUC FairPrice can demonstrate their corporate social responsibility (CSR) effort regarding environmental protection, and at the same time reduce the cost of providing plastic bags to customers. Shangri-La's Rasa Sentosa Resort and Spa and Hotel Michael at Resorts World Sentosa have proved that small changes can add up to big savings. Previously, hotel guests would discard the robes when they needed to use the hangers. This led to washing costs of robes even though they were not used. Now, Hotel Michael provides folded bathrobes, instead of putting them on the hangers. Shangri-La's Rasa Sentosa Resort and Spa "replaced their two ice cube-machines with chilled water dispensers."[52] This initiative enables hotel staff to serve guests some chilled water instantly.

- Some companies, under the pressure of stakeholders, have to create new values and prove that they can achieve environmental sustainability. This can be done by collaboration with civil society organizations and government agencies, and support environmental protection initiatives.

- The concept of Sigmoid curves has been adopted by a number of companies to change directions of their business, even when their companies are doing well, in order to pursue a better opportunity. For example, Singapore Airlines (SIA), a full service airline, aims to provide "air transportation services of the highest quality and to maximizing returns of benefits of its shareholders and employees."[53] It has received international recognition for its services and has been doing well. In 2011,

SIA launched its wholly owned subsidiary, Scoot, a budget airline. Scoot provides long- and short-haul no-frills travel. This is a significant and smart move of SIA to capture its market share in another segment of the airline industry.

- Organizations around the world have adopted CSR practice as it has been considered one of the nonregulatory measures to achieve environmental sustainability. CSR refers to activities of organizations that go beyond what is required by the legal system of the country in which they operate.[54,55] CSR encompasses four pillars: economic, legal, ethical, and philanthropic.[56,57] CSR initiatives include a wide range of activities, such as providing scholarship and bursary to needy students, sponsoring arts and sports events, organizing campaigns to promote reduce, reuse, and recycling of papers and organic materials and protect the environment, encouraging the reduction in energy consumption, and so on, which will help them operate in accordance with "their social license" in order to meet the expectations of different groups of stakeholders.[58] Many organizations have gone beyond conformity with the law, working closely with various groups of stakeholders to find innovative ways to protect the environment.[59]

Generally, the private sector has invested a significant amount of time and money in research and development to invent new technologies, and instill measures, in order, to mitigate and adapt to global climate change and reduce the effect of their business activities on local communities and the physical environment.[60] Yet, a proportion of firms are slow in responding to the call for reduction of harmful effects on the environment and local community. These firms even do not comply with the minimum legal requirements set by the law, but are engaged in efforts only to maximize their profits. Such firms only look at the profit and loss figures to evaluate their performance. As a result, they do not only have to pay for legal costs but also for reputation costs, which reduce the level of customers' trust.[61]

At the international level, the concept of sustainable development, the role of business in achieving sustainable development, and the concept of

business sustainability should be integrated and reflected in the principles of sustainable development discussed in various documents, such as the UN Global Compact, the OECD the OECD Guidelines for Multinational Enterprises, the ICC Business Charter for Sustainable Development, the CAUX Principles, the Global Sullivan Principles, and the CERES Principles, prepared by the United Nations, the OECD, the EU, and other international governmental and nongovernmental organizations.[62] In other words, these documents should be periodically revised to reflect new trends in change in sustainability.

Conclusion

This chapter has discussed the concept of change management and its influences on sustainable development and business performance in various organizations. In fact, change management is important to organizations, not only in the private sector but also in the public sector and in the third sector as well. Effective change management at the corporate level helps (1) organizations meet the dynamic change in consumer's demands, needs, tastes, and preferences, (2) organizations respond to turbulences occurring in both external and internal environments, (3) organizations maintain or improve, or both their financial and nonfinancial performance, and (4) leaders motivate employees to develop their potential. Also, well-managed changes at the individual level will help (1) employees keep up-to-date with the rapid development of technology and sociocultural transformation, (2) employees perform their jobs competently, especially when new skills are required to execute the tasks assigned to them, and (3) employees prepare for a job change or a career shift. The external and internal environment conditions of a firm have been constantly changed, and thus organizations must be able to respond to such changes through change management impacting sustainable business practices.

Review Questions

1. What is change management?
2. Discuss the concept of a Sigmoid curve and explain how it can help organizations manage a change process.

3. Why is change management important to an organization?
4. Discuss any of the four driving forces for change.
5. Provide examples of forms and areas of changes.
6. What are the two main schools of thought of change theories?
7. What is sustainable development?
8. List the three pillars of sustainable development.
9. Discuss the benefits of the three pillars of sustainable development to firms.
10. What are the key trends that have affected firms in today's business?
11. Discuss any three strategies which firms can adopt to achieve economic sustainability.

Appendix 1.1

PESTLE driving forces for change

External environment	Features and examples
Political factors	Political risks (e.g., civil wars, terrorism, threat of war, riots) and political instability (e.g., change of government, election turbulence) in a country will certainly affect the way organizations operate their business. For example, the civil unrest in Cairo, Egypt, in January 2013 had paralyzed the market and made many companies temporarily shut down their offices in the affected areas. Stricter government rules and regulations regarding minimum wage, foreign ownership, and so forth, have increased the costs of doing business for firms and may crowd out foreign investment. Too much red tape and bureaucracy have also contributed to raise firms' operational costs, and in some case employees' productivity has reduced due to too much paper work involved. For instance, it takes months to register for a new business, and the applicants for different types of licenses have to obtain approval from different ministries in Vietnam. The minimum wage law, in many countries, has increased the costs of operations of many firms, which, in turn, lead to closures of many of them. Recently, Indonesian government has introduced minimum wage law applied to domestic helpers. This led to a fall in the revenue of many recruitment agencies in Malaysia and Singapore due to the lower demand of domestic helpers from Indonesia as employers now prefer to employ domestic helpers from new labor market, such as Myanmar, Cambodia, and Sri Lanka.

(*Continued*)

PESTLE driving forces for change (Continued)

External environment	Features and examples
Economic factors	Frequent fluctuation macroeconomic indicators (e.g., fluctuation in the growth rate of GDP and GDP per capita of various countries, high inflation rate, sudden changes in interest rate and consumer spending, fluctuation in foreign currency exchange rate, etc.) have affected the revenue and operations of many businesses. The high jobless rate in the United States and in many countries in Europe has softened the labor market in these countries; yet, this also affects the demand for goods and services and reduces the purchasing power of consumers in respective countries. The increase in the number of middle-class income consumers in emerging markets, such as India and China, has attracted foreign investors from other countries to invest in these countries. Therefore, local suppliers have faced tougher competition with foreign suppliers. New emerging markets open new opportunities to some companies, but at the same time also pose threats to others.
Sociocultural factors	• Growing aging population challenges manufacturers to produce novel and innovative products that can help to make life of the aged customers more comfortable. • Changes in preference and taste of customers, especially the young generations, require new and/or modified products with trendy designs. • Organizations have to respond to cultural shifts, cultural assimilation and merger, and managing diversity. • It becomes more challenging for people to deal with office politics, office bullying, and workplace violence. • Digital divide becomes wider as children in some countries are taught to use computer at a very early age, whereas in other countries the majority of population is IT illiterate and does not know how to use computer.
Technical factors	• New technology has been introduced at a fast pace (e.g., iPhone, iPad, smartphones, tablets, etc.) • The Internet has provided a platform for new form of commerce to be developed, such as e-commerce (electronic commerce) and m-commerce (mobile commerce). • Identity theft, spam, scam, security, and privacy-related issues become more serious, and the transient and anonymous nature of the e-environment makes it more difficult for e-users to protect themselves in the online market.

PESTLE driving forces for change (Continued)

External environment	Features and examples
Legal factors	• Frequent changes in legal systems, such as new and/or revised foreign investment law, environmental law, employment law, and minimum wage law, affect the operations of a business. • Lack of law enforcement also entails problems as fraudulent traders will take advantage of the loopholes of the legal framework to gain unfair advantages. • The absence of intellectual property law, privacy law, law to administer patent, trademark, also causes loss to businesses due to the growth of counterfeit/imitated goods, and lack of consumption protection. • Poor treatment of workers and the environment in developing countries is also a concern of many groups of stakeholders.
Environmental factors	• The effects of global warming and climate change become more severe, and mitigating them is a real challenge to governments of all countries. • Enterprises are under pressure to address many other environmental issues, such as greenhouse emissions, land, water, air and noise pollution, soil erosion, desertification, energy conservation, ozone depletion, nuclear waste, and so forth. • CO_2 trading is a big concern to business, which increases the cost of production. • Natural and human-made disasters frequently occur and affect millions of people (e.g., the Haiti earthquake in 2008, the Sichuan earthquake in China in 2008, the Russian heat wave in 2010, the typhoon Megi in the Philippines in 2010, the tsunami in Japan in 2011, floods in Tennessee USA and Rio de Janiero in 2010, tornadoes in Illinois, Oregon and Wisconsin in the United States in 2010, landslides in Colombia, Mexico, and Venezuela in 2010 and Malaysia in 2011, the earthquakes in Chile and New Zealand in 2011, the volcano eruptions in Iceland in 2011, and the recent Sandy hurricane in New York in 2012, forest fires in Indonesia, etc.). • Hunger, disease, and epidemics are ongoing threats to human beings (e.g., SARS outbreak in 2003 in Asia, H5N1 bird-flu epidemic in Asia and China, Europe's mad cow outbreak in 2009, *E. coli* epidemic started in 2011 in Germany and many others).

CHAPTER 2

Types and Models of Change

This chapter introduces different types of changes such as planned, unplanned, incremental or marginal, transitional, and transformational. Then, it discusses various models of planned and unplanned changes. Next, based on the traditional change models, a change management model is designed for sustainability, with a detailed inclusion of various steps and substeps, and examples shown for each type of change.

Types of Change

Different authors have introduced various types of changes, based on

- scale (marginal or incremental and drastic or major changes);
- frequency (discontinuous and continuous change), and
- planning (planned and unplanned changes).

With regard to the aforementioned changes, Bond,[1] Burnes,[2] Holloway,[3] Love et al.,[4] Luecke,[5] Rieley and Clarkson,[6] and Taylor[7] discussed and argued for continuous changes. They explained that constant changes might not produce desirable outcomes since "people needed routines to be effective and able to improve performance."[8] Guimaraes and Armstrong,[9] Grundy,[10] Nelson,[11] and Senior[12] argued for discontinuous change since firms can achieve cost effectiveness as "discontinuous change does not promote a never-ending process of costly change initiatives that creates less turmoil caused by continuous changes."[13] Yet, a discontinuous change may not be able to produce the desirable outcome in the long run. Regarding the scale of change, Balogun and Hope Hailey observed

that incremental change may be necessary in some cases when there are only needs for

- enhancing the current process or procedure, or both;
- modifying a current products; or
- reassigning job tasks to staff members, and so on.[14]

"Such changes may be sporadic or ongoing, continuous improvement initiatives as the result of organizations reacting to external forces for change."[15] On the other hand, Cummings and Worley,[16] Greenwood and Hinings,[17] Kelly and Amburgey,[18] Romanelli,[19] and Tushman[20] discussed radical, major, or transformational changes that occur in situations when a quantum leap was the key to move away from stagnancy, that is when organizational performance was at the trough of the performance curve, or when the turbulence or crisis was threatening the survival of the company. For example, a new CEO was recruited before BlackBerry declared "bankruptcy" or Nokia became open to be taken over by another company. Dunphy and Stace[21] and Nelson[22] also divided the scale of changes into four subtypes: fine-tuning or convergent, incremental adjustment, modular transformation, and corporate transformation.

Lewin,[23] Lippitt, Watson and Westley,[24] and Kotter[25,26] proposed various models of planned change. Kaiser and Kaiser discussed how planned change could be persuasively supported by members of an organization.[27] Shirey examined how the Lewin's theory of planned change could be used as a strategic tool to motivate employees participating in change.[28] Nevertheless, planned change models and theories have their own weaknesses as planned change models cannot be applied across all situations, especially when the organization is in midst of a crisis or when the organization requires major and rapid alterations, but has only limited time and resources, as it may not allow for detailed planning and stakeholder consultation.[29,30,31] Also, it is not realistic to assume that all stakeholders are enthusiastic and willing to participate in the change process.[32] Thus, Dunphy and Stace[33] and Dawson[34] introduced a contingency approach that organizations can apply when changes are unplanned. For instance, the contingency approach can be applied in response to natural and

man-made disasters, such as typhoons, floods, storms, hurricanes, forest fires, hazes, and so on.[35]

In this book, changes are classified into planned and unplanned changes, and further into three subtypes: marginal, transitional, and transformational changes.

Planned and Unplanned Change

Planned change is a proactive response, which aims to develop an organization's capabilities and core competencies in order to improve the organization's performance and achieve its business objectives. Such change is usually incremental, process-oriented, focused on long-term benefits, and is expected by various stakeholders in the organization. It usually has an internal focus on resources, strategies, and processes.[36]

For example, after visiting the iPhone production line at a Foxconn factory located in China, Tim Cook, the CEO of Apple, wants to improve the working conditions of workers there. Apple and Foxconn would then discuss how to implement the relevant changes regarding the number of daily working hours in order to comply with the government regulations, but not to reduce productivity and increase the operational costs.[37]

Unplanned change is a reactive response to pressures caused by alterations in the internal and external conditions. Such a change is usually radical, outcome-oriented, short-term focused, and is unexpected by organization members. It usually has an external focus on the shifts in the environment and industry and applies to a specific division of an organization.[38]

For instance, Volvo Cars signed a new endorsement deal with new basketball star Jeremy Lin in March 2012. Lin will be Volvo Cars' ambassador for two years. This embracement of "Linsanity" is considered an unplanned intervention to respond a particular situation when fast decision and implementation are resorted to to enhance brand image and business performance, especially in the strategic Chinese market where Lin was marketed as a basketball sensation as he is idolized in China and all over the world.[39]

Some authors, such as Robbins et al.[40] and Roggema et al.,[41] have classified changes into three types as follows. These types of change can also be aligned with transitional and transformational sustainability (see Figure 2.1 and Figure 2.3).[42]

Marginal, Transitional, and Transformational Change

Marginal or incremental or development change

- Improves or modifies an existing product, process, procedure or system.
- Makes the current conditions better.
- Slightly increases the efficiency or effectiveness of a process.

Transitional change

- Designs and produces a new product, process, procedure, or system.
- Implements a new state that requires the removal of the old state.

Radical or transformational change (see Figure 2.2)

- Redefines the vision, mission, and objectives.
- Adopts new business strategies.
- Restructures the structure of the organization.
- Changes organizational culture and practice.
- Reshapes a company's or industry's image.
- Makes new policies, regulations, and so forth.

When Apple introduced iPads and iPhones, the products were considered as a breakthrough innovation, both in terms of design and function. Such innovations can be classified as radical or transformational changes. However, Apple's new iPad is only an upgraded or modified product from iPad 2. Thus, it should be considered as an incremental or marginal change.

Figure 2.1 Examples of different types of change

In 1965, Nokia produced paper in Finland. In the 1980s, Nokia switched to produce televisions. Several years later, in the 1990s, during the economic recession in Finland, Nokia changed its business direction to become a manufacturer of mobile phones. In 2011, Nokia was considered as one of the world's leading manufacturers of mobile phones. However, it could no longer sustain its leadership position because of tough competition from other smartphone and tablet producers, such as Apple and Samsung.[43]

This is an example of transformational change when Nokia is forced to change its core products due to the market conditions and changes in customers' needs and demands in different periods of time.

Figure 2.2 An example of transformational change

Dell applied the direct business model and launched Dell.com in 1996 to expand its market share in Asia Pacific. This business model allowed Dell products to be sent directly to customers by Dell's suppliers. No physical office, warehouse, and factory were required, and thus Dell was able to save a huge amount of money on overhead costs. However, this business model lost its competitive advantage over other competitors who were able to reach more customers by selling their products via owned outlets and retailers. So, Dell has adopted a new business strategy (this is new to Dell but not new in the market) by having a physical outlet and having a distribution chain via IT retailers, hypermarkets (Courts), supermarket (Carrefour), and so on, which allows them to reach a wider segmentation of end-users.[44]

Figure 2.3 A change in Dell's business model

Planned Change Models

There are two types of change models that have been discussed by several authors and have been applied by various firms. They are planned change and unplanned change model. Although there are a number of planned change approaches, the key models discussed in this chapter are Kurt Lewin's three-step change model, the positive five-step model, the action

research eight-step model, John Kotter's eight-step change model, and six other change models discussed by Adrianna Kezar.

Kurt Lewin's Three-Step Change Model

Kurt Lewin's *three-step* planned change model suggests that "the stability of human behavior was based on a quasi-stationary equilibrium supported by a complex field of driving and restraining forces."[45] In other words, change is the result of the interaction between two types of forces, namely (1) forces that push for change and (2) forces that attempt to maintain the status quo by resisting to change. Quasi-stationary equilibrium occurs when forces for change and resistant forces to change are balanced out. In order to make the change, the driving forces should be stronger than the resisting forces.

Thus, the first step in a change management process is to *unfreeze* the equilibrium so that old behavior can be removed and new behavior can be successfully implemented. The second step is the *moving* stage where new practice or behaviors, or both are introduced. In other words, initiatives or actions are adopted to make a less acceptable set of behaviors become more acceptable ones by relevant stakeholders. It is noted that changes can be short-lived without any positive reinforcement. Thus, Lewin proposed the third step of *refreezing* the new set of behaviors. This step aims to establish a "new quasi-stationary equilibrium in order to ensure that the new behaviors are relatively safe from regression."[46]

The Action Research Model

This planned change model is very popular among change agents and those who promote organizational development for the following reasons. It proposes a full cycle process to develop organizations, instead of responding to a crisis, by explaining how a change is identified, planned, implemented, and evaluated. In this approach, the planned change process is cyclical where interventions, referring to a series of actions, are designed and guided by groundwork research and analysis of the development needs of the organization. The whole process can be repeated if the changes do not improve the current state of the organizations, or if new issues arise during the change process, or new needs are identified. The eight steps of this model are summarized in Table 2.1.

Table 2.1 Eight steps in the action research model

Steps	Activities
Problem identification by the clients	Issues/problems are fist identified by clients (most of the time they are the top management or founders of an organization), or via feedback from staff members, or from internal and external customers.
Consultation with the change agents	After discussing with change agents, clients have to decide whether they want to proceed with the change process to address the problems, and whether their organization is ready for change. Once the clients decide to embark on the change process, the next step will be performed.
Data collection and initial diagnosis	Change agents have to work closely with the stake-holders to collect data. The popular methods to collect data are interviews, observations, and surveys. Secondary data can also be collected via organizational performance data, reports, and other relevant documents. It is noted that change agents may influence the stakeholders' views that they obtain data from. Change agents will have to analyze the collected data and first identify the problems that need to be addressed.
Provision of feedback to the clients	Change agents have to provide feedback to clients in order to help them (1) identify the strengths and weaknesses of their organizations, (2) find out whether their organization is ready for change, and (3) whether their organization has the capacity and capability for changes.
Joint diagnosis of the problem	Clients and change agents have to work with each other to diagnose and prioritize the key problems that need to be addressed at the earliest. Usually, an organization may face many problems at the same time, and thus change agents and clients must prioritize the problems according to their urgency.
Joint action and planning	Once the problems are clearly diagnosed, change agents and clients will discuss, strategize, and plan appropriate interventions. Change agents and clients must consider organizational culture and practice, the level of technological adaptation in the organization, any alteration in the external and internal environment when they design the interventions.
Implementation of changes	During the implementation stage, there is a transition period when current behaviors and practice are still maintained while new behaviors and practice are introduced. New problems may arise during this transition period, and the change agents must communicate effectively and timely with the stakeholders, and they must closely monitor how changes are implemented and modified if it is required to do so.
Evaluation of changes and provision of feedback to the clients	Relevant data regarding the outcome of the changes, feedback from stakeholders, and others must be collected after the implementation process so that the effects of changes can be measured accordingly. The change agents must provide feedback from the stakeholders and the outcomes to the client. They, then, have to decide whether new problems arise, or re-diagnosis and new actions are required.

Source: Collier (1945), French (1969), Schein (1985), Waddell et al. (2011).

In the action research model, interventions can be implemented in smaller subunits, such as a team, a division, or a department, to the whole organization or communities. In contemporary business, this model is applied internationally by both profit and not-for-profit organizations in order to achieve positive social change.

Compared to Lewis's change model, this model seems to be more complex, comprehensive, and holistic, as it requires a high level of cooperation between the change agents, clients, and relevant stakeholders in the change process. The concept of colearning is emphasized in this model to bring about a change in the organization.

John Kotter's Eight-step Change Management Model

Similar to the action research model, John Kotter's change model also includes eight steps as discussed in Table 2.2.

Six Main Change Models and Theories Discussed by Kezar (2001)

Kezar, in his work "Understanding and Facilitating Organizational Change in the 21st Century: Recent Research and Conceptualizations," discussed six main change models and theories, which are the life cycle, evolutionary, technological, political, social-cognition, and cultural models.[47] The key features of each change model are explained in Table 2.3.

The first three models have been criticized for lack of planning and focusing on the simple and linear relationship among variables. The political and social-cognition models have been welcomed for the recognition of complexity of a change process. They also acknowledge the ambiguity, some irrationality, and power struggle in different stages of changes. Finally, the cultural model presents a more systematic view on a change process, but limited practical advice can be obtained from this theory.[48]

The Positive Model

The positive model is basically different from other planned change models. Instead of identifying a problem and bringing about a change to rectify the problem, this model focuses on developing what is working

Table 2.2 Kotter's eight-step planned change model

Steps	Activities
Create a sense of urgency	The management of an organization and/or change agents need to scan and analyze both internal strengths and weaknesses. They also need to examine market and the level of competition (external opportunities and threats) (SWOT analysis). They need to identify the current and potential crisis situations and opportunities for business expansion.
Form a powerful team to implement the change process	The management of an organization and/or change agents need to form a group of stakeholders who are competent, committed, and powerful enough to lead the change process. They have to encourage the group members to work closely with each other as a team.
Strategize an appropriate vision	The management of an organization and/or change agents need to develop a clear vision, which can provide the directions to stakeholders during the change process. They have to plan and develop strategies in order to achieve the change outcomes. In this case, the vision must be linked to sustainability.
Communicate the created vision to all relevant stakeholders	The management of an organization and/or change agents have to adopt various channels to communicate the new vision and strategies to stakeholders. New behaviors are taught by "the example of the guiding coalition."[49]
Engage and empower relevant stakeholders to perform their duty toward new behaviors and achieving the vision	The management of an organization and/or change agents must (1) minimize obstacles and manage resistance to change, (2) change structures and systems that seriously affect the achievement of the vision, and (3) encourage risk taking, creativity, and innovation.
Produce adequate short-term outcome to maintain the change momentum	The management of an organization and/or change agents have to (1) produce significant, visible, and timely outcome, (2) reward stakeholders who adopt new behavior and positively take part in the change process.
Strengthen the changing forces and use such forces to address other more difficult problems	The management of an organization and/or change agents need to (1) foster the change efforts by changing systems, structures, human resource policies that do not support the achievement of the vision, (2) employ, train, promote, and develop stakeholders who can contribute to achieving the vision, and (3) foster the change process with new initiatives and interventions.
Internationalized new behavior and practice in the organization	The management of an organization and/or change agents have to (1) make stakeholders see the linkage between new behaviors and improvement in the performance of the organization, (2) encourage model behaviors, and (3) encourage relevant members to practice new behaviors across various sections and departments of the organization.

Source: Kotter (1995), p. 61.

Table 2.3 Six planned change models discussed in Kezar's work

Models	Features
Life cycle	This theory adopts the studies relating to child development. Similar to the product life cycle theory in business, it emphasizes different stages of organizational development, including growth, organizational maturity, and organizational decline.[50] Change is theorized as a natural process of organizational development.
Evolutionary	This theory explains that a change process is linear and logical. It focuses on the influence of individual managers and members in this process.[51,52,53]
Teleological	According to this theory, organizations have the ability to adapt to the changing environment. Management, change agents, and other members may initiate changes when there is a need for doing so.[54]
Political/dialectical	Dialectical or political change models explain that changes occur due to the clash of different ideologies or belief systems.[55] When human beings are interacting with one another, conflict is unavoidable. Thus, the processes of change are conceptualized as "predominantly bargaining, consciousness-raising, persuasion, influence and power, and social movements" that will occur during a change process.[56]
Social-cognition	This theory considers a change process as being a learning and mental adjustment process, similar to sense-making and mental models. When individuals find that they need to learn, grow, and develop their potential, they will change their behavior, mindset, attitude, and so on.[57]
Cultural	Similar to the mechanistic view of resistance by Ford, Ford and D'Amelio,[58] and Ford and Ford,[59] changes are natural phenomena as they will occur naturally in order to respond to the shifts in the culture and the internal and external environment.

well and what an organization is doing right (Table 2.4). Appreciative inquiry (AI) approach is the main instrument in this change process. Change agents will engage all stakeholders in the creation of a "positive vision" so that everyone is motivated to be committed to making the change happen as discussed by Cooperrider, Whitney, and Stavros as follows:

Every organization has something that works right—things that give it life when it is most alive, effective, successful, and connected in healthy ways to its stakeholders and communities. AI

Table 2.4 Five step of the positive model

Steps	Activities
Initiate the inquiry	Change agents will try to engage all relevant stakeholders to determine the subject of change. Some questions may be asked during this stage, such as (1) What are the positive (and negative) aspects or factors? (2) How are such factors decided? (3) Who decides them? (4) Who all demonstrate positive attitudes and are willing to be engaged in the inquiry and the change processes?
Search for good and best practices	Members involved in the change process, including change agents and relevant stakeholders, will collect information about what are the department's or organization's strengths, for example, what the department of the organization can do better than others, or what is the best practice pertaining to the identified subject of change. Importantly, the process should focus on collective purposes and efforts, and the positive arc of organizations' strengths as proposed by Cooperrider and Mcquaid,[60] and Cooperrider and Fry.[61]
Discover the good and best practices	Members will analyze the collected information to find out the common good and best practice, for example, what could be done to continue with the best practice?
Envision a preferred future	Members will examine the identified themes and develop a shared "vision" (what should be), which can provide directions for new behaviors. Members will also have to identify stakeholders and processes to support the achievement of the shared vision.
Design and deliver ways to achieved the preferred future	Members will design plans and activities required to bring out the vision. Members will monitor the implementation of interventions, make changes, evaluate the outcomes, and make recommendations for improvement, and so on.

Source: Waddell et al. (2011), Fitzgerald, Oliver, and Hoxsey (2010).

begins by identifying what is positive and connecting to it in ways that heighten energy, vision, and action for change.[62]

In terms of sustainability, organizations should retain the positive aspects and practice, such as avoiding duplication of resources, using recycle papers, saving energy consumption, and so on. Apart from the positive aspect, other foundation principles of the AI approach include being constructive, simultaneous, anticipatory, and poetic.[63]

Fitzgerald, Oliver, and Hoxsey[64] and Whitney and Trostern-Bloom[65] also added the free choice principle. Positive emotions can create synergy for organizational change since "emotions are short-lived experiences that

produce coordinated changes in people's thoughts, actions, and physi-ological responses."[66] Thus, positive aspects, both emotional and physi-cal, and the surroundings, would affect the change process. Actually, the impactful AI principles incorporate both the ancient wisdom and today's endeavours, which "inspire innovations that can transform the way humanity evolves and humankind connects, transcending geo-political, national, and cultural differences."[67]

For instance, Singapore Airlines has been well known for its service excellence. Apart from a steady focus on the continuous development of its strengths in providing excellent services to passengers, it has also focused on the cost effectiveness.[68]

However, Bush explained that there were arguments against the appli-cation of the AI approach since "a balanced focus on what's working and what's dysfunctional was more likely to generate a valid diagnosis than just one or the other."[69] If organizations only focused on the positive aspects and ignored the negative sides, negative organizational experiences and issues may not be addressed, which will suppress important and meaning-ful dialogues, discussion, and debates on what needs to be done.[70,71,72]

Critique of Planned Change Models

According to Pryor et al. and Waddell et al., although some models do include the people element (i.e., changes in mindset, processes toward employee empowerment) in the change process, these aforementioned planned change models do share some limitations in terms of conceptu-alization and practice.[73]

Conceptualizing Aspect

- The planned change theories provide limited knowledge and information about how to change the behaviors of members in organizations.
- Context is a principal determinant in any change process. Yet, the current models do not really indicate how they can be adapted in different contexts.

- Change is not linear or completely logical since new conditions often emerge and disrupt the planned process. Yet, elements that remain unchanged within the change models are not paid enough attention by the proposers of these models.
- Evaluation methods of the planned changes are vague and inaccurate.

Practical Aspect

- Planned change models do not reflect the skills, experience, and knowledge of change agents and members.
- These models do not discuss how unrealistic expectations within the organization can be addressed.

Although the planned change models have a number of advantages, they are criticized for being unrealistic in crisis situations. Thus, some authors have tried to address the issues associated with planned change by introducing unplanned change models.

Unplanned Change Models

An unplanned change theory, the contingency approach, has been proposed by Dexter Dunphy and Douglas Stake.[74] They argued that changes may be planned or unplanned, and thus approaches to change management should be modified according to the emerging situations. The contingency approach allows change agents and relevant parties to consider and adopt various scales of change (fine-tuning, incremental adjustment, modular transformation, and corporate transformation) and styles of management (collaborative, consultative, directive, and coercive) when managing change in an organization (Figure 2.4).

This model is situational because the change made is contingent on how "to achieve optimum fit with the changing environment."[75] It means that the change may be suitable for that particular situation, and such change may not be appropriate in other situations.

Can you identify the scale of the following changes?

1. Toshiba responded to the market situation in Japan

Toshiba stopped producing televisions in Japan due to low demand, decreased price, and unfavorable foreign currency rate.[76]

2. McDonalds repositioned itself in the market

In the first quarter of 2006, McDonalds suffered the greatest ever loss for many reasons. In addition, interest groups and anti-obesity and anti-junk-food groups blamed the company for its unhealthy products. John Skinner, the then CEO, brought about a change in McDonald's business culture. These changes included the revamp of the look of its stores and the introduction of new and healthier products, such as new espresso drinks and healthier menu items. It fully focused on the needs and wants of its customers. As the result of these changes, McDonald's was able to build a strong customer-focused culture. This change helped McDonalds restore its business and make it a profit earner again.[77]

3. Unilever sustainable living plan[78]

Going beyond what is required by legal requirements and "usual business goals," Unilever introduced the Unilever Sustainable Living Plan (USLP), which aims to balance its business growth and environmental protection. This plan also aims at enhancing its social impact in a positive manner, which, in turn, improves its business performance.

This plan includes three main goals: (1) improving health and well-being, (2) reducing environmental impact and source 100 percent of our agricultural raw materials sustainably, and (3) enhancing the livelihoods of people across [its] value chain.[79]

In order to achieve these three goals, Unilever maps out seven initiatives, covering a wide range of activities from health, nutrition, reduction of greenhouse gases to waste management, sustainable sourcing, and better livelihoods.

Figure 2.4 Examples of scale of change

A Change Management Model for Sustainability

Change management is a process that is continuous, multidimensional, and challenging. It has to systematically deal with people, practice, attitude, behaviors, strategies, processes, structures, and mechanisms. In

order to achieve the set objectives of any change initiative, we need to understand various steps involved in a change process and set the requirements necessary for a smooth flow of changes.

In this chapter, a change management model has been introduced, based on the underpinning theories compiled from various models in different fields, such as planned change theories by John Kotter,[80] Kurt Lewin,[81] Dianne Waddell,[82] Thomas Cummings and Christopher Worley,[83] and Adrianna Kezar,[84] public policy theories, and the rational or formal models in business strategic management.[85,86] Apart from responding to the mission, vision, and varied external and internal factors, sustainability should also be one of the main goals of the proposed change management model.

A step-wise approach should be employed to manage changes effectively and efficiently. The following five-step model (see Figure 2.5), incorporated various theoretical change models and is introduced as a guide to a successful change management process for sustainability.

The First Stage: Preparation for Change

This step requires the persons in charge (PICs) to search for and engage change agents and relevant personnel with different backgrounds and different types of expertise at various levels, such as middle and first line managers, team leaders, team members, to identify problems and different types of changes necessary for an organization to respond to external and internal fluctuation.

In other words, a strong, competent, and committed team should be formed in this stage to carry out the change process.[87] In order to have a committed team, change agents and top management must create an appropriate vision that is shared, agreed, and appreciated by members in an organization.

The change agents and the involved parties in an organization must conduct scanning and an analysis of both external and internal environments, and identify relevant problems. They must have the ability and capabilities to assess whether changes are needed or the status quo may be a better option before they can make recommendations to the management of the organization. The views and the interests of different groups of stakeholders must be taken into account in order to avoid wrong diagnosis of a particular issue, which may lead to over- or under-response to the issue.
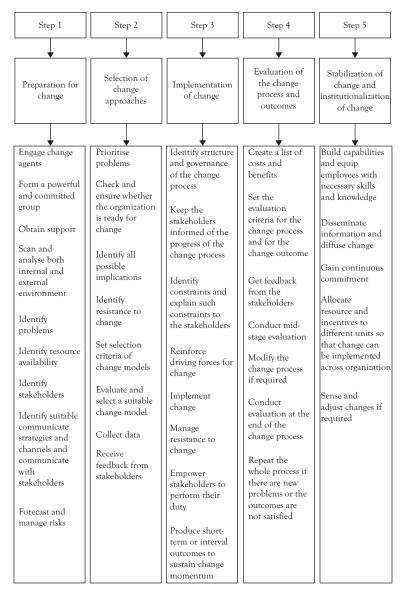
Figure 2.5 A change management theoretical framework for sustainability (Ha's change framework)

Systems and resources required for change must also be seriously considered and secured before change process can take place. In many cases, the change process gets delayed or is stopped due to insufficient resources and inappropriate systems.

In addition, change cannot take place without management's approval and support, and thus leadership commitment is extremely important to the success of a change process. Even with the management's support, the change agents and the involved parties must also gain support from other stakeholders as change can only be transpired and institutionalized if stakeholders are willing to alter their attitudes, behaviors, and practices to respond positively to new activities, new initiatives, new human resource arrangement, and new processes.

It is impossible not to identify suitable communication strategies and channels at this stage as effective communication is a must-have for the success of a change process. Change agents and relevant PICs must communicate the shared vision and the intention of change, and how changes are prepared and implemented to all relevant stakeholders in a timely and accurate manner.

Risk management is a vital element of a change process. Approaches to change and change interventions should be built upon the risks identified in the changing internal and external environments. Such risks must be appropriately managed during the implementation stage.[88]

The Second Stage: Selection of Change Approaches

Since not all problems can be addressed at the same time and within a short period of time due to limited time and resources, the change agents should prioritize the identified problems and diagnose the root causes of the prioritized problems during this stage. It is important that the change agents should recognize the linkages between the needs and the readiness for change in order to set the timeline for change. In many cases, there is a need for change in an organization. Yet, the organization is not ready for change or it does not have sufficient capability for change. In this case, the change agents should work closely with the clients to decide which problems should be addressed first.

Also, many problems and different types of change may occur in an organization at the same time. Some changes are minor, and others are major. Some changes may be urgent and critical, whereas others may not be so pressing. Therefore, change agents must prioritize changes according to their importance and urgency. MoSCow analysis is one of the popular techniques used in prioritizing changes in the organization. MoSCow technique allows an user to prioritize the changes into four categories:

(M)ust have, (S)hould have, (C)ould have, and (W)ill not have.[89] The changes should be implemented according to these priorities.

In this stage, all possible implications of changes must be identified as they will affect the selection of different change options. All possible outcomes and recipients who will be affected by the changes must be clearly identified and assessed in order to decide whether a change should be implemented or the status quo should be maintained. The assessors should examine the pros (arguments for) and cons (arguments against) of each model, referring to each selection criteria.

Similar to a business strategy and a public policy exercise, the change agents and the involved parties should examine a wide range of change models as per the selection criteria, such as meeting the organization's business objectives, cost efficiency, operational efficiency and effectiveness, sustainability, acceptability, and so on.

The change agents should also identify driving and resisting forces for change in order to assess and select suitable change approaches. As previously discussed, there are several planned and unplanned change models that can be adopted to facilitate changes in an organization. A combination of different options can be a better choice in many situations, given the constraints in resources and time. There is no one best model that can apply to all organizations since organizations are different in terms of vision, mission, size, business models, business strategy, market, industry, strengths, weaknesses, and so forth. Selecting appropriate change models will help the organization achieve the goals of the change initiative, address the problems, improve individual and organizational performance, and save operational costs (Table 2.5). Otherwise, it will defeat the purpose of change for sustainability if the selected change models do not yield the desirable outcome.

Once the change approaches and models are selected, the change agents have to collect and analyze different types of data, depending on the needs and requirements of the change approach.

The Third Stage: Implementation of Change

Implementation of the change models is one of the most important steps in the change management process.[90] There are a few steps that are needed to be considered in the implementation stage.

Table 2.5 An example of identification of problems and gaps

Current performance	Problem	Expected performance	Gap	MoSCow priority
Waiting time at the bank's service counter has been observed to be more than 15 minutes.	Customers are not happy. The bank will lose potential customers. The bank will receive more complaints from the existing customers.	The bank aims to reduce the waiting time from 15 to 8 minutes.	There is 7-minute gap in service capability.	Must Have

Source: Efficiency Unit (2008), p. 21.

Firstly, the governance structure of the change process must be identified. The most popular structure for a project is the engagement of change agents. The establishment of a steering or working committee with members is important in forming stakeholders in the organization. The committee members may be selected from a pool of external and internal stakeholders with diverse backgrounds, perspectives, and expertise. The structure must be correctly set up at the initial stage of the change process although the governance structure will evolve and committee members may be replaced over time.[91]

Apart from the structure of the working committee and its members, it is important to announce to relevant stakeholders how the change process will be managed, the time and resources required, and other relevant information. A clear implementation plan with a time framework will help working committee members to adhere to the timelines. The items such as key activities, key persons, and key deliverable dates and expected outcomes can be included in the plan.

Secondly, constraints, assumptions, sourcing, and funding requirements must be clearly explained to the involved parties in order to avoid confusion and uncertainty. All information must be documented for the purposes of monitoring and auditing time.[92]

Thirdly, during the implementation stage, the change agents need to reinforce the driving forces for change and try to minimize the resistant forces for change. They have to gain continuous support of the organization's management and members, and those who have the ability and resources to

sustain the momentum of change. The change agents have to handle members' expectations regarding change and manage resistance to change.

The change agents must have the ability to engage and empower relevant stakeholders to carry out their current tasks, and, at the same time, perform additional tasks toward the implementation of the interventions and achievement of the shared vision. Importantly, the change agents have to work closely with the clients and relevant members to implement the changes.

Finally, in order to sustain the motivation and commitment to change, short-term outcome must be sufficiently produced. By doing this, the change agents will be able to give credit and reward new behavior and efforts to change, and discourage any negative or pessimistic behavior.

Generally, the McKinsey 7-S (strategy, structure, systems, shared values, style, staff, and skills) framework in business strategy can also be adopted in a change process. For a change process to be successful, the change agents should take into consideration the seven elements since misalignment of each element will affect the whole process and system.[93]

The Fourth Stage: Evaluation and Review of the Change Process and Outcome

The change agents must set the evaluation criteria against the organization's vision, mission, and objectives and the identified constraints. There are two sets of evaluation in this stage: (1) the evaluation of the change process and (2) the evaluation of the outcome of the change.

The change agents can create a list of costs and benefits associated with the implementation of the change, and the evaluation criteria can be generated based on this cost–benefit analysis. Some common evaluation criteria are cost efficiency, an increase in productivity, an improvement in product quality, "quality of service, effectiveness of service provided, accessibility for users, workforce issues and flexibility of service."[94] In contemporary business, the balance score card and the triple bottom line models are usually used as measures to evaluate change. Measures to a change outcome must be quantified and evaluated in terms of both qualitative and quantitative feedback.

The change agent can perform an interim or mid-stage evaluation of the change process during the implementation stage in order to detect whether there is a need to modify any interventions or any steps, or both in the change process.

At the end of the change process, the change agents will evaluate the actual performance against the set target in order to determine if the change initiative was successful or not. "Any areas of the system that may be affected need to be tested and then reviewed."[95] In many instances, a review of the change process and the outcome will bring about new requirements for modification of the current change or proposal of new changes. In other instances, new problems may arise during the change process that also requires a modification of the current change or an introduction of a new change. As the result, the whole process may be repeated several times.

The Fifth Step: Stabilization of Change and Institutionalization of New Behaviors

Institutionalization is a process through which new behaviors are imbibed across an organization. Cummings and Worley[96] explained that an institutionalization process reflects the relationship and interdependence among the employee competence, self-efficacy, commitment, incentives, and behavior modeling. In order to institutionalize changes, employees must have the ability and competence to adopt the new behavior. This depends on whether employees possess a certain level of self-efficacy to implement the change. In this stage, commitment will depend on (1) how and which incentives, including both financial and nonfinancial, are allocated and (2) whether any individuals or leaders want to be champions in modeling the new behaviors for other members in the organizations to observe and follow.[97] Cumming and Worley discussed the five steps to institutionalize new behaviors, including socialization, commitment, reward allocation, diffusion, and sensing and calibration.[98]

From a practical point of view, change may not be adopted widely in organizations due to lack of information, lack of resources to sustain change, lack of ability, and lack of incentives for employees to embrace new behavior, failure to gain commitment from members, and lack of

modeling figures. Thus, the following processes may be applied to institutionalize changes across various subunits of an organization.

- **Capability building:** Leaders, change agents, and managers need to analyze training needs and provide relevant training to employees so that they can acquire the necessary skills and knowledge to adapt new behaviors.
- **Information dissemination and change diffusion:** Leaders, change agents, and managers need to select effective communication channels to disseminate relevant information to the relevant stakeholders. Information must be selective, understandable, and timely and accurate in order to create impressive and long-lasting messages to attract receivers' attention. Diffusion of change refers to "the process of transferring interventions from one system to another. Diffusion facilitates institutionalization by providing a wider operational base to support the new behaviors."[99] Organizational change or new behaviors with positive outcomes must be multiplied in various subunits of an organization, instead of being contained in one subunit.
- **Commitment gaining:** Leaders, change agents, and managers need to obtain commitment from relevant stakeholders at the early stage by engaging members in all stages of a change process, including the institutionalization stage. Commitment should derive from all levels in an organization, namely top managers, middle and first-line managers, employees, suppliers, and others. Many firms do introduce employee engagement programs in order to involve members at all levels in their organizations.
- **Resource and incentive allocation:** Firstly, leaders, change agents, and managers need to provide sufficient resources for members of an organization to adopt new behaviors. In many cases, employees may want to embrace change, but they do not have the means to do so. For example, the employees in a small firm want to print on both sides of a paper in order to cut down the amount of paper used. However, if the printer

in their office does not have double-sided printing function, the employees cannot adopt new behavior due to lack of resources.

According to motivation theories, new and positive behaviors must be reinforced. Thus, incentives must be allocated in a manner that they are linked to the new behaviors. Both intrinsic (more challenging opportunities, more responsibilities, more autonomy, etc.) and extrinsic (money, share options) rewards can motivate members in an organization to acquire and practice new behaviors. The reward systems and policies must be perceived as equitable, effective, timely, visible, and sufficient.[100]

- **Sensing and calibration:** When new interventions are applied in various subunits of an organization, there will be some deviations between different units in terms of the actual performance and the desired outcome. Sensing and calibration refers to activities aimed at detecting gaps from desired new behaviors so that corrective action can be taken accordingly.[101]

Generally, firms can adopt this five-step change model to achieve sustainable development in the following ways:

- Leaders and change agents must create a vision that is linked to sustainability. Leaders and change agents have to make organization members understand that overuse of social and physical resources and energy will lead to higher operational costs and lower profit, and thus will affect their monetary rewards.
- Leaders and change agents must make employees aware of the negative effect(s) of environment-related problems. They should make employees change their mindset and adopt new behavior toward environment protection. In order to do that, leaders and change agents should act as role models of new behavior.
- Leaders and change agents should encourage employee involvement in the change process by providing ideas,

feedback, and best practice on the efficient use of space, office equipment, physical resources, and energy.

- Leaders and change agents should also adopt green IT, green technology, paperless documents, and other mechanisms and other means in order to reduce the amount of energy consumption and other nonrenewable resources.

Conclusion

This chapter has discussed various types of changes and various change models. A change model may work well in one setting but it may not be effective in other conditions. There is no single model that can be successfully applied in all contexts and all situations. However, change agents and leaders could adapt a combination of change models in a specific situation, given various constraints, in order to manage change and produce the desired outcome. The five-step change model for sustainability includes elements that are similar to features in traditional change models discussed by various authors (Table 2.6). This model focuses on vision and interventions relating to sustainability.

Table 2.6 Checklist for the five-step change model for sustainability

Stage	Activities	Done
1	**Preparation for change**	
	Engage change agents	
	Form a powerful and committed group	
	Obtain support	
	Scan and analyze both internal and external environment	
	Identify problems	
	Identify resource availability	
	Identify stakeholders	
	Identify suitable communicate strategies and channels and communicate with stakeholders	
	Identify risks	
2	**Selection of change approaches**	
	Prioritize problems	
	Check whether the organization is ready for change	

Table 2.6 Checklist for the five-step change model for sustainability (Continued)

Stage	Activities	Done
	Identify all possible implications	
	Identify resistance to change	
	Set selection criteria of change models	
	Evaluate and select a suitable change model	
	Collect data	
	Receive feedback from stakeholders	
3	**Implementation of change**	
	Identify structure and governance of the change process	
	Keep the stakeholders informed of the progress of the change process	
	Identify constraints and explain such constraints to the stakeholders	
	Reinforce driving forces for change	
	Manage resistance to change	
	Empower stakeholders to perform their duty	
	Produce short-term or interval outcomes to sustain change momentum	
4	**Evaluation of the change process and outcomes**	
	Create a list of costs and benefits	
	Set the evaluation criteria for the change process and for the change outcome	
	Get feedback from the stakeholders	
	Conduct mid-stage evaluation	
	Modify the change process if required	
	Conduct evaluation at the end of the change process	
	Repeat the whole process if there are new problems or the outcomes are not satisfied	
5	**Stabilization of change and institutionalization of change**	
	Build capabilities	
	Disseminate information and diffuse change	
	Gain commitment	
	Allocate resource and incentives	
	Reinforce positive behaviors	
	Sense and adjust changes if required	

Review Questions

1. Discuss the two main management theories.
2. What are the main types of change? Provide relevant examples.
3. What are the key planned change models?
4. Compare and contrast different planned change models.
5. Discuss the advantages and the shortcomings of planned change models.
6. What are the key unplanned change models?
7. Discuss the five-step change model for sustainability. Do you think this model is practical and applicable in real-life scenarios?
8. Which step in the five-step change model for sustainability is the most important? Why?

CHAPTER 3

Leaders as Change Agents for Change and Sustainability

This chapter discusses the role of leaders as change agents. Transformational leaders have the ability to motivate multiple stakeholders and mobilize resources to enable change for sustainability. Leaders have to act professionally, ethically, and avoid (1) misrepresentation of messages regarding a change process, (2) wasting of resources, and (3) other related matters. Thus, development of leadership via training and succession planning is important to organizations.

Leadership and Types of Leadership

Stogdill explained that leadership was an interpersonal process that aimed to influence others (called followers) in order to achieve the predetermined sets of goals and is practiced in a particular sociocultural context.[1] Thus, a leader is defined as an individual "who is able to exert influence(s) over other people to help achieve group or strategically organizational goals."[2]

Different types of leadership have been discussed in the literature relating to organizational behavior and management. Brown and Treviño,[3] Popper,[4] Morrell and MacKenzie,[5] and Frederick et al.[6] discussed various subtypes of charismatic leadership. Huang, Iun, Liu and Gong,[7] Lee and Koh,[8] and Hoyle[9] focused on participative and autocratic leadership types.

Charismatic leadership encompasses five types as follows.

Socialized charismatic leaders: Those who do not use their power to benefit others, but try to align group members' values with their own values.[10,11]

Personalized charismatic leaders: Those who use their power to serve their own interests.[12]

Office-holder charismatic leaders: Those who have charisma due to their position in organizations. For example, CEO, CFO, or COO of a company may have some charismatic characteristics when they are holding the position, but such values may lose their effects after they leave office.[13]

Personal charismatic leaders: Those who can gain high respect due to their personality, behaviors, attitudes, or expertise.[14]

Divine charismatic leaders: This concept originates from a theological or religious concept referring to those who are "someone endowed with a gift of divine grace."[15]

Participative leadership: Participative leaders promote employee participation and engagement in the decision-making process. Participative leadership has been considered as one of the effective sources of intrinsic motivation and psychological empowerment.[16,17] Participative leaders tend to build relationship and trust and encourage trustful exchanges between supervisors and subordinates.[18,19] According to Xu et al., "participative leadership may influence performances through two different mechanisms for managerial and nonmanagerial subordinates respectively. Participative leadership is more likely to enact motivational mechanisms for managerial subordinates, but exchange-based mechanisms for nonmanagerial subordinates."[20]

Autocratic leadership: Autocratic leaders usually use coercive tactics to impose their values on others to implement strategies and enforce rules. They use their power to control people and prefer to make all decisions. They are more task-oriented and tend to avoid addressing people-related issues. They are impervious to cultural sensitivity, diversity, and display little or unreal care or affection toward employees.[21]

Norris and Porter proposed three types of leadership: people, virtual, and shared leadership.[22]

- *People leadership* is a process of social influence that leaders in an organization lead and inspire employees, using their virtues, such as integrity, competence, positive attitudes, innovation, caring, and others.[23]
- *Virtual leadership* is a process in which leaders use various communication technologies to influence followers. In other

words, virtual leaders use social media platforms to lead people.[24] This type of leaders does not mind performing their tasks, using paperless mechanisms, which, in a way, can contribute to saving scarce resources.

- *Shared leadership* refers to a process that two people colead a project or an organization. In some companies, two or more persons can share one position if it is not feasible for a single leader to be perfect in dealing with some chaotic situations alone.[25] Recently, World Vision, a nongovernmental and nonprofit organization, has advertised a shared job on the Job Street portal (www.jobstreet.com.sg) in Singapore.

Abbas and Asghar discussed leadership from a different perspective and at the corporate level.[26]

- *Organizational leadership* aims to maintain the relationship between management and employees in an organization by balancing company goals and employees' need to achieve business objectives as well as to adapt to changes in the external and internal environment. This can be done by creating an amiable atmosphere at the workplace.[27]
- *Visionary leadership* highlights the basic competency of a leader who has the ability to foresee and plan for the future development of the organization. He or she must be able to lead, guide, and counsel followers to work toward the best interest of the organization.[28]
- *Innovative leadership* depicts the competency of a leader who is capable of meeting the market demands as well as meet the technological challenges by introducing new ideas of novel and innovative products, structures, and business models, which can help their organizations gain competitive advantage.[29]
- *Transformational leadership* is a very popular type of leadership in classical and contemporary business. Transformational leaders have the ability to bring changes in employees' behaviors, thoughts, feelings, attitudes, and working style, which enable them to work collectively toward the achievement of various common goals of the organization.

Among those transformations are improving the morale and confidence of employees, encouraging employees to face the bold challenges brought about by globalization, empowering employees to perform their duties more effectively, and allowing them to acquire new skills and knowledge, and ability to work together in complex situations.[30,31]

- One of America's best-known leaders, Anne Mulcahy, the former CEO of Xerox, has been well known for her transformational leadership skills. Taking over a company that was nearly bankrupt with a loss of billions of U.S. dollars, she

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Mohandas Karamchand Gandhi (1869–1948)

He was remembered as "Mahatma" ("Great Spirit"), and was one of the great leaders in the 20th century. He was trained as a lawyer in Britain, practiced law in South Africa where he became involved with nationalist movement, and joined the Congress Party, which was fighting for independence. In his struggle for independence of his country from the British rulers, he promoted nonviolence, honesty, and clean governance.

His most important and outstanding qualities include determination, modesty, honesty and integrity, and nonviolence. He gained support of the wider public because of his charisma, authentic nature, and reference power. He delivered on his promises and strongly held to his beliefs and faith in good nature of human beings, and nonviolence.

John Davison Rockefeller (1839–1937)

He was one of the reformists of the petroleum industry. He became an oil tycoon and one of the richest people in the world at his time. However, he did not use his assets for personal enjoyment. Instead, he used his wealth to change the world and make lives of others better. He donated money to develop projects, such as universities and schools, supported religious causes, and provided funds to medical research to eliminate diseases in those days. In doing so, he became one of the world's greatest philanthropists. He was admired and celebrated for his aspiration to change the world.

Figure 3.1 Examples of different types of leaders[32]

has introduced interventions, including talking to each and every senior executive to gain their support, talking to big and small customers, and even retrenching staff. She managed to overcome the crisis. As a result, she helped Xerox to pay off the debt, sustain its business, and grow until now.

Figure 3.1 provides examples of different types of leadership.

Figure 3.2 summarizes some common qualities of those who have been considered as great leaders of the century by their peers and communities.

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1. Approachable

M.K. Gandhi, the great leader, mentioned that leadership was not about power, force, and muscles, but leadership was about how leaders got along with people and whether people approached leaders for help.

2. Teamwork

Peter F. Drucker was an Austrian-born American management consultant. He was also an educator, author, and contributed a great deal to the philosophical and practical development of corporations in today's business. To him, an effective leader is the one who never says "I" but "we."

3. Innovation

Steve Jobs, the former CEO of Apple, explained that innovation is one of the qualities of good leaders since innovation makes a leader different from a follower.

4. Foresight

To Jack Welch, the former CEO of General Electric, good leaders must have a great foresight and must initiate change instead of purely managing change.

5. Be realistic

Warren Buffet, one of the richest men in the world in the 21st century, emphasized that being realistic must be one of the qualities possessed by a good leader.

Figure 3.2 Some common leadership qualities[33] *(Continued)*

6. Make intelligent choices
Donald J. Trump, an American magnate and a well-known figure in the entertainment industry, states that effective leaders must make intelligent decisions.

7. Learn from your mistakes and other mistakes
Richard Branson, the CEO of Virgin group, affirmed that good leadership did not mean leaders could not make mistakes, but good leaders would learn from their own mistakes.

Similarly, Khalil Gibran, a popular artist, poet, and writer, has also learnt and grown from others' mistakes.

8. Lead with a purpose [34]
Paul Polma, the former CEO of Unilever, has been considered a champion of sustainable development who advocated economic, environmental, and social responsibilities. According to Polma, giving back the good-for-society is one of the effective ways to do business. He has created a strong purpose, which aims to put the best parts of the company together. His business growth initiatives evolve around the "Unilever Sustainable Living Plan" (which was discussed in Chapter 2). This master plan of sustainability has doubled the growth rate of the company during turbulence.

9. Persistence [35]
Kazuo Inamori was the founder of Kyocera Corp. and KDDI Corp. He was also the Chairman of Japan Airlines International and steered the company out of crises. His main philosophy is to be persistent, and he is known for never giving up on something, which he wanted to do, until he could achieve his goals.

Figure 3.2 Some common leadership qualities[33]

Who Can Be a Change Agent?

According to Waddell et al.[36] and Robbins et al.,[37] there are three main types of change agents: professional change consultants, professionals from other related disciplines, and administrators or managers in organizations.

- **Professional change consultants**

  They can be internal or external consultants who have relevant qualifications and skills and receive formal training in change management. They usually have experience in the management of change, either within their organizations or their clients' organizations.

- **Professionals from other related disciplines**

  Change agents can be professionals who possess relevant qualifications, skills, and experience in related disciplines, such as experts or specialists in organizational behavior, organizational design, reward systems, IT, quality control, and so forth. These professionals usually gain their skills through on-the-job training, work experience, and their own learning ability.

- **Managers and administrators**

  Most of the time, managers and administrators in organizations are those who have to perform the job of a change agent with little training or without training. They usually acquire the required skills to manage change via on the job training. They have to manage change when performing their daily tasks.

Some examples of how leading MNCs have engaged change agents to transform their business are discussed in the following pages. Amazon hired former Windows Phone developer evangelist, Charlie Kindel, as a director of a project as it wanted to extend its current range of products and services.[38] Yahoo employed Sam Shrauger, the former head of products at PayPal, to manage its commerce group. The main reason is that Yahoo wanted to look for a new face who could effect change and reignite its business growth.[39] Carlos Ghosn, a great leader and change agent, turned around the fortunes of Nissan Motor Company. Applying his cost cutting and change management skills, he changed the business strategy and culture at Nissan. As the result of the Ghosn changes, from being one of the biggest losers, Nissan reported the largest net profit in its history in 2001.[40] He invested $6 billion on electric vehicle (EV) technology to produce electric cars ahead the rest of the competitors in the automobile industry, which can help Nissan become the world leader in "zero-emission mobility."[41] He believed that when oil prices significantly increase, political turmoils are

escalating, and responses to climate change impact are intensifying, governments in many countries would encourage the use of all-electric cars. Thus, the demand for such cars would double or even triple as long as the price was reasonable.[42] He explained that this strategy could help preserve the planet, and at the same time could create competitive advantage to improve and sustain the organizational performance.[43]

These well-known business leaders or senior executives have performed the role of change agents without having any formal training or qualifications in change management. They have made use of their managerial and leadership experience and skills to strategize and plan change, and implement change to create miracles to improve the performance of their organizations.

Leaders as Change Agents for Sustainability

In order to remain competitive and maintain the pace with the fast-changing environment, an organization is required to build and develop the ability and capability to adapt to changes in the external and internal environment using both the planned and unplanned change models and processes. Top management or senior executives in an organization are considered to be the key potential change agents who are responsible for bringing in constructive changes within the organization, gearing toward sustainability. In the normal conditions, leaders must be proactive in bridging the gaps between the implementation of various strategic decisions, management roles, and organizational changes. Leaders should be able to link strategic goals of the organization to policy or practical modifications or alterations responding to the drastic changes in the external and internal environment in order to facilitate business success and maintain a competitive attitude.[44]

Precisely, in order to sustain the business in a changing environment, leaders, acting as change agents, must be aware and practice the three key aspects of a change process as follows: (1) giving a frame to the political dynamics of the change, (2) motivating change, and (3) managing the changing period. Therefore, leaders must be competent and endowed with vision and innovative approaches to guide, encourage, motivate, counsel, appraise, and reward employees so that they are

able to survive throughout a change process.[45] Nevertheless, sustainable development embraces business or economic, environmental, and social dimensions.[46,47] Any initiative to improve business performance of an organization should not undermine any of its efforts to achieve sustainable environment and social responsibility. Any change strategy should take into consideration all the three aspects of sustainable development in order to ensure the organization growth does not lead to its downfall.

For example, many organizations in Singapore, such as DBS (Development Bank of Singapore Limited), NTUC (National Trades Union Congress) FairPrice, and Standard Chartered Bank, have allowed their employees to take leave to do voluntary work.[48,49] According to the Brundtland Report,[50] the social aspect of sustainable development is also about equity, including inter- and intra-generational equity, organizational equity, and international equity.[51] Organizational equity may include promotion of cultural sensitivity, respect for diversity, fair payment, nondiscrimination against gender, age, and race, respect staff's personal time and privacy.[52,53,54] Clament Goh, managing director of Equinix, whose corporate clients include IBM, Ikea, Verizon and OpenNet, explained that caring for staff had contributed to building up his success as an entrepreneur.[55]

International equity is defined as how companies contribute to fair distribution of income and wealth between different countries.[56] Other internal initiatives and programs to improve quality of life and create positive social changes include "social improvements [that] address the stakeholder group employees in various ways (e.g., concerning education and human rights compliance)," whereas "external social improvements address all kinds of social benefits" for various groups of stakeholders, especially the minority, the elderly, women, and children.[57]

The environmental aspect of sustainable development refers to the manner in which firms address issues associated with (1) resource use and exploitation, (2) the level of greenhouse gas emissions, (3) environmental damages and risks, and (4) environmental protection.[58,59,60,61]

Leaders need to possess awareness and openness to discussion and feedback with their teams to win their trust. Undoubtedly, they are required to adopt the appropriate culture and leadership style in order to address problems associated with changes and manage changes effectively.[62]

Why Leaders are Important in Change Management?

Globalization has changed the way in which today's organizations do business. Organizations have to cope with the swift pace with regard to changes in technology, customer demand and preferences, and market situations. Therefore, in order to survive and lead organizational changes successfully, it is important to have competent leaders who can play a pivotal role in accepting new ideas, adopt, and implement them in different scenarios. These leaders also have to take all the required practical steps in order to implement the change in their organizations as per the demand of internal and external needs within a given time frame. Organizational change is significantly required for long-term success and sustainability, and leaders with a clear vision and an open mind for innovation are important for the management of such changes.[63]

The role of the leadership is vital in initiating and bringing change into the organization. Competent and effective leadership is an essential requirement in order to achieve sustainable development in the context of complex and challenging adaptive changes. Preparation for the future contingencies is the major job of the leaders. They have to provide clear directions and lead the team in a way that they can win their team's support to achieve the common goals of the organization. They also have to bring both the technological as well as adaptive changes in the organization for sustainability and betterment.[64]

Selection Criteria of Effective Leaders in Change Management

Abbas and Asghar asserted that in order to meet the highly competitive, ever-changing environment of the today's business and to implement changes in the organization, the most desirable and suitable leaders must be endowed with two main characteristics, namely visionary leadership and managerial innovation, to deal with uncertainty and manage the change process.[65]

Visions can help in developing a sense of farsightedness, motivation, and inspiration of followers for the success of the organization. A good vision provides a clear picture of the future to the working team for

efficient efforts to meet the desired goals. Likewise, managerial innovation of a leader helps in materializing the imagination into a reality for the betterment of the organization. In fact, this characteristic of innovative approach is a powerful reaction toward the market and technological challenges to maintain the compatibility with the organizational goals and sustainable development.[66]

Besides the two basic characteristics of leadership, effective leaders must have substantial qualities to formulate, communicate, motivate, liaise, and evaluate the members in the change process and the supporting systems. They have to ensure that all parts of the system will collaborate with each other and work toward achieving the goals and visions of the organization.[67]

Over the time, it has been proven that there are few more criteria that are considered as mandatory for effective leadership. Intra- and inter-personal skills, self-management skills, communication skills, self-knowledge, decision making, problem solving, responsibility, people and result orientation, ability to establish rapport and trust, and a focus on customer satisfaction are among some of the competencies necessarily required in both profit and nonprofit organizations.[68]

In the context of change management, general consultation skills are valuable assets for leaders to diagnose problems, design and carry out interventions, engage relevant members during the data collection and implementation stages, and manage resistance to change.[69] In other words, such skills can help leaders manage all facets of a consultation process.

Furthermore, qualities of honesty and integrity are definitely taken into account as the most remarkable features of effective leadership. Such qualities can inspire and encourage the team as well.[70] Lippitt and Lippitt also proposed a few more selection criteria of a change agent, including a high degree of focus, professional status, association membership, and ability to demonstrate previous success in similar roles.[71] Importantly, leaders as change agents must fully understand their roles and responsibility in a change process.

Finally, emotional intelligence (EQ), defined by Goleman, is a must have quality of any leader as a change agent.[72] EQ refers to the ability of knowing one's own emotions, that is, the level of self-awareness, and to be

able to manage emotions at the workplace. Leaders with high EQ should also be competent in recognizing and managing others' emotions.

Development of Leaders for Change and Sustainability

How to develop leaders for change and sustainability is a pressing question in several organizations. In the era of continuing change, there is an emergent need of effective corporate governance. In order for corporations to attain their sustainable development as well as adapt to both planned and unplanned change, corporations primarily depend upon the competencies of their leaders and the collective intelligence of members.[73]

The global and organizational environments have undergone many changes over the years and in response leaders also have adapted to changes. The strategy to develop effective leaders consists of many steps. Leaders who are result-oriented sometimes may create an atmosphere of stress among the employees. On the other hand, leaders who are people-oriented may not be able to achieve the organization's objectives within the set time frame. Therefore, leaders need to focus on both dimensions of results and people. Leaders must be first prepared for all the contingencies and must be equipped with skills and knowledge to handle work stress of others and manage resistance to change. With regard to responsive attitude toward adaptive challenges, leaders should be effective decision makers and be able to efficiently oversee the implementation of changes while engaging relevant members, at all the levels, in the change process.[74]

Further, effective leaders have to practice openness and display creativity in thinking out of the box. They must be trained to comprehend the principles of sustainable development and should have clear views on why sustainability is important, and how the organization can maintain the momentum of business and environmental sustainability. They should be trained on how to encourage employees to share their ideas and views in order to gain support and win trust of members in the organization to collectively solve the problems. Leaders are also required to develop communication and negotiation skills, and learn how to resolve conflict within and between teams. Lastly, leaders must attempt to identify the substantial issues, which require much attention, rather than those issues that divert the attention of the employees.[75]

Conclusion

The beauty of leadership in change management is to see how much support leaders can gain from followers by applying their knowledge, skills, experience, and wisdom to manage change in organizations. Leaders should empower the followers who will be the driving or resisting forces in a change process, and can help leaders realize their shared vision for collective benefit, and not self-interest. Senior executives in organizations, usually with little or no formal training in change management, have to play the role of change agents. They have to diagnose problems, identify key issues to be addressed, design and implement interventions, and monitor and evaluate the outcomes of a change process. In order to perform their tasks successfully, apart from having a clear vision, possessing reference and expert power and charisma, leaders should possess several qualities. Some of them are inter- and intra-personal skills, communication skills, general consultation skills, self-control of own emotions, and the ability to recognize and manage others' emotional states. Since many leaders are not professional change agents, training and development would be essential to develop leaders as change agents to manage a change process successfully.

Review Questions

1. List the different types of leaders.
2. Can anyone become a change agent? Why?
3. Why do leaders in organizations usually have to play the role of change agents?
4. Why are leaders so important in a change process?
5. What are the characteristics of effective leaders as change agents?
6. How can leaders be developed as change agents?

CHAPTER 4

Managing Resistance to Change

This chapter discusses the concept of resistance, reasons, sources, and forms of resistance to change, and how to manage resistance to change. People have a tendency to resist change for many reasons. Therefore, it is imperative to understand different concepts, forms, and causes of resistance to change in order to prevent and manage defiance to change. Stakeholder engagement, education, training, and appropriate human resource management policies and practices would be powerful tools to help organizations address such resistance.

Resistance to Change

Resistance to change is a concept that is not only clearly defined by most researchers, but it is accepted as a "given" phenomenon.[1] Nevertheless, there are various views of resistance. Lewin viewed resistance as a force against the driving forces for change in order to retain the status quo.[2] According to Kotter, resistance to change could be found everywhere in an organization or in a system.[3] Dent and Goldberg explained that resistance to change refers to the way people resist the impact of change on their personal state.[4] Waddell, Cummings, and Worley commented that "resistance is equivalent to inertia (inactivity) … inertia and resistance are not negative concepts in general."[5] Schein explained that there are three cultures of management in an organization, which are the *operator culture* (referring to the organizational culture that affects the organization's operations), the *engineering culture* (referring to the technological aspects of the organizations that are designed and managed by designers and technocrats), and the *executive culture* (referring to the organization's management).[6] The misalignments of these cultures, and the complexity

of organizational culture may be strong forces of resistance to change.[7,8] Generally, resistance to change can be considered a normal reaction of people to something that they perceive as a threat to their current state, either personal interest, safety, habits, position, power, or well-being.

Ford, Ford and D'Amelio,[9] Ford and Ford,[10] and Waddell et al.[11] discussed three views of resistance to change: (1) mechanistic, (2) social, and (3) conversational.

- *Mechanistic view*: Resistance is a natural and daily phenomenon. It is not good or bad, but it reflects the level of interactions between forces for change and forces against change.
- *Social view*: Resistance is not normal. It happens in response to some changes that may threaten what employees are having given the status quo. Resistance is harmful, and it usually resides deeply in most of employees.
- *Conversational view*: Resistance occurs due to various reasons. Different individuals understand resistance in different dimensions and resist changes in different ways. However, resistance only exists when it is perceived, made known, announced, and asserted by the recipients.

Why Is There Resistance to Change?

As mentioned in the previous section, people do resist change when they perceive that such change would mean some risk to their power, control, and authority within the organization regardless of the fact that they are involved in the change, implementing the change, or are the recipients of the change.[12,13] This section discusses the common reasons and sources of resistance to change.

Reasons to Resist Change

Kezar and Eckel,[14] Karl and Quinn,[15] and Schein[16] asserted that organizational culture is one the factors that affects the change process. In an autocratic and low-trust organization, employees would suspect any move for change. Thus, it is very difficult to build a new behavior, reinforce

it, and institutionalize it across the organization.[17,18] Richard Cooke[19] and Waddell et al.[20] explained that employees resist change due to the following reasons:

- Employees resist change as they may know something that leaders or change agents, or both do not know regarding daily operations, practice, performance of coworkers, how office politics is played, how resources are utilized or wasted, and so forth. Thus, their resistance is not only justified and understandable but it is even correct, and should be considered as a positive response to the change initiative. For example, the electricity bill of a small organization increased for a few months, and therefore the manager proposed to reduce the number of light bulbs in the office in order to save energy. However, he did not know that the increase in the volume of electricity consumption was due to the fact that some workers, who are used to staying late to work overtime, forgot to switch off the air conditioners. Thus, the air conditioners were kept *on* the whole night for several nights. In this case, other workers have a good reason to oppose the change proposed by the manager.
- Employees do not want change as they are happy with the status quo. They do not want to change their current habits and practices. They do not find anything wrong or nonworkable with the current state. For instance, employees may not see how they can benefit from using recycling papers. Usually, employees perceive that change is synonymous with risk, especially to initiators of such change. Therefore, maintaining the status quo is skewed toward the secure side, and change management is a task of senior executives.[21]
- Employees would resist change if they can see no clear path between their current position and the new structure or the new state. Psychologically, employees feel insecure and are worried about losing their jobs, losing control, and the monetary benefits that they are enjoying at that moment.[22] Some of them may be worried about having to do more

work due to change as they have to do their daily tasks and additional tasks due to change. Others may worry about not having sufficient time and resources to perform the tasks assigned.

- Employees would defy a change initiative if they find that they do not have the necessary skills to be successful in the new structure or in the new position. This may be considered as one of the forms of "learning anxiety" discussed by Schein,[23] and thus change agents may need to create some forms of "psychology safety" to help members overcome such learning anxiety.[24] For instance, older workers may not like the idea of using a computer or an iPad to prepare a report; they may still prefer using the typewriters or even want to prepare a hand-written report.

- Employees would oppose any change if they are not properly and timely informed about the change, and if they are not consulted or involved, or both in the change process. Employees need to understand why and how changes can benefit them. Employees, especially at the lowest level and those who are part-time and casual workers, do not bother much about whether their organization can do well or not if they do not visibly see the benefits or interests that they can obtain if they participate in the change initiatives. They are more concerned about how to complete the tasks assigned and receive remuneration for them.

Sources of Resistance to Change

Resistance to change is a very natural reaction, and leaders and change agents should carefully analyze any possible sources of change in order to prevent and overcome change effectively.[25,26,27]

Since there exists an organizational culture, some people are likely to feel apprehensive about interruption in their status quo and daily activities or about their space getting invaded.[28] Waddell et al.,[29] Pardo del Val and Fuentes[30] propose the following main sources of resistance to change.

- **Unwillingness to lose control, power, authority, and benefits or reluctant to give up old habits**: Employers do not support changes as they perceive that they would lose the control of the situation, or they would lose their current power, authority, and benefits.[31] Others may not want to give up their old habits due to the high level of comfort in their current situations. Thus, they resist change as it would threaten their current positions and benefits. For instance, a switch to video conferences means many executives in an organization will have fewer opportunities to travel and enjoy all the allowances and benefits associated with business trips.

- **Rigidity of mindset and lack of psychological resilience**: Some employees resist change due to their cognitive rigidity, which makes them not being able to quickly shift their mindset to a new set of ideas and behaviors. Therefore, they are less willing to adopt and adjust to new circumstances.

  This source is strongly correlated with the lack of psychological resilience when some employees may perceive that changes in their organization are additional stressors in their daily activities.[32] In this case, they are not willing to change for fear of losing face (a strong element associated with culture, especially in the context of Asian countries), additional work without or with limited compensation, or other reasons.

- **Inappropriate time frame of change**: If the time frame of change is too short, many employees may not be able to adjust to new practices and new behaviors. In this case, some supporters of the need for change may also find it is difficult to survive the change within a very short period of adjustment. At the end, they may turn to oppose such changes. If the time frame of change is too long, the momentum of supporters may also diminish over the time.

- **Office politics**: In some cases, changes may involve different groups of stakeholders whose leaders are fighting for power with one another, or when the level of office politics among these groups is high. The possibility of resistance to change among these groups may be high when changes are initiated

by one of the group leaders.[33] In order words, office politics and cultural sensitivities act as a deadlock to change.

- **Gaps regarding interests between employees and management**: When employees perceive management as pressing for changes for their own interests without consideration of the employees' interests, the employees would naturally resist such change.

- **Communication barriers or ineffectiveness**: This is considered one of the most common sources of resistance to change. Communication barriers or ineffectiveness due to inappropriate channels of communication or unclear messages sent to receivers may lead to misinterpretation and distortion of information, misunderstanding between members and leaders or change agents, or among members who are involved in the change process. In some cases, employees may have negative perception about the change, and perceive that there are insufficient opportunities for them to participate in the decision-making process if organizational silence or insufficient flows of information persistently exist during the freezing and moving stages in Lewin's change model.[34,35]

Other sources of inertia or resistance to change include low motivation for change, insufficient creative responses due to unclear vision and mission, and complicated environmental change, too much focus on technical aspects and ignoring social aspects of change, poor leadership, lack of planning, and many others.[36,37]

Overall, people are reluctant to change because they are afraid of losing control of what they are doing, and they are not psychologically flexible enough to switch to a new state due to cognitive rigidity and lack of psychological resilience.[38] Some people may oppose changes since they are unable or intolerant to adjust to changes within a short period of time. In some cases, personal bias or prejudice or over suspicious attitude can also make people resist changes proposed by someone who they do not like or support (Figure 4.1).[39]

Supermarkets in many countries, including Singapore, have switched to digital price tags in order to reduce the number of man-hours required to update the prices of products displayed on the shelves in their supermarkets. For examples, NTUC FairPrice, one of the biggest supermarkets in Singapore, has gradually replaced paper-based price tags with digital price tags (and sometimes hand-written prices can be seen on the tags) to update the prices of hundreds of their products. NTUC FairPrice has used digital price tags to update the prices of the products as the prices of these products frequently change.

However, American supermarkets did not support the move to switch to digital price tags since they were afraid that customers were not used to seeing digital price tags in place of paper-based price tags. Replacing the paper-based price tags with digital price tags for thousands of items is considered a drastic change to supermarkets in the United States.[40]

Figure 4.1 Case study: Digital price tags

Forms of Resistance to Change

Employees can demonstrate resistance to change via direct and indirect forms.

- *Direct forms of resistance* to a change project may include expression of verbal disagreement during meetings, sending written feedback to management, submitting resignation letter, withdrawing from the project team, requesting to be transferred to another department where no change will take place, or being absent from meetings discussing change with or without valid reasons.

    For example, traditionally, HSBC Holdings had a practice to promote its CEO to the chairmanship. However, when its former chairman, Stephen Green, quit the company in 2010, Michael Geoghegan, the then CEO, was not promoted to be the new chairman of HSBC. Geoghegan fiercely protested this change by making public announcements of his resignation.[41] This is one of the strongest and direct forms of resistance to change.

- *Indirect forms of resistance* to a change project may include keeping silent during meetings, showing disinterest in the ideas presented by leaders or change agents, not participating in any change initiatives, being absent from meetings about changes with valid reasons, reluctantly sharing views or feedback to management, or discussing or sharing their resistance to colleagues outside the office hours.

    There may be other signs of resistance to change that leaders and change agents may need to look out for so that they can find a suitable strategy to prevent and deal with such resistance to change.

    In many instances, individuals show resistance to change if change is proposed by a leader or some executives who do not have strong creditability among employers, or who do not gain respect and support from employees. This is only a personal response to the persons who propose and lead the

change, instead of the change itself. Thus, this type of resistance should be handled in different ways.

Managing Resistance to Change

Managing resistance to change means managing the expectation of stakeholders. Leaders and change agents must ensure that the objectives and the expected outcomes of the change are clearly conveyed to the stakeholders. The following strategies, discussed by Erwin and Garman,[42] Senge et al.,[43] and Waddell et al.[44] can be used to prevent and manage resistance to change.

- Leaders and change agents should understand the sources and reasons of resistance to change. They should show empathy and provide support for employees' responses, instead of marginalizing those who resist change. They should establish the basis for joint problem-solving and embracing views of all relevant stakeholders. In other words, they should engage all relevant stakeholders in the change process from the first to the last stage. Change agents should make stakeholders feel that they are important to the organization and that their views will be seriously considered.
- Leaders and change agents should make known to organization members the benefits of change to them, to the team, and to the organization. They should analyze the cost benefits of the changes and share the findings with the stakeholders. Importantly, leaders and change agents must make stakeholders understand the rationale for the change.
- Leaders and change agents must also ensure that additional work will be allocated fairly, supporting mechanisms and resources are available for the change process before changes can be implemented.
- Leaders and change agents must demonstrate their enthusiasm and commitment to change for the benefit of the organization, and not for individual gain.

- Clear and timely communication about change is an effective means to prevent resistance (Figure 4.2).[45] Change agents should adopt various communication channels to effectively disseminate relevant information about the change to all relevant stakeholders and ask for their support and assistance in transmitting positive messages to others. Timely and accurate communication with employees would help change agents obtain solutions to address problems. Effective communication also improves collaboration and coordination among team members, and between leaders and members.[46] However, in some cases, early announcement of change may cause adverse effects as employees who do not clearly understand the direction of the organization or do not have a strong bond with the team will feel insecure in terms of employment and future prospects if they stay back. Consequently, they may leave the organization even before a change takes place. Thus, information must be disseminated at the correct time, and to the correct people. This is a dilemma change agents face, as it is difficult for them to know employees' reaction until information is disseminated.
- Leaders and change agents should show empathy to stakeholders who have concerns about the changes by announcing them in a timely and in a sincere manner and encouraging them to share their problems so that solutions can be sought, and corrective action can be taken.

Anne Mulcahy, the former CEO of Xerox, talked to each of the top 100 executives about the current state of Xerox when she took over the nearly bankrupt company. She asked for their views and feedback. Amazingly, 98 of them agreed to stay back and worked shoulder to shoulder with her to overcome the crisis.[47] Thus, communication is one of the critical success factors to manage change since communication is not only a tool to disseminate information about change, but it is also an instrument to gain employees' support.

Figure 4.2 Case study: Effective communication will save the day

- Training is an important aspect during the change process and is a great instrument to prevent and overcome resistance to change.[48] When employees have sufficient skills and knowledge, they would be more confident in adapting to new behaviors and new practice.

In a nutshell, leaders and change agents should anticipate resistance to change. They should strategize plans to mitigate and deal with resistance to change. It is noted that leaders and change agents should understand individuals' differences, and address both individuals' and groups' concerns. They should provide support and training to employees who are against changes or who support the change but have no confidence in themselves or are unable to adapt to the changes due to lack of skills, insufficient time, and so forth. Apart from communicating clearly and timely with people who are involved in the change process, leaders and change agents must develop trust through positive manager–employee relationships and encourage employees to participate and contribute to accomplish change.[49]

Engaging People in Change for Sustainability

In order to mitigate resistance to change for sustainability, leaders and change agents need to engage the maximum number of employees in an organizational change process, and consider all possible forces for and against changes.[50] However, employee engagement has been an issue in many research studies, debates, and discussions relating to people management.[51] And this task is more difficult when changes are required for sustainability for many reasons. Firstly, change for sustainability requires a shift in people's mindset toward greener consumption and environment. Secondly, changes for sustainability may not be a popular area of interest for many employees, especially those at the low level of the organizational structure since they may not have any idea of sustainability and its underlying foresight to care for the future generations. Thus, the following strategies may help leaders and change agents address the issue of employee engagement in a change process for sustainability.

Having sound strategies: Firstly, organizations must have a clear vision and mission that aim to address issues associated with sustainability. For example, Mizuho Bank has clearly announced their *unchanging values*, which are to create a better world by promoting a low-carbon society and reducing the amount of carbon emissions.[52] Organizations must adopt sound strategies embedding elements of sustainable development in the change process. People Matter, a working group of the World Business Council for Sustainable Development, which is comprised of more than 60 members and led by industry corporate leaders, such as Dupont, Henkel, Holcim, Infosys, Kimberly Clark, PricewaterhouseCoopers, and the National Business Initiative South Africa, has proposed that the three elements of sustainable development must be integrated and embedded in the organizational culture so that organizations can effectively and efficiently perform change initiatives.[53] The majority of the employees must share new sets of beliefs, values, and norms triggered by the change.[54,55] Organizational culture plays an important role in shaping employees' attitudes and behaviors.[56] Thus, when planning new strategies, leaders and change agents must take into consideration

> the values, diversity, knowledge, languages and worldviews associated with culture predetermine the way issues of education for sustainable development are dealt with in specific national contexts. In this sense, culture is just not a collection of particular manifestations (song, dance, dress, …), but a way of being, relating, behaving, believing and acting which people live out in their lives and which is in a constant process of change and exchange with other cultures.[57]

Educating employees: Leaders and change agents should focus on educating employees about change for sustainability.[58] They should organize educational programs that can enhance the awareness of the employees about sustainability, shift the employees' mindset, and alter their behaviors toward a greener working environment and greener society.[59]

Training employees: Leaders and change agents should build capacity for change by developing employees' technical and leadership skills, which can assist employees to fulfill their duty on the journey to sustainability.[60]

Rewarding employees: Leaders and change agents must align incentives with performance, for example, who to reward, what and how to "reward and recognize people to drive sustainable performance"[61] Rewards at the right time and to the right person would positively reinforce new practices and new behaviors, and encourage institutionalization of such practices and behaviors.[62] Importantly, rewards must be visible, worth, durable, and timely so that employees can be motivated to performance well in terms of change for sustainability and will show more commitment to change in the workplace.[63,64]

Communicating with employees consistently: Leaders and change agents must communicate with relevant stakeholders regularly in order to inform them about the change progress and seek their feedback on how changes are executed and perceived.[65] They need to know what needs to be improved to keep the momentum of the support for change. This is also one of the effective ways to monitor the change progress with inputs from various groups of stakeholders. Given the rapid development of advanced technology and information and communication technology (ICT), leaders and change agents can employ several innovative channels of communication to reach a wider group of stakeholders who can support their change initiatives for sustainability. For example, several like-minded people, including artists, scientists, and researchers, have got together and formed the Artist Project Earth, which actively supports programs relating to mitigation and adaptation of climate change impacts and environmental problems.[66]

Overall, employee engagement is one of the most effective ways to entice support for changes and to promote sustainability since every individual employee can make significant contribution to a change process as well as help their organizations achieve the objectives as explained by the then Nokia CEO, Olli-Pekka Kallasvuo, that

> *Everyone who works for Nokia is a brand ambassador. That means we all need to know our brand, we need to understand what we are telling consumers, and we need to act accordingly. I expect all the Nokians to make a serious effort to live in accordance with our values and I look for people who find that easy.*[67]

Conclusion

It is obvious that some people are unable to assimilate organizational change and respond in the shorter time span that it would have been the main cause of resistance. Most of the people do not respond well toward change because of the apprehension of incapability to adjust or obstruction in the career development as a result of such change.[68] On the other hand, even the senior management does occasionally resist change because of the perceived danger of lack of successful change implementation policies, ineffective communication, and poor leadership.[69] Thus, resistance or inertia to change must be well managed right at the beginning, taking into account cultural and individual differences, and costs and benefits that stakeholders perceive and can receive from a change intervention.

Several measures can be adopted to prevent and manage resistance to change for sustainability. The most popular and effective strategy is to engage people in the change process. If changes are initiated or are made upon consultation with employees, they will accept change more willingly. This can be done via having sound strategies, education, training and development, communication, and rewarding positive behaviors. Importantly, organizational culture must be carefully taken into account in planning and strategizing, as well as implementing change interventions. Finally, sustainability must be embedded in the corporate culture and in the change process.

Review Questions

1. Is resistance to change a way of life? Is it positive and negative?
2. Should management in an organization let go of anybody who opposes a change initiative?
3. Why do people resist change?
4. What are the costs of resistance to change to individuals and to organizations?
5. How do change agents manage resistance to change?
6. How would people challenge a change initiative in an organization?
7. How can change agents engage employees in change initiatives for sustainability?

People Behaviors and Organizational Culture for Change and Sustainability

This chapter discusses values, attitudes, personalities, and perceptions of individuals, and how these determinants affect individuals' responses toward organizational change. It also discusses the concept and the importance of organizational culture, and how organizational culture affects a change process. Stakeholder engagement, organizational culture theories, and human resource management theories and practices would be powerful tools to help organizations address employees' negative response to change.

People's Values, Attitudes, Personalities, and Perceptions

Individuals have their own set of values, attitudes, personality, and perceptions toward change and sustainability.[1,2] If the majority of the stakeholders share the same values, attitudes, and perceptions toward a green business, it is easier for leaders and change agents to manage the change for sustainability process. So, what are values, attitudes, personality, and perceptions?

Values refer to abstract ideas or steady evaluative beliefs that steer personal thinking, preferences, and courses of action.[3] Some of the popular work-related values are respect for others, respect personal choice, freedom and privacy, recognition for competence and accomplishments, participation at work, work commitment, a strong sense of responsibility, taking pride in work, preference for work–life balance, financial and job security, a high level of self-development, career development, and being

health conscious.[4,5] Some values regarding sustainability include saving water, electricity, and resources, a preference for adopting green technology, green and sustainable consumption, and paperless systems, respect for nature, and shared responsibility in environmental protection.[6] Yet, Liu explained that "individualistic and materialistic values" are some causes of unsustainability.[7]

Attitudes are defined as predispositions to respond to a situation in a certain way. Attitudes refer to the assessment of a particular item, object, quality, or behavior.[8] They are usually the mirror of values.[9] For example, if a manager in an organization considers energy conservation is a "good" value, he or she would have positive attitudes toward any suggestions for saving energy consumption. Attitudes are usually expressed as "like" or "dislike" for certain people or objects. There are three components of attitudes, namely the cognitive component (beliefs), the affective component (feelings), and the behavioral component (intentions).[10] In terms of change for sustainability, stakeholders may negatively or positively express their beliefs and feelings toward a change intervention, which can contribute to sustaining corporate business and protect the natural environment. Such beliefs and feelings will affect their intentions on what and how to respond to organizational change and a change process.

Personality is defined as an individual's lasting paradigm of behaviors, thoughts, and emotions.[11] Personality makes individuals respond differently to the same context and same circumstance.[12] Similarly to attitudes, if an employee has a positive personality, he or she would not respond negatively to a change intervention without a valid reason, especially when the change aims to protect the environment.

Perception refers to the process through which receivers will select what information to be received, then organize and interpret it from their own perspective in the given environment.[13] For example, employees may have perception of working in a safe and healthy environment where the level of greenhouse gas emission is low.[14] However, a lot of factors affect an individual's perception, such as stereotypes, halo effects, and selective perceptions.

- Stereotypes—People have the tendency to generalize or make assumptions regarding the personalities of all members of a

group, based on the image of a few members or an inaccurate image about what group members are like.[15,16] For example, if employees generalize that all managers only protect the organization's interest and their own interest, any suggestions for change by a manager will not elicit a positive response from these employees.

- Halo effects—People may also have the tendency to transfer goodwill or positive feelings about one person (e.g., humorous, pleasing appearance, caring) to another.[17]
- Selective perception—People may categorize and interpret only selective information.[18] Thus, during the change process, information may be disseminated to employees, but some of them may only want to receive selective information, which pertains to themselves or their divisions.
- If change agents understand the concepts, they would select proper channels of communication to disseminate the information about change to members in a more persuasive manner.

Organizational Culture and Change

Organizational Culture

Organizational culture is defined as "a system of shared meaning held by members that distinguishes the organization from other organizations."[19] It also refers to the shared patterns of mindsets, beliefs, and behaviors of the majority in an organization.[20] Organizational culture can be shaped by top management and founders, and then it can be self-reinforced over time.[21] Many authors explain that culture is a type of glue that can socially tie members in an organization together since culture, a socially constructed variable, affects the way people think, feel, and do. Thus, organizational culture can influence individual performance, which, in turn, affects the organization's performance.[22,23,24,25,26] However, organizational culture is long-lasting and slow to adapt to change.[27] Therefore, change agents are required to have different skill sets to incrementally alter organizational culture in a given time frame.

Organizational Culture and Change

This section discusses how organizational culture affects a change process in an organization. In change management for sustainability, organizational culture has been considered one of the fundamental determinants of success or failure of a change process.[28,29] The reason is that changes cannot be fully implemented if members of the organization do not want to shift their values and beliefs toward a green business model.[30,31,32]

Basically, organizations consist of groups of people who have to work with one another in a given context, that is the organization with limited resources. Human nature is very complex and evolves, which affects the social binding system in the organization.[33] Employees in the organization undoubtedly play a very vital role but their nature, personal aspirations, behavior, and interactions more or less influence the organizational culture. Unlike bringing changes in technologies or making some improvements in the management systems, transformation of organizational culture, including the norms, beliefs, and values, is a tedious and challenging task.[34] In other words, the change process is less likely to affect the organizational culture, which is deep rooted in the organization, if change agents and leaders cannot influence employees' mindsets and behaviors.

A simple, less bureaucratic, and less hierarchical authority in the organizational structure and culture is very much effective for the flow of information and feedback about the changes. Apparently, interaction among various groups of stakeholders, such as managers, employees, suppliers, and customers of the organization is very important for achieving the common goals.[35] Finally, one of the most desirable outcomes of any change interventions is employee's improved performance. This is one of the measures of the success or failure of a change process. It is also very important for boosting up the morale of employees for the overall betterment of the organization.[36]

Cultural Barriers and Change

Apparently, there are some sorts of cultural barriers within an organization that prevent innovations to occur at the corporate level. Leaders and

change agents must work toward overcoming such hindrances in order to achieve the shared vision and the core values of the organization.[37]

Human nature and interaction among groups are very complex, and it forms the basic unit of the organizational culture. Undoubtedly, people at all levels of organizations possess some sort of cynical attitude toward the intention of organizational leaders, especially when there is an atmosphere of low trust in the organization.[38,39] It is very difficult to obtain the loyalty, commitment, and honesty of employees unless there would be an exchange or a promise for security.[40] Importantly, communication plays the key role in the establishment of trust and in gaining support from multilevel stakeholders.

However, unexpected change intervention is responsible for role ambiguities. It sometimes affects the democratic decision making and possibly not accepted by all employees at various levels simultaneously who are threatened of loss of control or power.[41] When a decision is made, some groups of stakeholders are better off, and other groups may be disadvantageous. It is also possible when there would be certain efforts to change technologies. There is a form of resistance by those people who are used to undertaking the traditional modes for production methods. Although this strategy would be effective in cost savings and facilitate socioeconomic benefits in the organization, not all employees are enthusiastic with such changes if they are not well equipped with new skills and new knowledge.[42]

A vague performance evaluation system in the organization is also one of barriers to a smooth assimilation of changes in the organization.[43] Performance parameters are required to be well stated focusing on the employee performance criteria, incentive, and reward systems, which influence the behaviors of the employee. However, zero sum reward allocation practices may lower down the morale of the employees. Therefore, leaders and change agents should incorporate change in different parts of the whole organization, for example, structures, systems, policies, people, and organizational culture.[44] They have to decide whether incremental or transformational change should be carried out in a particular time frame in order to achieve the set objectives.

Sometimes, the organization is so internally focused that leaders and change agents exert high pressure on the performance of their teams,

whereas they themselves are also under time pressure and are required to maintain the pace with fast-emerging changes within the organization.[45] Mostly, this practice often becomes an additional stressor to the change process, and results in resistance.[46] There is a requirement of open-mindedness at that point of time, which is indeed very difficult to handle when there is work pressure. Hence, leaders and change agents should exercise their discretion and take into account employees' emotion and physical endurance to decide how much pressure they want to wield on their team members.[47]

Employee Engagement and Change

How can leaders engage employees in a change process for sustainability and for improving their performance?

There is resistance to change in any change process in organizations.[48] Thus, engagement of employees in the change process is one of the effective mechanisms to minimize such resistance. Leaders are required to be ready to maintain such a culture within the organization to adopt a positive approach toward employee involvement in the change process. Leaders need to get feedback from employees as it is very important to know what and how employees think about the change and react to such change. Therefore, leaders need to work on the positive emotions and work attitude of the employees. And simultaneously in return, employees are required to know about the problems or issues that arise in the organization through effective communication systems. Employees should be invited to look into the problem, find out how it occurred, and who is responsible for tackling this problem. Leaders must also keep on observing and grooming junior and senior executives who can be role models and really work to serve the best interests of the organization.[49]

In addition, leaders have to adopt specific change management strategies, such as demonstration of respectful attitudes toward employees, provision of information, encouragement of employees to participate in the decision-making process, and above all, creation of an atmosphere of trust, fairness, and justice to all employees.[50,51] Sometimes, hope for

fairness and justice may boost the morale of the employees in the organization. For example, McDonald's has launched its own internal website www.ketchup.com.sg, which enables employees in different departments and outlets to communicate and exchange their ideas and work experience with one another.[52] This made McDonald's emerge as one of the top employers in the list of Aon Hewitt's Best Employers in Singapore in 2011. Otherwise, insulting or disrespectful treatment by the managers or leaders arouses feelings of annoyance and aggression among employees who may adopt a negative approach toward a change process.[53]

In order to engage and empower employees to make a change intervention take place, resource allocation plays an important part in this process. Leaders in an organization must allocate scarce resources, such as transferring of manpower, assigning of authorities and responsibilities, provision of trainings, and so on, based upon merit, fairness, and individuals' and departments' needs. According to the equity theory, if employees perceive the organization's practice and policy regarding the change process as fair and just, they would respond positively toward the changes to the best they can.[54]

It is noted that change-ready attitude of the senior management (and also employees) of an organization is one of the prerequisite for a supportive and positive culture and climate to its employees.[55] In addition to this, a well-framed performance management strategy is also very important to the employees in the organization in order to cope with the changes. Leaders and the change agents should explore appropriate ways to engage the best performers in the change process, which, in turn, may enhance the positive working attitude and performance within the organization (see Figure 5.1).[56]

Finally, senior management can adopt certain practices, for example to provide the detailed business presentations across the company while contrasting with previous performance data, to elicit views from different groups of stakeholders. They can also encourage employees to be involved in the decision-making practices.[57,58] Along with this, training programs to allow employees acquire new skills and knowledge would be equally effective to maintain the pace with the changes to some extent.[59]

AT&T's Bell Laboratories identified software engineers who were productive and high performers in the organization. The Bell Lab team then conducted in-depth interviews with these engineers, and used the inputs to design and implement a hands-on training program to improve the productivity of its workforce. The outcome was very impressive, that is, the productivity of the participants in the program immediately increased by 10 percent, and the productivity of these participants increased up to 25 percent one year later.[60] An increase in productivity is one of the ways to achieve sustainable development in terms of economic dimension.

Figure 5.1 AT&T's Bell Laboratories' experience

How Can Change in People and Organizational Culture Help Organizations to Achieve Environmental Sustainability?

It is pertinent to note that effective commitment, of both management and employees, to change would help an organization implement change successfully and modify individuals' and organization's performance.[61] It is inevitable that the workplace can avoid environmental change, as change is very important to organizations to remain competent and competitive in the global market, and respond to stakeholders' pressure and other external pressure on firms' financial, social, and environmental performance.[62]

One simple way to stay competitive is to reduce the operational costs via a reduction in resource (paper, stationery, water, etc.) consumption, energy consumption, a reduction of number of trips by air (using Skype or video conference) instead, and the adoption of green technology (Figure 5.2). However, not all employees will understand the need to implement such practices, and thus organizations should initiate programs to enhance employees' awareness of the benefits of such practices. Accurate and timely information about how cost-cutting initiatives could help the organizations improve financial and environmental performance should be disseminated accordingly.

Further, change in the organization must also cater to the need of effective corporate governance, which is very important for maintaining

SingTel, a publicly listed company in Singapore, has pledged to be a responsible corporate citizen and committed to develop a sustainable business for its various groups of stakeholders via the key areas, namely marketplace, people, environment, and community.

SingTel has demonstrated its commitment to manage and mitigate the impact of environmental problems on its business and operations. SingTel has adopted energy-efficient practices and technologies to conserve resources, prevent pollution, and focus on the efficient use of energy and water use, reduction of carbon emissions, and management of hazardous and nonhazardous substances.[63]

SingTel has designed one of their customer service centers in a way that the center is projected as a modern hub to serve its customers, and also reflect how the latest technology has been adopted to address the space constraints, a typical limitation in Singapore (see photos).

Figure 5.2 Case study: SingTel

the liaison within both internal and external sources of power. Changes also help in improving the two ways sharing of information, and feedback and communication system.[64] Effective communication is again a

substantive approach toward the expansion of better understanding and effective ways of solving many business and environmental issues, including environmental reporting, designing systems that can adapt to changes in the surroundings, responses to government regulations regarding to green tax, carbon tax, and so on.[65]

Effective implementation of the changes would result in improving the employer–employee relationship quality, job motivation, and role autonomy. Together with these key features, trust and cooperation between management and employees, and among stakeholders would further help the organization in cost saving, addressing risks associated with change, as well as in meeting future contingencies effectively. Besides, changes also entail both financial and nonfinancial impacts on the organization, such as customer satisfaction, trust and reliability, brand reputation, which can become either competitive advantage or disadvantage to the organization in today's competitive marketplace.[66]

Conclusion

Individuals do have different values and personalities that produce different attitudes and perceptions toward change initiatives. There is no doubt that some employees are against any changes, no matter whether change is for their benefit or not, whereas others support or resist change based on the responses of the majority of the employees. However, organizational culture certainly plays a key role in shaping the way change is managed in an organization. Organizational culture eventually stays put for some time, and maintained collectively by most of the members of an organization. According to Bate et al. and Burke, it is one of the determinants influencing the success or failure of a change initiative, which, in turn, affects the change outcome.[67,68] It does not mean that organizational culture cannot be modified or shifted, but it requires special efforts of leaders, change agents, and other stakeholders as well.

Change agendas can be ruined by resisting forces that are rooted in the existing organizational culture.[69] Thus, leaders and change agents should have a comprehensive understanding of how cultural dynamics influence and are influenced by attempts to carry out organizational change.

Review Questions

1. Define individuals' values, attitudes, personalities, and perceptions.
2. How do individuals' perceptions affect a change process?
3. What is organizational culture?
4. How can organizational culture facilitate organizational change?
5. In which conditions that organizational culture is considered a barrier to organizational change?
6. Why should leaders and change agents engage employees in a change process?
7. How can change in people and organizational culture help organizations to achieve environmental sustainability?

CHAPTER 6

Strategy and Structural Change for Sustainability

Change in organizational strategy and structure has emerged as one of the most contemporary themes in business management and organizational studies during the last several years due to its significance in the survival and expansion of an organization.[1,2,3,4,5,6] This chapter applies a wide range of management theories to discuss the concepts, types, and importance of change in organizational strategy and structure. How organizational structural and strategy change can help leaders attain sustainability in their organizations is also elaborated in this chapter. Several examples are provided to illustrate how high-performance organizations grow their business, attain a high level of socioeconomic performance, and at the same time achieve environmental sustainability targets.

Environment

Ichniowski et al.,[7] Pettigrew et al.,[8] and Teece[9] argued that several environmental factors, such as socioeconomic, technological, informational, and political, have been considered as driving forces of new innovative forms of organizing. Supporting this view, Pettigrew et al. explained that the magnification of changes to these factors have forced leaders to search for novel means of organizing and reacting to the challenges and threats posed by the dynamic and evolving environment.[10] Similarly, Snow,[11] Castells,[12] Ogbonna and Harris,[13] and Teece[14] asserted that IT revolution and globalization have been some of the powerful forces for change and innovation because business leaders must quickly adopt industry best practices and good practices of high-performance corporations in various countries in order to gain competitive advantage and produce superior performance.

In the context of change for sustainable development, external and internal environments refer to all forces outside or inside organizations, which can affect, directly or indirectly, their strategic planning, daily operations, and business and environmental performance.

External Environment

There are three types of external environment that organizations need to respond to:

- *General environment* refers to all political, economic, sociocultural, technological, legal, and ecological (PESTLE) factors that can influence an organization. For example, carbon tax has been introduced in many countries, such as the United States, South Korea, Canada, India, and Japan in the early 1990s, but not in Singapore.[15] However, the Singapore government has recently invited the public to provide feedback on the implementation of carbon tax. If the Singapore government enacts carbon or green tax act, the operational costs of many companies will eventually increase. Together with stakeholders' pressure, this move would force companies in Singapore to source for substitutes or greener technology in order to avoid high carbon tax payouts and other forms of punishments for degrading the environment.
- *Task environment* refers to customers, suppliers, competitors, producers of spare parts, unfinished products, and finished products and services (e.g., Foxconn produces iPads and iPhones for Apple), unions, and potential entrants.

    In some countries, such as Australia and the United States, the union movement is very strong, whereas in countries like Singapore, the government promotes tripartism, which is one of the appealing competitive advantages of Singapore where government, employers, and unions and workers work closely with one another to settle any industrial and labor disputes and conflicts. In countries like the United Kingdom, environmental interest groups are very vocal in their activities

against companies, which affect the interest of their members or do not comply with environmental regulations and produce negative externalities to the communities in terms of releasing harmful emission, causing air, noise, and water pollution and other environmental problems, may cause huge financial losses to companies.[16] Interest groups may also exert pressure on governments and international nonprofit organizations to lobby for policy change, such as what the Green Peace has done to lobby for the Chinese government to introduce "a priority list of hazardous chemicals for reduction, restriction and eventual phase out."[17]

- *Enacted environment* refers to the perceptions of management toward the changes in the environment. Over-reaction toward the external environment and "regenerative dynamic capabilities" may affect organizations' operations, budget, and development plans by destroying "parts of the resources, and/or a significant disturbance to extant change processes that would consume unnecessary resources and energy."[18] On the other hand, under reaction to external environment and dynamic capabilities "would probably lead to slow or rapid decline depending on the actual degree of turbulence in the external environment."[19]

    For example, near the end of June 2013, Singapore residents suffered poor air quality due to the haze caused by forest fires in Indonesia. Many companies in Singapore perceived that haze-related illnesses were not as serious as other sickness even though haze-induced illnesses can result in health complications and can be toxic to the lungs.[20] Thus, only a few companies in Singapore allowed their employees to work from home during this period of time when the pollutant standards index (PSI) level was very high (higher than 400).

Internal Environment and Resources

Resources are limited but wants are unlimited. It is a challenging task to meet the current needs and at the same time to preserve resources for

future development. Thus, resources must be utilized in a manner that can help organizations respond to change effectively and efficiently.

There are two main types of resources:

- *Tangible resources* refer to "assets that can be seen and quantified."[21] Tangibles resources include:
  o Financial resources (ability to borrow money from creditors, ability to raise funds, capital, assets, stocks, the number of major and minor shareholders, the number of creditors and debtors, etc.)
  o Organizational resources (planning, controlling measurements and systems, reward systems, organizational culture, structure, systems and processes, procedures that help organizations ensure smooth operations, etc.)
  o Physical resources (labor, raw materials, land, office, production line, equipment and machines, etc.)
  o Technological resources (patents, intellectual property, trademarks, business intelligence, etc.).[22,23,24]

- *Intangible resources* are defined as "assets that typically are rooted deeply in the firm's history and have accumulated over time."[25] Intangible resources include:
  o Human resources (employees' expertise, skills, experience, trust, knowledge, culture, learning, managerial capabilities, etc.)
  o Innovation resources (ideas, employees' recommendations, creativity, R&D capabilities, technology, IT networks, information systems, etc.)
  o Reputational resources (brand name, international ranking, awards, the practice of corporate social responsibility [CSR], etc.).[26,27]

Organizations can utilize their available resources to build capabilities for change and sustainability. Individual employees' capabilities can be developed via training and development, which is one of the powerful instruments to (1) enhance employee awareness of the importance and benefits of change for sustainability, and (2) acquire skills and knowledge

required in the process of change. Importantly, organizations should encourage and assist employees to acquire transferable skills and knowledge in order to adapt to change. This will help to build employee confidence and thus may prevent resistance to change due to fear of not being able to perform new tasks or new role well.

Scanning and analyzing external and internal environments are essential for companies to plan and execute change in terms of strategy and structure. Leaders and change agents must clearly understand the strengths, weaknesses, opportunities, and threats of their organizations and clients in order to propose suitable types, scale, time frame, and scope of changes.

Change in Organizational Strategy for Sustainability

Concept and Types of Strategy Change

Hanson et al. defined strategy as "an integrated and coordinated set of commitments and actions designed to exploit core competencies and gain a competitive advantage."[28] In other words, strategies are sets of activities, including creating plans, implementations, and evaluation measurements, to pursue and achieve certain objectives. In change management, strategies refer to plans and interventions that leaders and change agents have to create and apply in order to make organizational changes a reality.

Business strategies are divided into different groups:

- Business-level strategies (focusing on a single industry or a market)
- International strategies (applied by companies when they want to expand their business to overseas markets)
- Corporate-level strategies (applied by corporations with multiple businesses)[29]
- Strategies can also be formulated at the functional level (e.g., marking, operations, human resources, etc.), and network or joint level (e.g., strategies apply by multinational corporations working collaboratively). Additionally, this chapter also discusses an award-winning concept of strategy, called *blue*

ocean strategy, which requires great foresights of leaders or change agents, or both.[30] Leaders or change agents, or both should have a high level of conceptual skills to appreciate the application of this type of strategy.

Business-Level Strategies

Some popular business-level strategies are:

- Ansoff's product and market strategies (market expansion, market development, product development, and diversification)[31,32,33]
- Miles and Snow's adaptive strategies (prospector, analyzer, defender, and reactor)[34,35,36,37]
- Porter's competitive strategies (cost leadership strategy, focused cost leadership strategy, differentiation strategy, focused differentiation strategy, and integrated cost leadership differentiation), and international strategies.[38,39,40]
  Firms may apply the following approaches or mechanisms to accomplish different strategies such as cost leadership, differentiation or segmentation, especially during the economic downturn.
- *Downsizing* refers to interventions that are aimed at reducing the size of an organization. This is one of the most popular strategies that organizations may adopt to rapidly reduce the operational costs.[41,42] Downsizing usually entails issues associated with not only economic dimension but also social dimension of sustainable development regarding stakeholder consultation, fair compensation, provision of counseling, support and alternative arrangements for retrenched employees, and so on.
  There are three main approaches to implement downsizing discussed by Cameron, Freeman, and Mishra,[43] Cameron,[44] Gandolfi,[45] Gandolfi and Hanson,[46] and Waddell et al.,[47] which are reduction of the current workforce, redesigning organizational structure, and comprehensive approach.

In order to implement a downsizing plan successfully, leaders and change agents must clearly identify the organization's strategies in the short, medium, and long terms. They have to set the selection criteria and assess various downsizing options based on the criteria and the organization's capabilities (Table 6.1). Then, they have to select the best option that may be the best in a particular context and situation, but not in other circumstances. They will have to monitor the implementation of a downsizing plan.

Table 6.1 Approaches to implement a downsizing strategy

Approach	Objectives	Activities
Reduction of the current workforce	This approach aims to (1) reduce the number of employees within a unit or a division, and (2) foster a transitional process. This approach is usually short-term or is only used as a temporary measure by many firms, such as Singapore Airlines, especially when the organization is in crisis, or during the economic downturn.	Activities may include transferring employees from one to another division, offering retirement or buyout packages, directly retrenching employees, offering no-pay leave or reducing the number of working hours per week, and so on.
Redesigning organizational structure	This approach aims to (1) change the organizational structure to synchronize with changes in other parts or elements, such as strategy, human resource and so on, of the systems, and (2) foster a transitional and transformational process. This approach focuses on change in the medium term.	Activities may include merging different divisions or departments into one, redesigning tasks, expanding the current job scope and responsibilities of employees, eliminate functions and layers, stop producing or producing a smaller quantity of certain products, and so on.
Comprehensive or total	This approach aims to (1) change the organizational culture and (2) foster a transformational process. This approach focuses on change in the long term.	Activities may include change responsibilities of employees (promotion or demotion), promoting new practice and new behaviors that can foster continuous improvement, and so on.

Source: Cameron (1994), Gandolfi (2003), Gandolfi and Hanson (2011), Waddell et al. (2011).

Waddell et al. suggested that leaders and change agents should adopt a top-down approach to implement downsizing initiatives.[48] They also have to take care of the people aspect, for instance, assisting those who have to leave and addressing the needs of those who stay back, using several mechanisms, such as counseling, communication, pay package, and so forth.

- *Re-engineering* is defined as the profound reconsidering and transformational redesign of business processes, retraining employees, modifying product and service portfolios, and reallocating resources to attain significant improvements in business, financial, and environmental performance.[49]

    In order to achieve such drastic enhancement, many adjustments should be made, for example, work units change from functional departments to process teams. Jobs may be redesigned from simple tasks to multidimensional tasks.[50] Instead of being controlled, employees should be empowered.[51] Ones and Dilchert also introduced a new concept of green behaviors, which refer to "the five dimensions of working sustainably, avoiding harm, conserving, influencing others, and taking initiative."[52] Reward and compensation systems should be designed to motivate employees to improve their performance.

    Firms should incorporate all elements of sustainable development in the planning and implementing of either downsizing or reengineering approaches.

International Strategies

International strategies include global strategy, multidomestic strategy, and transnational strategy.[53] These strategies are aimed at meeting the two competitive dimensions, namely (1) the need for global integration of operations (to achieve economies of scale) and (2) the need for local responsiveness (to differentiate firms' products and services from those offered by competitors in each country's market).[54,55] In terms of sustainable development, firms with branches and offices in various countries

have to (1) fulfill their responsibility to stakeholders in all locations, (2) comply with both international and national laws and regulations regarding environment protection, and (3) meet the demand for CSR, not only at the national level but also at the international standards.

Yet, it is a tricky task for firms to satisfy all the demands of all groups of stakeholders in all countries where they operate. For instance, Coca-Cola Foundation is known for its philanthropic activities and provides funds to help develop sustainable communities, and for making positive changes to help people around the world.[56] Yet, Coca-Cola encountered a series of setbacks and crisis due to allegations of unethical practices regarding "high levels of pesticide residue in the soft drinks being sold over India" and the way the company used scarce water resources in India.[57]

Corporate-Level Strategies

Corporate-level strategies include related and unrelated diversification strategies.[58,59] There are three levels of diversification: (1) low level (i.e., 70 percent and above of the income is from a single business), (2) moderate to high level (i.e., less than 70 percent of the income is from the dominant business, and there are some linkages between businesses), and (3) very high level or unrelated diversification (i.e., less than 70 percent of the income is from the dominant business, and there is no linkage between businesses).[60,61]

Blue Ocean Strategies

At the macro level, Kim and Mauborgne introduced a new concept of strategy called the blue ocean strategy.[62] They explained that firms have to consider two types of oceans when formulating and implementing strategies. The first type of ocean is the red ocean, which refers to the known market space with all existing industries.[63] In the red ocean, rules and games are known, and industry boundaries are visible.[64] Thus, a firm's strategies usually focus on how to create their competitive advantage to compete with its competitors in the current market space. Since these strategies have dominated the market for several years, the red ocean market has become too crowded with so many firms. Potential for profits and growth in this ocean

has diminished over time. Competition among firms becomes too severe, and many of them were not able to survive without any organizational change, the examples of which are Motorola, Ericsson, or Nokia.

The other type of ocean is the blue ocean, which is defined as "untapped market space, demand creation, and the opportunity for highly profitable growth."[65] Kim and Mauborgne used the term blue ocean strategy to refer to the vast prospect of a future market, which is not yet explored, or some existing markets, which are not in the mature stage (i.e., still have the room for expansion).[66,67] Therefore, firms need to carefully analyze the environment and set strategic directions before formulating and implementing strategies.

Overall, firms may have to formulate and implement one or a combination of strategies to achieve the set objectives. Kim and Mauborgne explained that the success of a strategy depends on the development and alignment of the following propositions:[68]

- Value-added proposition, which can retain existing customers and attract new customers,[69,70]
- Profit-oriented scheme, which can help firms earn above-average returns[71]
- People-oriented plan, which can motivate employees to make special efforts to implement the strategy successfully via various human resources policies and initiatives.[72,73]

The economic and social elements of sustainable development are built in the aforementioned propositions. Firms need to attract customers in order to make money, and at the same time to take care of their employees in a manner that is internally and socially accepted.

Change in Organizational Strategy for Sustainability

How do changes in strategies address issues associated with sustainable development? Hypothetically, when the number of staff or the number of divisions and departments are reduced, the variable costs (salary, medical insurance, allowance, bonus, etc.) are also reduced although the fixed costs (rental fee, electricity bills, equipment, etc.) may be the same in the short term. Organizations will be able to focus scarce resources on other activities, which can help them gain more competitive advantage.

By redesigning work, some unnecessary tasks may be eliminated, or tasks may be redesigned or reallocated in such a way to avoid task duplications, avoid waste of resources in duplicating work, and improve productivity and performance (see Figures 6.1 and 6.2). Every product has a life span. Also, consumer needs, demand, and preferences are rapidly changing according to the level of economic, technological, and sociocultural development. Internally, the mindset and behaviors of employees in different generations have also changed, and manager–employee relationships have been evolved in different directions. For example, Generation Y employees are independent and more demanding in terms of salaries, fringe benefits, and working conditions, and they are obsessed with career development and promotions based on skills, rather than seniority.[74] Thus, organizations need to create new products and services and

Nestlé[75] provides a good example of how transformed business processes via the adoption of a product life cycle approach helped it achieve environmental sustainability in terms of water and biodiversity conservation, reduction of air and greenhouse gas emissions, natural resources efficiency, mitigation and adaption to climate change impacts, and reduction of waste or zero waste. Nestlé's product life cycle approach embraces (1) all relevant stakeholders, including farmers, consumers, suppliers, the community, and so on, and (2) all areas of operations, such as research and development, sourcing of raw materials, manufacturing, packaging, distribution, human resources, marketing and consumer communication, and regulation. This form of reengineering enables Nestlé to implement different initiatives in different parts of the whole system to foster its environmental sustainability efforts and outcome. For instance, the key functions of Nestlé Research and Development centers are to improve the current products and processes, and to develop new products and processes. Nestlé's *Responsible Sourcing Traceability Program* aims to educate farmers and other groups of stakeholders to be transparent in business transactions and feedstock, and to implement their commitments on no-deforestation, responsible use of water, sustainable fisheries and animal welfare, and addressing other specific environmental aspects.[76]

Figure 6.1 Nestlé's transformed business processes via a product life cycle approach

In line with the government's strategic plans and policies regarding environmental sustainability, many conglomerates and electronic corporations, such as LG, Sharp, Panasonic, Hitachi, and Samsung, have redesigned their product portfolios as well as modified their current products or produced new product to promote green consumption in Singapore. They produce household products, such as washing machines, fridges, televisions, and other products, which are affordable and can save energy and water consumption. By doing this, they can sustain their business, and respond to the change in the external environment, for example, government policies and customer preference for cheaper products in terms of product price and the costs associated with the use and maintenance of such products.

Figure 6.2 Redesign product portfolios

processes, or improve the existing products and services and processes in order to respond to change in both internal and external environment.

Change in Organizational Structure for Sustainability

Organizational Structure

According to Hanson et al., organization structure is defined as "the formal reporting relationships, procedures, controls and authority and

decision-making processes."[77] There are different types of organizational structures, such as flat, tall, and matrix structures. Robbins et al. also discussed three types of structures, which are simple, functional, and multidivisional.[78]

Different strategies require the implementation of different structures to achieve the desirable outcome. In some organizations, decision making is *centralized* where the authority to make decisions is concentrated at the higher levels in an organization, and low-level employees and other stakeholders do not have opportunities to participate in the decision-making process. In other organizations, decision making is *decentralized* where stakeholders are encouraged to take part in the decision-making process.[79]

Robbins et al. discussed two extreme models of organizational structure: organic and mechanistic structures.[80]

- *Organic model* refers to a structure that is flat, having fewer levels of intervening of management between employees and the top management. Some characteristics of this model include "cross-functional teams, cross-hierarchical teams … wide spans of control, decentralization" and a low level of formalization.[81] In an organic organization, information is available to employees, and employees have opportunities to participate in the decision-making process.
- *Mechanistic model*, on the other hand, refers to a structure that is tall, having fewer levels of intervening of management between employees and the top management. Organizations adopting this structure are highly bureaucratic, overly centralized, and strongly hierarchical, which does not allow any deviations in practice since "any form of dissent was viewed as dysfunctional."[82] This structure is inflexible and may stifle creativity.
  In change management, Waddell et al. proposed a new type of structure, namely collective structures including alliance, network, and trans-organizational systems.[83] This is a novel form of planned change aimed at helping organizations develop cooperative and collaborative strategies with other organizations. This kind of partnership is applied when organizations have limited recourses and capabilities, and

when tasks, problems, or projects are too big, too complex, or too time-consuming, or both to be handled by any single business entity.

Overall, organization structure includes a series of actions and initiatives aiming to allocate and coordinate tasks, monitor the production process, supervise workers, generate performance measurements, and conduct evaluation. These activities are directed toward the achievement of organizations' objectives. Over organized structures stifle creative thinking and activities. However, an under organized department or a *laissez-faire* working environment is not also a good solution since it may lead to free rider phenomenon and/or under productivity.[84]

Change in Organizational Structure for Sustainability

The Importance of Change in an Organizational Structure

In the context of sustainable development, firms have to take into consideration all three dimensions: economic, environmental, and social. If an organizational structure and management systems are not appropriately designed and modified, organizations may not reap all the benefits associated with sustainability performance.[85] Snow,[86] Pettigrew et al.,[87] and Ogbonna and Harris[88] explained that firms need to have sufficient capacity and capabilities to respond promptly to environmental pressures in order to sustain and grow their business. And, these elements are considered to be one of the key structural determinants of business success or failure. Yet, the ability of firms to quickly respond to alterations in both external and internal environments does not only depend on their technical optimization, but also on their ability to mobilize and manage human and physical resources through structural transformations.[89] Since changes in organizational structure are essential to firms' survival, many firms have implemented various novel human resource practices, such as designing multiskilled tasks, building community-oriented elements, in order to produce highly impactful results in terms of social, economic, and environmental performance.[90,91] In addition, firms' operations and

performance will also be scrutinized not only by relevant stakeholders but also by the society and communities. Thus, firms should not forget their social responsibilities by ensuring that their activities are internally and socially accepted. On the other hand, CSR does enhance firms' business performance.[92] Thus, firms can achieve a win-win outcome by practicing CSR.

Forms of Structural Change

Several organizations have adopted technology-driven approaches to change their structures in order to achieve sustainability.[93] Other companies have chosen ISO 14001 Environmental Management Systems (EMS) as a tool to "design, and implement their environmental strategy."[94] Other change initiatives to drive a sustainability strategy include "product costing, capital budgeting, information … performance evaluation," reward systems, human resource policies, and so on.[95] Achrol,[96] Whittington et al.,[97] Black and Edwards,[98] and Ogbonna and Harris[99] also commented that the design of the overall structure, the level of power, the authority and responsibility decentralization, and job design can be parts of structural modification. Further, organizations can adjust the degree to which frontline employees are empowered, and the level of flexi-time and structural flexibility have blurred "the horizontally and vertically-[blurred] functional and task boundaries," in order to respond to contingent situations and crises.[100]

   Leaders and change agents can design a new organizational structure or revise the current structure but they should not overload employees with too many additional tasks. If the employees perceive that change will not yield any benefits to them, except from more work, they would certainly show resistance to change. The costs associated with such resistance to change are usually high for the following reasons: (1) employees will not be productive if they are too overloaded and too tired, (2) the rate of absenteeism and the turnover rate will be high. Apart from an increase in labor costs due to the aforementioned reasons, there will be communication and management problems. As a result, change efforts will not produce the expected outcome.

Conclusion

Variables that can affect the success or failure of a structural or strategy change process include:

- Leadership commitment and support of top management
- A transformational leader who can gain support from stakeholders when promoting new practice and new behaviors due to inefficiency and ineffectiveness of the current structure in terms of meeting the needs of the organization
- The high level of acceptability by the majority of the stakeholders that change was required
- The high level of mutual trust between management and employees, and among employees
- The organizational readiness and capabilities for change
- The use of technology and information and communications technology (ICT) to sell the idea of change and to promote the change itself[101]
- The availability of required resources
  There is a high level of interconnection between strategy and structure, reflecting the interdependence between strategy formulation and implementation, as well as changes in strategy and structure. Thus, change in strategy of an organization may require adjustments in the structure of the organization, and vice versa. Epstein and Roy explained that "the alignment of strategy, structure, and management systems" are very critical for firms to "both coordinate activities and motivate employees toward" implementing, monitoring, and evaluating efforts on sustainability.[102] Also, leaders and change agents must take into account different aspects of organizational culture when planning any change. In other words, change initiatives must be appropriately aligned with organizational culture and other parts of the whole system.

Review Questions

1. Define organizational strategy and structure.
2. Discuss the importance of strategy and structural change for sustainability in organizations.
3. How can organizational strategy be modified or changed?
4. How can organizational structure be modified or changed?
5. What are the factors affecting the success or failure of a strategy change process?
6. What are the factors affecting the success or failure of a structural change process?
7. Is it possible to change strategies of an organization without changing its structure and vice versa?

Innovation and Change for Sustainability: A Final Conclusion

This chapter discusses the relationship between innovation and sustainability. It also predicts the future driving forces of change and their implications for sustainability. The focus of this book is change for sustainability. Hence, any future trends of change management must be discussed in conjunction with the development trends in sustainability.

Innovation for Sustainability

According to the Oslo Manual of innovation, prepared by the OECD and Eurostat, innovation is defined as "the implementation of a new or significantly improved product (good or service), or process, a new marketing method, or a new organizational method in business practices, workplace organization or external relations."[1] Morris made it simple by defining innovation as "making today's products and services a little bit better."[2] This is referred to as continuous or incremental innovation in the context of change management.[3] In the context of sustainable development, innovation refers to new products, processes, methods, mechanisms, approaches, structures, and procedures, which can help organizations attain the three dimensions of sustainable development.

Joseph Schumpeter discussed five types of innovations: introduction of (1) new products or services, (2) "new methods of production; (3) opening new markets; (4) development of new sources for raw materials or other inputs; and (5) creation of new market structures in an industry."[4] The OECD and Eurostat classified innovation into four types,

comprising of introduction of new (1) product and services innovations, (2) process, (3) organizational units or organizations, and (4) marketing.[5] Other authors also proposed different types of innovation, ranging from process innovation,[6] workplace innovation,[7] or the new management model.[8,9] Irrespective of which form of innovation is adopted, firms must be able to respond to constant and speedy shifts in the external and internal environments, customer demand and expectation, market demand and supply, and many other factors (see Figure 7.1).

Many research studies show that companies that have promoted innovation and invested in R&D have been able to reap the benefits of innovation and achieve sustainability.[10] The top companies in the list of most innovative corporations, such as Microsoft, IBM, Toyota, GE, Nokia, Unilever, or Tata, do not only endorse several sustainability policies, but they are also leaders in the field of sustainable development.[11] There is a strong and positive correlation between innovation and sustainable development, including business sustainability.[12] Innovation does not only provide economic value to firms, but it also produces social and environmental value as well as facilitate sustainability-related processes in firms.[13,14] Firms with a high level of knowledge base and learning effort have strong capacity and capability to sustain innovative effort and

Samsung produced new smartphones and new tablets to stay competitive in the mobile phone and tablet industry. Samsung released new models or modified models of smartphones and other technology gadgets at a faster pace.

Panasonic presents another good example of product innovation. Traditionally, Panasonic only produced electronic and household items. However, Panasonic has now got into producing health-related products, such as massage chairs, given the demographic change in many countries where people require new and affordable health-related products. Aging population has facilitated the emergence of a "golden and silver economy" where health-related products are in high demand. Panasonic has responded to customer demand and needs by producing high-quality and inexpensive health-related products.

Figure 7.1 Examples of new ideas in firms

outcome.[15] This is consistent with the following equation of innovation proposed by Adams and Hess:

"I(nnovation) = T(raditional)K(knowledge) + N(etwork)K(knowledge)

/L(ocality) K(knowledge)."[16]

It does not mean that the more money a company invests in R&D, the more profit it will earn. The importance is how organizations mobilize scarce resources and discover their employees' hidden talent and tap on the expertise of their current workforce so that they can contribute new ideas to improve the organizational performance.[17]

In terms of change for sustainability, apart from macro-level actions, such as strategic planning, policy making, structural and strategy changing, many organizations do encourage employees to save resources and reward those who provide suggestions that are feasible and produce the benefits to the organizations.[18]

Future Trends of Change Management

The area of organizational change will continue to grow, but blended within the context of organizational development, instead of evolving as a stand-alone theme.[19] Three global trends affecting the development of an organization are globalization, information technology, and managerial innovation. These trends have created borderless markets and blurred the boundaries of traditional organizational structure and operations. These trends together with new external developments and risks, such as:

- Political and legal developments and risks (e.g., world leaders' commitment to avoid a third world war, the promotion of political dialogues instead of using force in conflicts, the reduced number of countries adopting centrally planned economy, the violence and civil wars in the Middle East countries, the new threats to Asia Pacific communities under new leadership, the enactment of new environmental law, the introduction of carbon tax or green tax, etc.)[20,21,22,23,24,25]

- Economic and financial developments and risks (e.g., the emergence of new markets in China, India, Brazil, and Mexico, European debt crisis, the economic turbulence in the United States in the last few years, the fluctuation in foreign exchange rates due to national interest, Asian and European financial crises, the collapses of multimillion dollar financial institutions, the quest for more transparency and accountability of leaders in the banking and financial industry, a focus on productivity, etc.)[26,27]
- Sociocultural developments and risks (e.g., the growth of aging population in almost all countries, the shift of consumer behavior toward innovative products and green consumption, the growing diversity workforce, the negative attitudes of local people toward migrants and foreign labor force, the increased number of consumers opting for green products, etc.)[28,29,30,31]
- Environmental developments and risks (e.g., the increased number of natural and human-made disasters, the accelerated speed of environmental degradation, the impacts of climate change, the enactment of new environmental law, etc.)[32] have created both borderless opportunities and threats to firms at the local, national, regional, and international levels. Such opportunities and threats are powerful driving forces for organizations to make appropriate change regarding vision, mission, strategy, structure, people, policy, practice, and other aspects.

Practical evidence (e.g., the Singapore government has promoted work–life balance, employees can apply for flexible working in the United Kingdom to take care of relatives who need care)[33] demonstrates that change will focus not only on how to improve business objectives, productivity, effectiveness, and efficiency, but also on how to improve the social aspects of organizations in order to produce a workforce that finds satisfaction in performing their tasks (not only for the sake of earning a living), who are happy, productive, who are enthusiastic with what they are doing, who enjoy working in teams, and who can also work independently. This is perfectly consistent with the socio-technological view (STV). According to this theory, leaders and change agents have to

pay sufficient attention to an organization's social subsystem (leadership styles, manager–employee relationship, employees' interpersonal relationships, team characteristics, organizational culture, individual and group motivation, individual and group engagement, autonomy, satisfaction, etc.), and the technical subsystem (organizational structure, mechanisms, procedures, processes, IT systems, knowledge, and other aspects required by employee to perform the work).[34,35] By taking into consideration both aspects, leaders and change agents would be able to enhance "job satisfaction and improve productivity through a design process that focuses on the interdependencies among people, technology, and the work environment."[36]

Future driving forces for change that will affect organizational change management are summarized in Table 7.1.

In this context, requirements from a change agent also get modified. Not only should change agents have industry and practical experience, knowledge, and commitment, but they also will be required to have formal training and be certified by relevant professional associations.[37] They should bring a high level of momentum and dynamism to persist "through the challenges and make their visions reality."[38] They should have the ability to connect with people, and the ability to make people connected with each other.

Traditionally, organizational development and change management have received attention and been implemented by big corporations in the market. Yet, it is expected that change agents will be in high demand in the future since change is inevitable and constant, and change will occur across organizations regardless of their size (big, medium, or small), and the level of operations (local, regional, or global). Change management requires a high level of mutual trust, between management or change agents and employees, and among employees, in order to prevent and manage resistance to change.

Overall, in the future, firms and stakeholders will be more receptive to change since change is required to improve firms' productivity, profitability, and bring value to stakeholders. Firms need to change and manage change for their survival and growth in the new knowledge-based and innovation-driven economy. Employee performance and productivity are keys to a firm's success. Besides responding to the changing political, legal,

Table 7.1 Future driving forces for change and implications for change management

Driving forces for change	Features	Implications for organizational change management	Implications for sustainability
Technological force	• Technological development is speedy. • Technological applications are widely adopted, and many applications are free to users. • Competition is increased and intensive.	• Change has to be fast in order to keep up with the pace of technological development. • Change has to help firms create values to stakeholders, and gain competitive advantage.	• Leaders and change agents need to be technologically proficient to incorporate green technology in the change plan.
The nature of change	• Change is constant, frequent, speedy, and cross-sectional. • Change is more accepted by stakeholders. • Change must be sustainable and innovative. • Change makes employees exhausted.	• More flexible processes are required. • Stakeholders have to deal with uncertainty and risks, and thus they need relevant skills, experience, and knowledge. • Change must be designed in a way that it can avoid making employees exhausted.	• Risk management must be included in a change process for sustainability. • Leaders and change agents must ensure that change plans and efforts are sustainable.
Social transformation	• There is an increasing diversity in the labor force. • Globalization is a force for social transformation. • There is a shift in demography, that is, more old people stay in the workforce, and more females join the labor force. • Generation Y's values are different from other generations. • A growing dissatisfaction of people toward work, life, government, society, and so on.	• Change in organizational culture and human resource practice and policy is required to manage diversity workforce. • New strategies and policies are required to address issues associated with globalization. • New structure, new job design is required to address different needs of employees with different backgrounds, cultures, ages, races, and so on. • Government intervention is still needed to address social problems. Yet, self-regulation and other forms of government intervention are required to address social change.	• Sustainability content should be considered as a new set of value in organizational culture. • Different sectors and stakeholders should work with each other to educate the public about the purpose and the importance of sustainability. • Sustainability content should be included in school curriculum.

Driving forces for change	Features	Implications for organizational change management	Implications for sustainability
New business paradigms	• Competition and collaboration are new norms of doing business. Thus, networking, partners and alliances, merger and acquisition will help firms take full advantage of economies of scale, share resources and risks associated with the introduction of new products, services, and processes. • IT-driven business models become more popular. • Firms switch to virtual offices. • Firms engage in outsourcing and temporary workforce to reduce costs. • Firms focus on customer satisfaction, apart from increasing shareholders' values. • Firms adopt cross-functional teams and project works.	• Firms need to change to deal with uncertainty, cultural differences, select qualified partners, and manage the network. • Organizational culture plays a significant part in the change process. • Cultural change often fails due to poor planning and /or poor implementation of cultural integration programs. • IT is seen as a powerful instrument for innovation. • Firms need to provide training and development to equip employees with necessary skills to work in cross-functional or project teams. • Firms have to search for new methods to monitor and evaluate employees' performance.	• Sustainability should be included in the vision and mission of firms. • Strategy, structure, human resource policies, practices, and organizational culture must be modified or newly created toward sustainability. • Firms have to educate employees on various aspects of sustainability, including social, economic, and environmental elements. • Firms must identify and adopt new instruments or tools to measure the outcome of sustainability.

(*Continued*)

Table 7.1 Future driving forces for change and implications for change management (Continued)

Driving forces for change	Features	Implications for organizational change management	Implications for sustainability
Globalization	• Globalization is facilitated by technology, especially the Internet. • Competition is severe due to free trading and new forms of commerce (e.g, e-commerce and m-commerce). • Firms are competing with each other, but also interdependent with each other. • Different parts of the society are interdependent.	• Change must help firms (1) develop capabilities and gain competitive advantage in dealing with national and global competitors, (2) adapt advanced technology, and (3) develop new managerial competencies. • Change must help firms be flexible and able to manage uncertainty. • Organizations must provide a conducive environment for continuous learning and sharing knowledge.	• The scope and scale of interventions regarding sustainability will be wider and may cross nations. • Firms need to analyze the costs and benefits of sustainability efforts in different contexts.
Environmental challenge	• Global climate change, natural and human-made disasters pose serious treats to human and ecological systems across countries. • The scope and scale of environmental degradation and climate change impacts are wider and more severe than those in the past.	• Firms have to incorporate environmental elements in any change pertinent to vision, mission, structure, strategy, processes, procedures, policies, and practices. • Firms need to comply with new environmental regulations and laws.	• Any change plan and process should incorporate interventions that can address issues associated with environmental sustainability.

Source: Mozenter (1999), Castells (1999), Kotter and Cohen (2002), Worley and Feyerherm (n.d.), Ogbonna and Harris (2003), Teece (2010), Waddell et al. (2011), Paulsen et al. (2013).

economic, sociocultural landscapes, firms also have to be environmentally responsible in order to meet the expectation of stakeholders, including customers, partners, suppliers, and the community.

Conclusion

Although different authors, leaders, and change agents view change management from different dimensions, change management is a structured and systematic approach to move individuals, groups, or firms from a current state to "a desired future state, to fulfill or implement a vision and strategy."[39] An organization should be treated as an open system where different parts, such as vision, mission, structure, strategy, people, policy, and practice, of the system must fit with each other to move the system ahead. Otherwise, the system will be deemed dysfunctional. When one component of the system requires modification or alteration, other components may also need to be readjusted. Thus, leaders and change agents are required to have knowledge, skills, and experience to plan and manage a change process. They can apply various theories and approaches to identify problems, gain support, engage stakeholders, manage resistance to change, and lead the change to success. Organizations should empower employees via several ways to prepare them for change so that they can accept and embrace changes to improve their current states and performance, given the limited resources in their current situations.

In short, change is constant and change may produce both positive and negative outcomes, depending on different factors. Changes are an inevitable part and may occur to everyone and every organization. Thus, everyone should learn and acquire necessary skills and knowledge in order to manage change competently.

Given the current rate of technological development and the fast increase in global competition, it is predicted that organizations must continuously seek for change in the future.[40] Actually, there is no option for an organization to avoid change since as it is difficult to stop organizational change.[41] The role of change agent and the interventions for sustainability will continuously be influenced by globalization, technological development and innovation, sociocultural and business transformation as well as environmental challenges.

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Change Management for Sustainability

Huong Ha

Change management is a challenging and continuous process that requires a particular skill set for both leaders and managers. It is essential for leaders and change agents to understand and address the five most important questions: Why? What? Who? How? When?

Inside, you'll learn the concept of change management, its impact on the company's business performance and sustainability, and the relevant issues associated with it. The author highlights the importance of sustainable development, including economic, environmental, and social elements and introduces different types of changes including planned, unplanned, incremental/marginal, transitional, and transformational ones.

Various models of planned and unplanned changes are featured, including leaders as change agents; the concept of resistance, reasons, sources, and forms of resistance to change; definitions of values, attitudes, personalities, and perceptions of individuals; and how these determinants affect individuals' behaviors, attitudes, and responses toward organizational change. Several organizational examples are provided throughout the book to illustrate how high-performance organizations grow their business.

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