

CHAPTER 1

INTRODUCTION

1.1 Introduction

Organisational design, development and change management practitioners use systematic strategies and approaches to improve the productivity of organisations and the well-being of individuals. In order to do this, the organisational design, development and change management practitioner must be able to manage customers, competition, change, relationships and processes. This practitioner needs to be able to work with organisations in order to partner with them in creating the strategic business goals as well as analysing the strengths and developmental areas of the organisation. Organisational design, development and change management is the alignment of the structure, process, rewards, metrics and talent with the strategy of the business (Galbraith, 1995). The goal of organisational design, development and change management is to concentrate on closing the gap between where the organisation currently is to where the organisation would like to go (Warrick, 1978). The organisational design, development and change management practitioner has first line insight into the successes and stumbling blocks of organisational design, development and change management implementation.

This research study proposes to investigate practitioners' experiences of organisational design, development and change management by engaging with practitioners' to gain insight into their knowledge and experiences. This chapter will look at providing an introduction to the research study; present a description of the problem and the rationale of the study. It will introduce the general focus of the study and identification of the research problem. The research problem will be formerly stated. The motivation and significance of the study will also be discussed as well as the goal and objectives of the study, the research questions, - approach, -design, - procedure and strategy, pilot study, sampling procedures, ethical issues and relevant concepts.

1.2 Statement of the problem

Some decades ago, came the birth of disciplines called organizational design, development and change management. It is the subject of change which is of profound interest to those

who see organisational performance as the sum of individual performance (Beckhard, 1969). Large scale organisational change ultimately dictates the organisation's viability as a result organisational design, development and change management assists with change strategies which assist the leaders of an organisation to achieve their desired business objectives. An organisation's existing organisational design can determine the ease with which a change initiative is implemented and thus the ultimate success of the initiative. Many organisations do not understand the importance of this key human resources strategy and how beneficial this can be to achieving its business objectives.

While conducting research on this phenomenon, it was clear that a gap in the research exists around the knowledge and experiences of practitioners around organizational design, development and change management implementations. The researcher is particularly interested in the experiences and perceptions of the organizational design, development and change management practitioners.

It is evident that not much has been written around organizational design, development and change management practitioners and their experiences in relation to implementation. The researcher would like to understand practitioners understanding of organizational design, development and change management, the relationship between the three phenomena, what some of the key successes are, the stumbling blocks encountered during organizational design, development and change management implementation from a practitioners' perspective. Ultimately, the researcher would like to contribute to the literature around this phenomenon. It is therefore the purpose of the study to explore practitioners' knowledge and experiences in implementing organisational design, development and change management in order to improve the efficiency and effectiveness of an organisation.

1.3 Rationale for the study

Large scale organisational change ultimately dictates the organisation's viability. An organisation's existing organisational design can determine the ease with which a change initiative is implemented and thus the ultimate success of the initiative. Many organisations do not understand the importance of this key human resources strategy and how beneficial

this can be to achieving its business objectives. The literature review revealed that there is a gap in organizational design, development and change management implementation research around the knowledge and understanding of practitioners. It is evident that not much has been written around organizational design, development and change management practitioners and their views in relation to implementation.

There is a need to understand the impacts of successful organisational design, development and change management implementations as they influence the success of an organisation. There is also a need to conduct further investigations to find what can be done to promote the organisational design, development and change management disciplines within the corporate environment.

The new world of human capital practice encourages this discipline and understands the business value it brings to any organisation if done correctly. It seems that there is no information that truly captures the impact of successful organisational design, development and change management implementations. Therefore, the researcher thought that this research project would be able to answer questions relating to practitioners' knowledge and experiences of organizational design, development and change management implementation. As an organizational design, development and change management practitioner, the researcher's interest is also in understanding the dynamics and environments in which practitioners work. The researcher believes that through shared experiences, organizational design, development and change management practitioners have greater success of creating more effective and efficient organisational functioning as well as promoting and encouraging more productive collaboration and networking amongst practitioners. The researcher's professional interest therefore also motivated her to conduct this research.

1.4 Purpose of the study and objectives

The purpose of the study is to explore practitioners' knowledge and experiences in implementing organisational design, development and change management in order to improve the efficiency and effectiveness of an organisation.

The objectives of the study are:

- To explore the practitioners understanding of organisational design, development and change management
- To explore the practitioners understanding of the relationship between organisational design, development and change management
- To explore the importance of organisational design, development and change management
- To explore the practitioners experiences in implementing organisational design, development and change management
- To explore the challenges in implementing organisational design, development and change management
- To explore the successes in implementing organisational design, development and change management
- To explore practitioners recommendations and what can be done to improve the implementation of organisational design, development and change management

1.5 Scope of the study

The scope of this research study is to explore practitioners' knowledge and experiences of organisational design, development and change management. The study consists of face to face interviews with organisational design, development and change management practitioners employed by the JD Group or Accenture. The interviews are guided by the use of a semi-structured interview schedule. The intention of this research study is to gain insight into practitioners' knowledge and understanding of organisational design, development and change management. The study focuses on the practitioners' understanding and perception of what organisational design, development and change management is, the nature of the relationship between the three phenomena, what some of the key successes are and the stumbling blocks encountered during organizational design, development and change management implementation from a practitioners' perspective.

1.6. Research questions

The following research questions were formulated for this study:

- What are practitioners understanding of organisational design, development and change management?

- What are practitioners understanding of the relationship between organisational design, development and change management?
- What is the importance of organisational design, development and change management?
- What are practitioners' experiences in implementing organisational design, development and change management?
- What are the challenges in implementing organisational design, development and change management?
- What are the successes in implementing organisational design, development and change management?
- What are practitioners' recommendations and what can be done to improve the implementation of organisational design, development and change management?

1.7. Brief description of research design and methodology

De Vos, Strydom, Fouche and Delpont (2005) affirm that a research design is a detailed plan for how a research study will be conducted. The design used in this study is the exploratory design. The purpose of exploratory research is to describe the meaning of the lived experiences for several individuals about a specific phenomenon (De Vos et al, 2005). The need for this design could arise due to a limited amount of basic information available on a specific phenomenon. This research focuses on practitioners' knowledge and experiences of organisational design, development and change management implementation. The new phenomenon in this study is practitioners' knowledge and experiences of organisational design, development and change management implementation.

This design was selected as the purpose of this research was to explore practitioners' knowledge and experiences of organisational design, development and change management implementation.

The nature of the population is professional practitioners working in the field of organizational design, development and change management. The study used non-probability (non-random) sampling. In this sampling method, the chance of selecting a particular respondent is unknown (De Vos et al, 2005). This study used purposive, snowballing sampling. Participants will be selected based on the judgment of the researcher. The sample

was composed of elements that contain the most characteristic of the population, in this case, all respondents were required to be organizational design, development and change management practitioners. The sampling also included snowballing sampling as the researcher approached a single practitioner who was involved in the phenomenon and gain further information of names of similar persons. The first internal participant was a practitioner from the JD Group's Organisational Development & Change Centre of Excellence and the first external practitioner was a consultant employed by Accenture. The researcher obtained permission from the JD Group and Accenture. The first internal and external practitioner was asked to identify other such practitioners who would make up the total sample size of six participants.

This sampling method was useful in this study as the population were widely dispersed. Non-probability sampling allows for more flexibility and is less time consuming. The researcher also needed to be aware of the ethical requirements for snowball sampling. The first respondent needed to first obtain permission from other potential respondents he/she knew before giving their details to the researcher (De Vos et al, 2005). With the selected sampling method, there was a greater risk of bias and it may not be possible to generalize results to the population.

The research tool that this study used was a semi-structured interview schedule. The researcher decided to make use of this tool as it was the best medium from which to study experiences and perceptions of the participants about a specific phenomenon. The semi-structured interview schedule also allows for greater flexibility for the researcher in that she can ask clarifying questions. Many of the questions were drafted based on the researcher's previous discussions and interactions with organizational design, development and change management practitioners. The questions were also based on the researcher wanting to gain further understanding into the phenomenon in terms of how practitioners perceive their roles, the models and methodologies they use and the success stories. With the participants' permission, the researcher also made use of a tape recorder to record the interviews. These recordings were transcribed and used for data analysis. The researcher ensured that each participant signed a letter of consent to validate that they are aware that this process is confidential and that they will remain anonymous in the research report. The participants were also required to sign a letter consenting to audio recordings if they agreed.

1.8. Limitations of the study

This section outlines some of the limitations experienced during this research study.

One limitation is the sampling as the risk with snowball sampling is that there may not be sufficient people interested in participating in the study. It was difficult getting participants to recommend another practitioner that would be interested in participating in the research study. When a participant did recommend another prospective participant, it was difficult to coordinate times to meet to conduct the interview as many of these practitioners are required to travel outside of Johannesburg when working on an organisational design, development and change management implementation. Although respondents were purposively selected, a limitation of the study is that findings are inconclusive and cannot be generalized to the larger population. A bigger sample would have been better. According to Bless and Higson-Smith (1995), a large sample is more representative but very costly. For these reasons, the number of actual participants was less than originally indicated. Overall, the research was a learning experience for the researcher and contributed to the knowledge base of organisational design, development and change management.

Recent literature of practitioners' experiences of organisational design, development and change management was limited.

1.9. Summary

This chapter has offered an introduction and orientation to the research study. It has also briefly described the research design and methodology. The next chapter will examine the literature in relation to organisational design, development and change management. The chapters to follow will discuss the research methodology in more detail and present the findings of the study. Finally, an analysis of the main findings will be presented with recommendations and the conclusion.

1.10. Definitions of key concepts

Organisational design

Organizational design is a process of reshaping an organization's structure and roles, or it can more effectively be defined as the alignment of structure, process, rewards, metrics and talent with the strategy of the business (Galbraith, 1995).

Organisational development

Organisational development (OD) is a conceptual, organization-wide effort to increase an organization's effectiveness and viability. It is often referred to as a response to change, a complex educational strategy intended to change the beliefs, attitudes, values, and structure of an organization so that it can better adapt to new technologies, markets, challenges, and change (Bennis, 1969).

Change management

Change management is a structured approach to shifting or transitioning individuals, teams, and organizations from a current state to a desired future state. It is an organizational process aimed at empowering employees to accept and embrace changes in their current business environment (Weick, 1979).

Practitioner

A practitioner is someone who engages in an occupation or profession (Weick, 1979).

Implementation

Implementation is the realization of an application, or execution of a plan, idea, model, design, specification, standard or policy (Bradford & Burke, 2005).

Experiences

Experiences are made up of knowledge of or skill in or observation of a phenomenon or event gained through involvement in or exposure to that phenomenon or event.

(MacMillan dictionary, 2010,

<http://www.macmillandictionary.com/dictionary/british/experience>)

1.11. Overview of the chapters

Chapter one introduced the general focus of the study and orientation to the research study.

Chapter two focuses on all the relevant issues regarding organizational design, development and change management.

Chapter three discusses the research methodology for this study.

Chapter four presents the findings of this research study.

Chapter five presents the main findings, conclusions and recommendations.

CHAPTER 2

THEORETICAL FRAMEWORK AND LITERATURE REVIEW

2.1 Introduction

This chapter presents the review of the literature of organisational design, development and change management. This literature review uses a framework to discuss the themes identified. In conducting the literature review, the researcher started by reviewing the literature on organisational design, development and change management. The researcher then conducted a review of the literature to understand the principles, models and methodologies specific to organisational design, development and change management. Lastly, the researcher reviewed instances where organisational design, development and change management was implemented to assess the successes and stumbling blocks. The main body of knowledge will be presented.

2.2 History of organisational design, development and change management

This section looks at the history of organisational design, development and change management.

Most of the early names associated with organisational design, development and change management discipline has been influenced by theorists such as Carl Jung, Freud, Carl Rogers and Skinner. Others such as Margaret Mead and Edgar Schein have attempted to describe cultures from an anthropological perspective (McLean, 2005). Historic research by Clark and Krone (1972) indicates that the term organisational development was first used in the 1960's. The Annual Review of Psychology published its first article about organisational development in 1974 (Friedlander & Brown, 1974). The article refers to two main approaches namely, the human-process and the techno-structural approach. The human process approach is centred on the idea the both the people and the business processes are built on the principles of human behaviour (Friedlander & Brown, 1974). The focal point of the techno-structural approach is the technical and scientific elements of an organisation (Friedlander & Brown, 1974) and the ways in which has influenced the organisational structure in the past and how it influences the organisational structure today.

Kurt Lewin consulted with various organisations to improve its productivity. This assisted him to develop concepts such as team building, force field analysis; theories of change, feedback mechanisms, action research and the notion of work teams who are able to manage themselves (McLean, 2005). Richard Beckhard termed the discipline, organisation development. He placed emphasis on the process more so than the results. He argued that the best processes lead to the best results.

In the last 40 years, researchers and practitioners have been interested in organisational design, development and change management. Organized organisational design, development and change management activities come from three main streams. The first two streams are the development of training groups and survey research and feedback (Lewin, 1958). The third stream is the socio-technical approach developed by the Tavistock Institute of Human Relations in London (Sinangil & Avallone, 2001). French & Bell (1984) argue that the three streams have common elements. These elements are the action research method which includes a combined client-practitioner preliminary analysis; data gathering from the client group; feedback to the client group; exploration of the data and finally action.

In the 1980's, the concept of organisational design, development and change management found new definitions. Burke (1982) defined organisational development as an organised and structured procedure to bring about change in an organisations culture by making use of human behaviour science, a combination of research and theory as well as new technology. Burke (1982) states that over the years, organisational development has to grow and expand to resolve business problems. Furthermore, it has certainly become an important way in which to change and improve organisations. Sashkin and Burke (1990) presented a literature review on organisational development which examined the history of the concept. This review suggests that in the 1960's and 1970's, there was rapid development in the research of organisational development however in the 1980's, research almost came to a complete stop. The literature review also indicates that the studies were mainly around the areas of the research itself specifically with regard to the problems that arose from it and its methodologies. Over time, a number of different theories have been developed however the literature review indicates that the subject is lacking contributions and a structured frame of reference (Sinangil & Avallone, 2001). In the 1980's, concepts such as team building and the study of organisational culture and change became very well-liked (Sashkin & Burke, 1990).

In the 1990's, new definitions of organisational design, development and change management were proposed. Chesler (1994), defined it as a long term endeavour to implement change as a result of an initial analysis obtained from people employed by the organisation. This endeavour requires everyone in the organisation to work towards improving the effectiveness of the organisation by engaging in regular activities to assist with understanding and selecting the best alternative way forward. Sue (1995) placed special emphasis on the multi-cultural aspect of organisational development by stating that it takes on a social justice perspective. Sue (1995) believes that when imbalance occurs in organisation, it may not be as a result of bad communication, lack of knowledge or poor management from leadership but rather due to power. The research above clearly suggests the notion of a change agent which is currently central to the discipline of organisational development.

With the development of new telecommunication systems and information technologies, time is of the essence. As a result, it has become necessary for organisations to think about how efficient it really is. Organisational development research has become more aware of its potential and boundaries as well as the importance of improving its process.

The next section looks at the definition of organisational design and what it involves.

2.3 Organisational design

This section looks at the definition of organisational design and what it involves.

Galbraith (1995) defines organisational design as the process of redesigning organizational structures and roles in line with the business strategy. He goes on to add that organisational design is the process of intentionally reviewing and reengineering the structures, processes and people practices in order to optimise the business so it can achieve its strategy. Business needs to focus on these elements in order to create new capabilities to compete in the market. Stanford (2007) goes on to define organisational design as the sequence of work that results in an alignment of an organisation's vision, operating model, strategy, business objectives as well as its people and processes. Myers (1996) states that organisational design initiatives deal with improving the organisation's structure and considering things such as decision making, reporting lines and segregation of duties. French (1973) argues that organisational design is important for enhancing the effectiveness of an organisation.

Organisational design is the process of engineering or reengineering an organisation and the end result of this process is an organisational structure. An organisational structure is the arrangement of the roles and job in an organisation in order for it to achieve its business goals. It defines how work and tasks are organised and allocated. Venkatachalam and Sellappan (2011) argues that organisational structures serve three basic functions which include productivity, the separation of duties to ensure regulation to the requirements of the organisation and lastly, decision making ability to ensure that all the power and decision making ability is not centralised in one place.

The organisational structure of an organisation creates a frame for the organisation and order of the abundant tasks that are required in any organisation. Organisational structures exist in order to enable the performance of work activities in line with the organisation's strategy. In order to achieve this, there is no best structure for any organisation or function. All organisational structures have inherent strengths and weaknesses. It is therefore important that any organisation embarks on a step by step organisational process. The approaches and models for organisational design will be discussed later in this section.

According to Karren (2009) the benefits of organisational design include improved employee engagement levels, the upper edge against competitors and enhanced financial results for the organisation.

It is important to note that organisational development is generally a response to organisational design. The next section looks at the definition of organisational development and what it involves.

2.4 Organisational development

This section looks at the definition of organisational development and what it involves.

The first formal definition of organisational development is that of Richard Beckhard where he defines organisational development as an intervention, based on behavioural science knowledge, where the entire organisation is involved in a structured process driven by top management to improve the effectiveness of the business (Beckhard, 1969). Bennis (1969) defines organisation development as a reply to change so organisations can become accustomed to new technologies and the many challenges associated with the need for swift change. The key components of organisational culture have been extracted from Bennis'

(1969) definition, namely beliefs, attitudes, values and structures. Lindholm, Yarrish and Zaballero (2012) define organisational development as a change endeavour that is designed to change a group of people or organisations as a whole.

Organisational development is a behavioural science that is focussed on the organisation as a organism (Yanker, 2006) and uses this knowledge to assist organisations in dealing with the problems of change (Anderson, 2001). Sinangil and Avallone (2001) state that organisational development and change is an initiative where behavioural science is used on a regular basis to improve the competence level in the organisation and ultimately improve the effectiveness of the organisation. It is a process of improving organisations. The process is carefully planned and implemented to benefit the organisation, its stakeholders and employees. It can further be defined as an influential approach to improve the effectiveness of the organisation and the health of individuals initiated in large organisations across the world (French, 1973). This includes the organisation's ability to create a high quality of life for its employees and ultimately its capacity to problem solve.

Egan (1998) came up with a number of definitions for organisational development. Between 1969 and 2003, he identified 27 definitions although they are not a comprehensive review. Out of the 27 definitions he found, Egan (1998) was able to identify 10 clusters of desired outcomes or benefits included in the definitions. These benefits include that it aids learning and development for people in the organisation; it increases the effectiveness and efficiency of the organisation as it assists organisations in problem solving which enhances the organisations systems and processes which impacts its financial performance and competitive edge. It allows the organisation to implement change and manage the change appropriately. Through the change initiatives, it allows the organisation an opportunity for renewal, to engage the culture of the organisation to leverage support for the change thus ensuring the health and interest of both the employees and the organisation alike.

The above desired outcomes add to the intricacy of the organisational development discipline and directly impact the expectations of organisational design, development and change management by the practitioner and organisation alike.

A more recent definition of organisational development is that of Cummings and Worley (2000). Their definition states that organisation development involves the whole organisation and involves behavioural science theories in a structured effort to address the enhancement and strategies, structures and processes that result in a more effective organisation. McLean

(2005), proposed the following definition of organisational development. He states that organisational development is a long term initiative that can assist organisations or groups of people to improve its effectiveness through the use of knowledge, expertise and relationships.

The next section looks at the definition of change management and what it involves.

2.5 Change management

This section looks at the definition of change management and what it involves.

Change is a natural characteristic of any organisation. Surviving such changes can be the difference between a successful organisation and an unsuccessful organisation in the current business environment. Hiatt (2006) defines change management as the implementation of a planned, well thought out process that makes use of a set of tools for managing the people aspect of change to achieve a required objective. Change management is the process of taking a planned approach to assist in aligning the organisation with the change. The organisation is analysed to create an understanding of the current situation and to identify potential prospects for change that will meet the required business objectives. Despite the continuous development as a practice, the aim of change management is to look at the gap between where the organisation currently is and where the organisation would like to be in the future (Warrick, 1978). This is symbolic of a fundamental change process which moves from the current as is state to the future to be state.

Change can originate from many sources such as internal or external sources. There are many reasons for organisational change, which according to Robbins (1991) demand organisations embark on change implementations. These can be as a result of technological changes such as the development of new information technology (IT) systems which can assist organisations to be more effective. Changes to the macroeconomic environment in which organisations function, can demand that they change in order to adapt to the new environment. Market trends can also demand that organisations change in order to be more effective and remain competitive.

Successful change management is important as it involves ensuring that people's capacity to change and adapt to work efficiently and effectively in the new environment. Hiatt (2006) states that in order for an organisation to survive today's marketplace, the organisation must review its strategy, performance, technology and processes on a regular basis to understand

what changes are required. He goes on to add that the organisation must concurrently assess the effect of business change on its employees and take into account the culture, values, history and capacity the business has for change.

The next section looks at the principles of organisational design, development and change management.

2.6 Principles of organisational design, development and change management

This section looks at the principles of organisational design, development and change management.

McLean (2005) argues that change management uses change agents as fulfil various roles such as facilitator, teacher and coach rather than an expert in the field of change management. McLean (2005) goes on to say that if organisational design, development and change management is done correctly, it will create a more effective and efficient organisation that will consequently improve the values of the goods and services at a realistic price, improve the organisations financial performance, enhance the work environment in which people operate and support leaders to be effective. Rouda and Kusy (1995) state that organisational design, development and change management uses human behavioural science combines with knowledge and experience to better comprehend people, technology and the relationship between the two in order to improve the organisation's wellbeing. A paper written in 2004 by Booz, Allen, Hamilton (2004), a management consulting firm, highlight that success at large change initiatives requires more than planning and the conventional attention of senior leaders and their advisory team. Their paper says that in order to achieve the organisation's required outcomes, one needs to have a solid understanding of the organisation's value system, its people and culture or the plans will just sit on paper and not be implemented. Booz Allen Hamilton suggests guideline principles for transformational change which includes a disciplined approach to change management as it is important and critical to success. The leadership team of an organisation needs to provide support and a path for the rest of the business in order for the change to be adopted. As change management initiatives progress, they affect various levels within the organisation and therefore it is important to have change agents at all levels. Communication of the formal business case for change is important as it creates a common vision during the change period to ensure alignment to the same objective. Leaders of the organisation need to accept responsibility for making the

change happen in all their areas of control. Successful change management initiatives highlight core messages through regular communication to communicate the right message at the right time to the right audience (Hiatt, 2006). It is important to understand the current organisational culture and the potential gaps that need to be bridged. Quick wins need to be identified to gain support for the change initiative and for the development of a new culture. Thorough cultural analysis can assist in assessing how ready the organisation is to change and will assist in bringing issues to the forefront so they can be addressed to prevent resistance to the change. No change management implementation has gone according to plan as one can expect, people will react in unexpected ways. It is therefore important to constantly reassess the impact the change has on the organisation and its people who are experiencing the change as change is a personal journey for each individual. Change is also experienced at an organisational level and needs to be monitored and assessed.

McLean (2005) adds that although organisational development mainly has roots in the behavioural sciences, it is multi disciplinary as it uses principles and theories from organisational behaviour, management, business, psychology, sociology, anthropology, economics, education and counselling. He further states that some of the principles involve planned interventions and improvements in an organisation's processes and structures and requires specific skills in working with individuals, groups and whole organisations as it is primarily driven by action research which will be discussed later. According to Yanker (2006), the principles of organisational development are built on some assumptions. Firstly, people will respond in the same manner as how they are dealt with and therefore if they are treated well during the period of change, it could result in improved productivity. As human beings, people are stimulated by work that challenges them and are meaningful to them therefore the work they do, must meet their needs as well as the needs of the organisation. If an organisation does not allow individuals to express their strengths in a supportive and trusting work environment, it will stifle their commitment to the success of the organisation. It is also important to note that groups of people form an organisation and for this reason, groups are a crucial component of change as they will either drive the required change or stifle it given that change is adopted far quicker when people are part of the change process. Lastly, when communicating to groups, it is important to allow them an opportunity to give feedback should the need arise as this is indicative of productive groups. As such it is important that they have a channel to provide this feedback.

Good organisational development practice relies heavily on organisational theory as this assists the organisation to be more productive and overall more effective and more efficient. It is therefore important to have a definitive understanding of the values and principles of organisational development. Practitioners in the field use organisational development to turn negative experiences into positive ones. Having a strong theoretical background and experience with proven models are critical for successful and ethical organisational development practice (McLean, 2005). The organisational development field is broad and complex as it takes place in many different disciplines using a number of different methods and processes to achieve the desired outcomes of an organisation.

As mentioned earlier, the principles of organisational design, development and change management practice is a planned and systematic change effort which uses behavioural science, skills and knowledge to assist an organisation to become more sustainable (Karren, 2009). Practitioners argue that the success in effectively implementing organisational design, development and change management lies in the principles they use. The first is that the organisation has to identify its vision, mission, values and business goals before developing specific strategies to achieve it. It is important to remember that the strategies are subject to change depending on the changes that may occur in the operating environment.

Organisational design, development and change management practitioners use tools such as strategy mapping or process mapping to help build a balanced scorecard which assists in defining the organisation's key business processes derived from the strategies (Furnham, 2005). Examples of key business processes are developing partnerships, delivering product, developing capability and so forth which are subject to change year on year. These key processes are then built into a high level business process model that talks to how your organisation creates values for its stakeholders and customers alike. A good process model will highlight the links between your value chain processes and will indicate how the outputs align to the organisation's strategic objectives. The process model will also serve as support when deciding which organisational structure would be most suitable to deliver the strategies.

Competency requirements are defined by the strategy, structure and processes (Furnham, 2005). How you will choose to complete it is defined by the strategy. How the work gets done is defined by the processes and therefore certain competencies will be needed to operate those processes. Generic competencies are process operation competencies, process management competencies and people leadership and management competencies. As

mentioned earlier, span on control and co-ordination of work are cost drivers. As a result it is more cost efficient to have self-managing teams than a structure with multiple levels of supervision and span of control. The next principle is to capture roles and responsibilities within the new processes bearing in mind the business process model. An approach, customised to suit the organisation, needs to be adopted for this process to ensure that the organisational design, development and change management practitioner meets the business requirements in terms of the improvement the organisation is trying to achieve. Each role is characterised by step by step tasks that are manageable work outputs and can be controlled by means of a feedback channel. According to McLean (2005) roles can be one of three types, namely the strategist, team leaders and team members. The role of the strategists is to work on defining the strategy of the organisation and how to achieve the business objectives. The role of the team leaders is to ensure that the strategy of the organisation is implemented and that the daily operations of the organisation are managed accordingly. The role of the team member is to execute on the strategy of the organisation by fulfilling the day to day tasks and following the necessary processes required to achieve the business strategy in the long run.

Developing a structure involves linking people to the relevant processes. Guidelines for good practice include manageable spans of control, flat structures that avoid one-on-one relationships within the structure and no overlapping of tasks in the roles. Monitoring and evaluating should be done by each work group in the organisational structure (McLean, 2005). Span of control or the number of people reporting to one manager, can increase with process clarity and automation as more of the same role does not change the level of complexity required to manage more people. Each level of management must make a clear contribution and each manager must have a manageable span of control. It is vital to work from the strategy of the organisation to the processes. Once this exercise has been complete, the practitioner has his/her first draft of the structure for the new organisation. The draft will indicate how the roles fit into the process and how they are grouped together. In addition, the draft will indicate how the roles will be managed and how it will fit into the overall structure of the organisation (McLean, 2005).

The next step is to identify the people required for the new organisation structure. These people can be identified based on the knowledge and skills required in each new role as well as the number of people required to operate the new process. The levels of performance expected in the new process will also be identifiable.

The next section looks at the models, methodologies and approaches to organisational design, development and change management.

2.7 Models, methodologies and approaches to organisational design, development and change management

This section examines some of the common organisational design, development and change management models, methodologies and approaches. McLean (2005) defines a model as an illustration of the actual phenomenon with the intention to guide a practitioner on how to implement it. A model has the potential to illustrate and lay the foundation for the work to be done. Cowan (2005) argues that there is no perfect solution to managing organisational change however there are some methods and techniques that can be used to assist in managing organisational change.

2.7.1 The PDCA Model

One of the first models for organisational development is Shewhart's 1920 model, the PDCA Cycle. The PDCA cycle was a model developed to explain the need for ongoing organisational improvement and process through which this would occur.

In the Plan stage, various decision making tools are used to decide what might be done to improve the organisation and its processes. These plans are implemented in the form of a pilot implementation project in the Do stage. Measurements or a quality management process is undertaken to determine whether or not the results of the pilot project accomplished the desired outcomes in the Check stage. If the pilot project proves to be successful, the process is implemented in the Act stage. If the pilot project is unsuccessful, the practitioner would need to go back to the Plan stage and start the cycle again. If the pilot project is successful, new plans need to be developed in order to determine what more can be done to improve the process. Continuous improvement is fundamental in the PDCA cycle.

In 1989, an earlier model, similar to that of the PDCA cycle developed by McLean & Sullivan suggested a cyclical but sequential model (McLean, 2005). However this model has been criticised. Despite the model being illustrated in a cyclical manner, the arrows appear in one direction which suggests a linear model. There is no suggestion of that some of the phases may run simultaneously. There is also no sign that one could go back and forth

between phases if the phases are not completed (McLean, 2005). This model was then modified to the Action Research Model.

2.7.2 Action Research Model

The Action Research Model came about in the mid-1940's by Kurt Lewin who is widely recognised as one of the founders of the discipline of organisational development. Lewin's famous statement was that without research there can be action and that without action no research can take place (Lewin, 1958).

The Action Research Model is made up of eight phases and accommodates for the back and forth movement between phases. The phases include gaining entry into to the organisation as well as determining the organisation's readiness to change by conducting a change readiness assessment and agreeing on working conditions. Basic infrastructure is developed and put in place and the team is then developed. The team is made up of the practitioner and other members of the organisation. The next phase is known as diagnosis or analysis where the organisational culture with strengths and weaknesses are communicated to the organisation.(McLean, 2005). Action plans are collectively developed as to how the organisation would like to proceed based on the analysis concluded in the previous phase. Goals and objectives are determined and how this will be achieved is addressed by means of an action plan. These action plans or interventions are then implemented. These plans then need to be assessed and evaluated in terms of how effectively the interventions achieve the goals and objectives set. If the evaluation indicates that the interventions were unsuccessful and the objectives were not met, this phase is skipped and the process starts over again. If the intervention was successful in that the desired outcome was achieved, the change is implemented and the organisation adopts the new processes or changed initiative. In this phase the practitioner, depending on whether he/she was internal or external, will withdraw from the process. This should occur intentionally and not simply by allowing it to happen.

Based on this model, the ideal would be that the organisation will continue the process without the practitioner with the objective of continuously improving the efficiency of the organisation (Millward, 2005). Despite this model being widely accepted and used in most organisational development projects, criticisms of the model do exist. Some critics argue that it takes too long to go through all of the phases in the model. They say that the world is dynamic and ever changing and by engaging in so much time to go through the phases of the model, things in the environment may have already changed. The question is, how much

longer would it take if the practitioner skipped phases and the process fails because of not following the model? Another criticism of the Action Research Model is that the goal of organisational development practice is to find problems and solve them. This has led to the development of the Appreciative Inquiry model (Furnham, 2005). The Action Research model finds the strengths in the organisation's culture and its problems. Although there have been many modifications to the working of the phases and merging some phases to make the model appear to have fewer phases, the Action Research model continues to be used as the standard approach to organisational development (McLean, 2005).

2.7.3 Appreciative Inquiry Model

In comparison to the Action Research Model, the Appreciative Inquiry model only looks for the positive in the organisation. Appreciative Inquiry is a innovative new change management model that allows organisations to go around resistance to change by approaching issues from a positive perspective instead of the more traditional problem solving course. This model is associated with David Cooperrider. It uses similar steps to that of the Action Research model however it has one key difference which has been modified. The assessment stage of the Appreciative Inquiry model employs a narrative approach to only bring the positive aspects of the organisation's culture to the fore. Central to this model, is the art and practice of probing for the positive aspects of the organisation and the organisations ability to enhance the positive aspects (Cooperrider & Whitney, 1996).

These change interventions give way to innovation and creativity instead of negative criticism. It endeavours to build a beneficial relationship between people and what people talk about as their past and present capacities. It strives to build on strengths, accomplishments and visions of a possible future (Cooperrider & Whitney, 1996).

Egan (1998) states that external practitioners who use this model, struggle to convince the client of its validity. Research does however indicate that the use of this model can be beneficial to the organisation. If an organisation has a history of poor financial performance, has undergone downsizing through retrenchments and has experienced a merger, the Appreciative Inquiry model is more effective.

Criticisms of this model includes that by only focussing on the positive aspects of the organisation, both the organisation and the practitioner do not have a holistic view of the organisation's culture.

2.7.4 The Unfreezing-Freezing Model

In 1951, Lewin stated that organisational change involves a simple three step process namely, unfreezing, moving and freezing. Unfreezing can be defined as opening the system up to change by minimizing resistance by confronting the need for the change (Millward, 2005). This process is termed force-field analysis which assumes that a stationary object will stay unchanged except when the forces to change are more important than the forces working against the change (Millward, 2005). Force field analysis is one of the simple tools of organisational development which is used in the early stages. This is an easy exercise which requires some employees of an organisation to share their positive and negative experiences encountered in the organisation. This will then assist the practitioner to determine how the people in the organisation feel about what is going well and what is not going well. This is part of the process of conducting an organisational analysis or a needs assessment.

Once amendments have been made, consolidation or freezing of the changes will provide steadiness. This is a top-down sensible change model as it identifies the cause of the resistance to change which allows the practitioner to influence the resistance more accurately and more effectively. This model suggests that people are easily persuaded of the need for change before they will engage with what is changing. This persuasion usually takes place in the form of a launch event or a communication sent out via e-mail to everyone in the organisation. This will also assist as an initiative in changing the culture of the organisation.

Weiss (1996) developed a model for effective change management within organisations. The first stage is to build a case for change which explains the motivation for the change and creates a common vision. This will go a long way in overcoming any resistance to the change and creating an environment that is ready to adopt the change. The second stage is to gain the support for the change initiative from of all stakeholders in the organisation. The third stage is managing the transition by means of the actual implementation of the initiative. The fourth stage of the model is sustaining the momentum by developing new competencies and reinforcing the changed behaviours in order for them to be sustainable in the long term.

Critics argue that the approach of instructing people to do and they will do is not sufficient to deal with the resistance and motivate for successful change in most organisational development implementations (Porrás & Silvers, 1991).

2.7.5 ADKAR model

Hiatt (2006) states that the ADKAR model is a structure for managing change at the level of individuals. The ADKAR model has five objectives and it is important to note that all five elements must be in place for the change to be actualised. The lifecycle for the ADKAR model begins once the change has been recognized. The model provides a structure for change management activities and includes ‘readiness assessments, sponsorship models, communications, coaching, training recognition and resistance management’ (Hiatt, 2006:3).

In the ADKAR model, the A stands for Awareness, D stands for Desire, K stands for Knowledge, A stands for Ability and R stands for Reinforcement. The awareness element refers to an individual’s understanding of the nature of the change, why the change is being implemented as well as the business case for the change. It also includes communication regarding the information of the drivers of the need for the change to take place. The common question asked here is ‘what’s in it for me?’ (Hiatt, 2006:4). The desire element refers to the willingness of the individual to support and accept the change. The knowledge element refers to the information, training and up skilling required by the individual in order to know how to change. This includes understanding the new behaviours, processes, systems and skills that the individual require to implement the change. The ability element refers to the execution of the change and essentially turning knowledge into action. The reinforcement element refers to the sustainability of the change through internal or external factors as indicated by Hiatt (2006).

2.7.6 Galbraith’s Star model

The Star Model, developed by Jay R. Galbraith, is a framework for organisation design developed in the 1960’s (Galbraith, 1995). The framework consists of a series of design policies that are controllable by management and can influence employee behaviour. The policies are tools to shape the decisions and behaviours of the organisation effectively (Galbraith, 1995). This framework encompasses five categories of organisational design namely: strategy, structure, processes, rewards and people. These components within the framework must be viewed interchangeably. The strategy element determines the direction of the organisation to achieve its business objectives. The structure element determines the location of decision-making power within the organisational structure. The processes element is related to the flow of information in the organisation. It refers to the responses to information technology changes or changes in the operating model of the organisation. The

rewards element refers to the reward and recognition systems and processes which impact on the motivation of the people to perform and address the organisational goals. The people element refer to the policies which influence and often defines peoples' mindsets and skills which will ultimately impact on employee engagement and satisfaction which could refer in additional discretionary effort from people.

Structure is only one facet of an organisation's design. The advantages and disadvantages of different structures should be considered and an appropriate solution determined. The interweaving nature of the lines that form the star shape imply that for the organisation to be effective, all policies must be aligned harmoniously with one another. This alignment will communicate a clear and consistent message to all people for the duration of the employee life cycle. This model consists of policies that leaders can control and that can affect peoples' behaviour. Galbraith (1995) argues that the model shows that managers can influence performance and culture but only by acting through the policies that affect behaviour.

The next section looks at the profile and competencies of organisational design, development and change management practitioners.

2.8 Profile and competencies of organisational design, development and change management practitioners

This section looks at the looks at the profile and competencies of organisational design, development and change management practitioners.

Organisational design, development and change management practitioners use methodical strategies and approaches to enhance the productivity of the organisation and the wellbeing of individuals. In order to do this, the practitioner must be able to manage customers, competition, change and its purpose, partnership and processes. The practitioner needs to be able to work with the organisation in order to partner with them in drafting the strategic business goals as well as analysing the strengths and developmental areas of the organisation.

According to Seddio (2002) the core competencies for organisational design, development and change management practitioners include understanding the business context and challenges which includes the organization's history, financial expectations, external pressures and the organisation's strategic vision for the future. They join the organisation and become an employee of the organisation in order to understand and identify with the people. They evaluate the prospects for growth and development and work towards closing the gap

between the current and desired state of the organisation. They put in place a process for ongoing renewal and revitalization. Organisational design, development and change management practitioners influence key decision makers so they can take ownership for the success of the change implementation and the further development of the organisation and its people (Yanker, 2006). They encourage ownership by coaching the leadership team at all levels in the organisation. They therefore require the skills to assess, define and implement personal and professional development strategies to achieve the desired outcomes.

A typical organisational design, development and change management practitioner's job requirements would be as follows, in terms of demographics, educational background and experience. Minahan, Hutton and Kaplan (2002) published a summary of the demographics of organisational design, development and change management practitioners that were members of the OD Network. The results indicate that in 2001, 55% of members were female and that 45% were male; the median age of the members to the OD Network was 50 and that they were between the ages of 40 and 59 and there was an equal number of internal practitioners to external practitioners that belonged to the OD Network. The study also indicates that most of the organisational design, development and change management practitioners that were members of the OD Network had between 3 to 10 years' experience in the field. Cummings and Worley (2000) conducted a study on organisational development and change and the participants had, on average, eight years of experience in the field. The study by Minahan, Hutton and Kaplan (2002) also indicates that the OD Network members were predominantly white.

An organisational design, development and change management practitioner, depending on whether internal or external to the organisation, will need to meet some or all of these requirements. A Bachelor of Arts or Bachelor of Commerce degree in business administration or behavioural sciences or equivalent education and experience would be required. He/she may need experience in training and human performance in a business setting, with strong project management skills and the ability to manage multiple programmes simultaneously. The practitioner should possess the ability to interact effectively with management and staff at all levels and work successfully in working with teams and facilitating a team environment. Knowledge of training and development methodologies as well as strong written and oral communication skills, including skills in developing and delivering presentations for audiences of all levels of business. Cummings and Worley (2002) highlight that there are ethical issues in organisational design,

development and change management implementations and it is the practitioner's responsibility to ensure that they help their clients and client organisations. The practitioner needs to possess good interpersonal and customer relations skills and possess the ability to analyse budgets. He/she needs to be a self-starter and must be able to work with minimal supervision. It may also require travel commitment.

The next section looks at the successes of organisational design, development and change management practitioners.

2.9 Successes of organisational design, development and change management

This section looks at the successes of organisational design, development and change management.

McLean (2005) argues that organisational design, development and change management is only successful if the implementation has the support, participation and dedication from decision makers in the organisation. According to Yanker (2006) the success to organisational design, development and change management interventions lie in the use of organised processes to identify problems, find solutions and implement the solutions. The participation of employees in the organisational design, development and change management process is critical to success as it promotes buy in and support of the implementation. Working within the relevant timeframes and project plan set for the implementation. The readiness of the organisation to adopt the change is also critical for success (Yanker, 2006).

Below outlines case studies as examples of successful organisational design, development and change management implementations that were submitted by the OD Network members.

Case Study 1

This case study submitted by the OD Network members, 2011 (www.odnetwork.org) describes a case study to illustrate a real life South African example of a successful organisational design, development and change management implementation. This project was conducted by Lee Knobel who is the Consulting Director for Worlds View in Johannesburg, South Africa. She made use of an African-influenced facilitation process called a lekgotla. A lekgotla is an old African method of ensuring that all voices are heard through creative dialogue. The purpose of the implementation was the transformation and

integration of two large, listed IT service provider organisations after a merger. The objectives of the implementation was to integrate the two organisations and its cultures as well as to ensure the alignment of the employees to the purpose, values, goals and new customer centric strategy of the new merged organisation.

Knobel's action plan was to develop a close partnership with the leadership team and create a shared vision, mission and values. A key medium in the transformation was an event which took place on the second day. The event brought employees from both organizations together to celebrate their history and envision their future. Employees participated in identifying and aligning key actions to support the new strategic direction. For full engagement of all participants, WorldsView used a lekgotla to ensure that all voices were heard. The lekgotla process helped individuals to be heard in groups. The intention was for the groups of people to work as a team to achieve a common objective.

The results indicate that the employees were accepting of one another's thoughts, views and opinion as well as commitment to the common goal. The values of the organisation and its people were reviewed. The leadership team this was the beginning of creating an effective organisation.

Case 2

The aim of this implementation was to enable a public college IT department to improve quality and the delivery of services through reorganisation and team development. Joseph Sclafani who is the President of Change Management Associates International in the US (www.odnetwork.org) was the organisational design, development and change management practitioner for this implementation.

The objectives of the implementation were to align the IT department with relevant business and academic objectives of the colleges. This process also required role clarification to ensure that all the jobs in the organisational structure had tasks and activities allocated to the roles. The purpose was also to create objectives for each department of the college and to enhance the way in which information is shared between the departments and well as the clients of the college. The practitioner worked with senior IT team members to present the proposed changes to the organisational structure. He facilitated sessions with them to understand the performance of the employee and guided members of the IT department around team work.

The results of the implementation showed substantial enhancements to the performance and output of the IT team.

2.10 Stumbling blocks of organisational design, development and change management

This section looks at the stumbling blocks of organisational design, development and change management.

Bradford and Burke (2005) state that stakeholder management can be challenging and it is therefore key to develop a common vision for each stakeholder increasing the chances of gaining their buy in. Weis (1996) further highlights that successful implementation sustain momentum by developing new competencies, reinforcing the changed behaviours in order for the organisation to be sustainable.

The strategies of organisational design, development and change management, the activities of the organization and the process to improve the effectiveness of the organisation are often hampered by the issues. White and Mitchell (1976) have noted three classic problems in organisational development work. They are that organisational design, development and change management involves a complex chain of changes that happen at the same time. As a result it becomes very difficult to determine which processes had what effect. Another problem is the fact that the organisational design, development and change management practitioner relies on the evaluation feedback from the employees within the organisation which often results in bias feedback. Some provide beneficial feedback to the change agents while others try to please them or the opposite of this occurs. The last problem they identified is that the Hawthorne effect occurs. The Hawthorne effect is when people alter their behaviour due to the fact that they are being monitored as a result of being studied (Furnham, 2005).

Furnham (2005), states that often the organisational design, development and change management practitioner or change agent does not receive support and commitment from top management which has a direct impact on the success of the organisational design, development and change management intervention. It is also common to get resistance from the unions if the organisation operates in a unionized environment.

2.11 Conclusion

In conclusion, all organisations have structure which is based on principles such as span of control, the degree of differentiation between the various roles and business units. The objective of an organisational structure is to improve the overall efficiency of the organisation. It is ultimately the plan of the change intervention and how the practitioner navigates the resistance to change that will determine the success of the organisational design, development and change management implementation. It is vital that the organisational design, development and change management practitioner takes on the role of facilitator, through education, participation, negotiation and gaining the support and buy in from management. Most organisations today understand the importance of development and encouraging change to remain up to speed with the ever changing environment in which organisations operate.

Whether an internal or external organisational design, development and change management or occupational social worker or change agent is used, the overall aim is to attempt to bring positive change to the organisation. Occupational social workers are ideally placed to effect such change within organisations and should practice macro level interventions more often.

Finally, organisational design, development and change management methodologies are constantly changing and improving and therefore the discipline will always interest researchers and practitioners alike. Organisational design, development and change management research will continue in future. Organisational design, development and change management as a discipline will continue as change occurs independently. As a result organisations will always strive for organisational effectiveness and self-renewal.

CHAPTER 3

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter looks at the research design and methodology used in this research study. It will examine the aim and objective of the study as well as the sampling procedure utilized, the research instrumentation, the pilot study and finally the data collection and analysis process. It also provides an outline of the ethical considerations for the study and how they were managed during the course of the research study.

The next section looks at the purpose of the study as well as the objectives.

3.2 Research aims and objectives

The primary aim of this research study was to explore practitioners' knowledge and experiences in implementing organisational design, development and change management in order to improve the efficiency and effectiveness of an organisation.

The secondary objectives were:

- 3.2.1 To explore the practitioners understanding of organisational design, development and change management
- 3.2.2 To explore the practitioners understanding of the relationship between organisational design, development and change management
- 3.2.3 To explore the importance of organisational design, development and change management
- 3.2.4 To explore the practitioners experiences in implementing organisational design, development and change management
- 3.2.5 To explore the challenges in implementing organisational design, development and change management
- 3.2.6 To explore the successes in implementing organisational design, development and change management
- 3.2.7 To explore practitioners recommendations and what can be done to improve the implementation of organisational design, development and change management

3.3. Research strategy and methodology

This section focuses on research methodology used during the research. It focuses on the tasks and methods used to conduct the research study (Babbie & Mouton, 2001). The research looked to explore practitioners' knowledge and understanding of organisational design, development and change management implementation.

A qualitative research approach was used in this study. In this study, the researcher engaged in qualitative interviews using a semi-structured interview schedule with a sample of six organizational design, development and change management practitioners. A semi-structured interview schedule was used with the intention of obtaining first hand, detailed, holistic descriptions of their experiences about the phenomenon (De Vos et al, 2005). The interview schedule allowed for greater flexibility and a chance for the interviewer to probe the participants for qualifying responses. It also gave the researcher in-depth knowledge of the participants' world. Given the nature of the research study, this research method provided opportunity for further explanation and clarification of issues.

The research design used in this study is the exploratory research design. It is an exploratory research study as it describes the meaning of the lived experiences for several individuals about a specific phenomenon (De Vos et al, 2005). The phenomenon the researcher wished to gain insight into is the practitioners' experiences of organizational design, development and change management in order to understand the successes and challenges they have encountered during implementations.

3.4 Sampling procedure

According to Bless and Higson-Smith (1995), a population is the entire set of objects and events or group of people which is the object of research and about which the researcher wants to determine some characteristics. The research study population consisted of practitioners based in Johannesburg that are permanently employed by the JD Group and Accenture, working in the field of organizational design, development and change management implementation. The researcher selected these two organisations as the researcher was employed by the JD Group as an organisational design, development and change management practitioner working on various implementations in partnership with Accenture. The researcher wanted to further understand the discipline of organisational

design, development and change management and the views of the practitioners from both organisations to further contribute to the literature of the discourse.

The JD Group is a large retail organisation listed on the Johannesburg Stock Exchange. They have 11 retail brands varying from furniture retail to electronic goods. The JD Group was founded in 1983 and employs 27 000 employees. The head office is based in Braamfontein, Johannesburg. There are 5 organisational design, development and change management practitioners employed within the Centre of Excellence (COE) for Organizational Design, Development and Change Management within Group Human Resources. The Centre of Excellence came about in 2010 when Group Human Resources embarked on a restructuring to enable a more efficient service offering and delivery to the business. The COE is headed up by a Centre of Excellence Lead who reports directly to the Group Executive for Human Resources. The purpose of the Centre of Excellence is to provide best practice methodologies and principles for implementation while building a change agile organization. The COE is currently involved in a number of design, development and change management implementations which include a large scale enterprise resource planning (ERP) system implementation, implementation of new IT platform for the Financial Services division of the JD Group and the centralization of supply chain, logistics and distribution.

Accenture is a global management consulting, technology services and outsourcing company. They collaborate with their clients to assist them in becoming high performance organizations. Accenture was founded in 1971 and employees 1800 employees in South Africa, 30 of which are organizational design, development and change management practitioners. The head office is based in Woodmead, Johannesburg. Accenture strives to deliver solutions tailored to their client's industry. Some of their key clients include Eskom, Standard Bank, SARS and Edcon to name a few. There are a number of different implementations currently taking place at their clients, some of these are related to the Talent & Organisation service line which organisational design, development and change management is located. Accenture's organisational design, development and change management practitioners develop a specialized understanding of various business functions and industry trends to help their clients achieve high performance. The Talent & Organisation service line is headed by a senior manager who reports to the Head of Management Consulting globally.

De Vos et al, (2005) state that the sample should have similar characteristics to that of the population relevant to the research in question. Probability sampling is based on randomization and was used in the selection of a sample of participants involved in semi-structured interviewing. To conduct semi-structured interviewing, the sampling technique used in this study was purposive snowballing sampling scheme. If necessary, sampling should continue until the desired number of interviews has been completed. According to De Vos et al, (2005), snowballing involves approaching a single case who is involved in the phenomenon to be investigated, to gain information on other similar persons who in turn is requested to identify further people who may make up the sample. This study used purposive, snowball sampling. Participants will be selected based on the judgment of the researcher and because of the respondents' knowledge about the subject to be researched.

This is how the sampling strategy to select participants for the semi-structured interviews went. The first internal participant was a practitioner from the JD Group's Organisational Development & Change Centre of Excellence as the researcher is employed with this organisation. The first participant then referred other practitioners working in organisational design, development and change implementations, who may have been interested in participating. This sampling scheme resulted in the selection of 6 respondents working in the field of organizational design, development and change implementations. Each participant was asked to complete a Participant Information Sheet which detailed the purpose of the study as well as a consent forms stating that they agree to participate in the research study and granting permission to audio recording the interview.

3.5 Research instrumentation

Data was collected by conducting structured interviews with a random sample of individuals. Bless and Higson-Smith (1995) state that a semi-structured interview is based on a questionnaire which is a set of questions presented in a specific manner. The interview schedule (See Appendix A) is a guideline for the interviewer and contains questions and themes that are important to the research (De Vos et al, 2005). The semi-structured interview schedule included open and close-ended questions. Bless and Higson-Smith (1995) state that a semi-structured interview is based on an established questionnaire which is a set of questions with a sequence of presentation. The researcher conducted the interviews herself using the semi-structured interview schedule. Face-to face interviewing promotes the

extraction and transmission of information from the interviewee to the interviewer (De Vos et al, 2005) and the researcher wanted to maximize this opportunity.

3.6 Pre testing/Pilot of research instruments

According to Bless and Higson-Smith (1995), a pilot study allows the researcher to identify any difficulty with the method or materials and to investigate the accuracy and appropriateness of any instrument that has been developed. The pilot study also provided the researcher an opportunity to test the appropriateness, reliability and validity of the data collection methods and make amendments if necessary (De Vos et al, 2005). It also allowed the researcher to test the hypothesis and identify whether or not further refinement is needed. The researcher was also able to determine the acceptability of the research method used to make contact with the population as well as the suitability of the questions asked.

The pilot study was conducted to test the reliability, which is concerned with, if the questionnaire is applied repeatedly to the same object, would it give the same results each time. The more reliable the instrument, the less the chance there is for mistakes (De Vos et al, 2005). Validity is the extent to which an empirical assessment shows the real meaning of the phenomenon being studied.

After the approval of the semi-structured interview schedule by the ethics committee and the University of the Witwatersrand Graduate School, a pilot study was conducted using a small sample of 2 participants, one practitioner from the JD Group OD and Change Centre of Excellence and one practitioner from Accenture, who were not part of the main study. The researcher followed the research process by conducting interviews using the semi-structured interview schedule with the intention of receiving feedback and gaining insights into the procedure. The result of the pilot study indicated that the practitioners had no problems answering the questions and that the interview schedule flowed in terms of exploring their knowledge and experiences. Based on the results of the pilot study, the researcher was also able to gain an understanding of which questions in the interview schedule gave the best insights into the phenomena as well as the questions where the participants needed more time to reflect and think before answering.

3.7 Methods of data collection

Data was collected by conducting a survey through semi-structured interviews with a random sample of individuals. Bless and Higson-Smith (1995) state that a semi-structured interview is based on an established questionnaire which is a set of questions with a sequence of presentation. The interview schedule is a guideline for the interviewer and contains questions and themes that are important to the research (De Vos et al, 2005).

Before collecting the data, the researcher wrote letters to the relevant individual of the selected organizations, namely the JD Group and Accenture, to introduce the study, herself and to obtain permission to conduct the research within the respective organizations (See Appendix E Permission letters from the JD Group and Accenture). The researcher approached colleagues working in the field of organisational design, development and change management at the JD Group and Accenture to introduce the research study to them.

The researcher explained to each and read the participant information sheet to each participant to ensure understanding of the study. Thereafter the participants signed the participant information sheet as well as the consent forms, consent to participate in the study and consent to the audio recording of the interviews. The researcher made appointments with each of the participants to arrange a suitable date, time and venue to conduct the interview. The interviews were recorded by means of a tape recorder as well as the researcher's notes. The researcher's notes captured any additional observations. The duration of the interviews differed as it depended on the participant and how much he/she was willing to share. The duration of the interviews ranged from one hour ten minutes to twenty minutes. All audio recordings of the interviews were later transcribed verbatim by the researcher.

3.8 Methods of data analysis

De Vos et al, (2005) describe a process of data analysis and interpretation of qualitative data which brings structure, order and meaning to the data collected from the interviews with the respondents known as thematic content analysis. The researcher used this process for data analysis.

The researcher transcribed the audio recordings verbatim which assisted the researcher to be immersed in the data and assisted with the data analysis process. Once the audio recordings were transcribed, the researcher read the transcripts several times, noting the details and getting a sense of the whole interview before splitting the data into parts for further analysis.

The researcher made notes and identified common themes while reading. Creswell (2003) states that it is important for the researcher to identify common themes and sub-themes in the data. The researcher was able to generate themes and sub themes in the data as it is easier to interpret and make sense of the data when common themes are grouped together. After identifying the themes and sub-themes, the researcher used a coding system to mark passages in the data relating to the themes and sub-themes identified. This is a process of formal representation of analytical thinking (De Vos et al, 2005).

The researcher then looked at the data in order to establish whether or not the themes and sub themes assisted in answering the research aim and questions. De Vos et al, (2005) states that the researcher needs to look for other explanations to demonstrate why the explanation provided is the most probable.

3.9 Trustworthiness

It is important for any qualitative research to be evaluated against set criteria to measure that trustworthiness of the study. This is in order to determine how credible and transferable the findings of the study are.

Credibility – the goal is to demonstrate that the study was conducted in such a manner which ensured that the topic was accurately identified and described. This element refers to the truthfulness, believability and value of the researcher's findings in representing the 'real world' as seen by the respondents (De Vos et al, 2005). It was therefore important for the researcher to describe the population and theoretical framework which places boundaries within which the study can be conducted. The researcher tried to ensure credibility when recording and transcribing the interview verbatim. By doing this, the researcher has managed to ensure that there is a record of the findings.

Transferability – this relates to how this study can be generalized and applied to another context. This research study was designed for practitioners from a particular environment which is the JD Group or Accenture and therefore may differ from other organisations.

Dependability – this provides the researcher with evidence regarding the repeatability of the research study. If one tried to repeat this study with the same participants, would the findings be similar or the same (Babbie & Mouton, 2001). Due to the changing environments within which organisations exist, one would need to consider changes to the macroeconomic

environments and how the role of organisational design, development and change management practitioners have changed to adapt to the new environment.

Confirmability – this refers to the process of checking to ensure that the researcher has in fact captured the perceptions of the participants to ensure that what the researcher has captured aligns to the views of the people studied and not the views or biases of the researcher (De Vos et al, 2005). The researcher has attempted to maintain confirmability by pre-testing the research instruments before actual data collection as well as by transcribing the interviews verbatim and using the transcripts to identify themes and sub themes which the researcher used to identify the main findings and conclusions.

All of the above has directly impacted on the trustworthiness of the research study and therefore it was important for the researcher to be cognoscente of these elements throughout the research process.

3.10 Ethical considerations

In the social work field, ethics are important for practice. Likewise in research, it is imperative for the researcher to be considerate of the ethical requirements for undertaking a research study. This section outlines characteristics of ethical research considered in this study.

Informed consent - De Vos et al, (2005) states that researchers have the responsibility to respect the rights, privacy and dignity of the individuals who participate in the study as well as the responsibility to be accurate and honest when reporting the research study. According to Strydom (as cited in De Vos et al, 1998) deceiving participants means intentionally misrepresenting facts in order to make another person believe what is not true. Strydom (as cited in De Vos, Strydom, Fouche, Poggenpoel and Schurink, 1998) goes on to say that it is not sharing information and giving incorrect information in order to ensure participation when they would otherwise have not participated. In this research study, participants were asked to give consent to be interviewed. Participants were asked to sign the participant information sheet (See Appendix B) as well as consent forms for participation and consent was given after the researcher explained the purpose of the research study according to the consent letter (See Appendix C). Once they signed the consent letter, the participants were

asked to complete the consent to audio recording and transcription (See Appendix D) which gave the researcher permission to audio record the interviews.

Confidentiality and anonymity - it is the researcher's responsibility to protect the identities of the participants. According to Strydom (as cited in De Vos, Strydom, Fouche and Delpont, 2002) privacy implies the element of individual privacy and confidentiality which includes the handling of information in a confidential manner. The researcher explained to the participants the confidentiality of participating in the research study and she also explained how the information would be used and with whom it would be shared. The researcher explained to the participants that the data of this research study will be stored for two years if this study is published and six years if it is not published (De Vos et al, 2005). The researcher used codes to maintain the anonymity of the participants when presenting the findings.

It is however important to note that due to the sampling procedure of snowballing, some degree of personal information will be shared in that one participant will provide the researcher with the name and contact details of another potential participant. However the information disclosed remained with the researcher and was not shared with anyone. The researcher mitigated the risk by assigning a number to each participant. The numbers had no meaning other than serving the purpose of how many people have been interviewed. No names were used. Information about participants, which is available on computer, is not always confidential, since unauthorized persons could possibly have access to data. The information saved on the computer may not have been confidential however anonymity was ensured as no one would know whom the responses belonged to.

Action and competence of researcher - the researcher introduced herself to all the participants. The researcher is a final year Masters student and was competent and capable of undertaking this study. The researcher also works in the field of organisational design, development and change management implementation and could therefore identify with the participants. It was also the researcher's responsibility to accurately report on the analysis of the data and the findings from the research study (De Vos et al, 2005).

3.11 Conclusion

This chapter provided further detail on the research design and methodology used in this research study. In summary, the researcher used face to face interviews using a semi-structured interview schedule gather data from participants working in the organisational design, development and change management field. Participants were given the opportunity to share their knowledge and understanding of organisational design, development and change management. The researcher also ensured that the participants were not compromised ethically. Data was analysed using thematic content analysis and the chapter that follows will present and discuss the findings of the research study.

CHAPTER 4

RESULTS & DISCUSSION

4.1 Introduction

The aim of the study was to explore practitioners' knowledge and experiences in implementing organisational design, development and change management. This study was conducted with practitioners employed by the JD Group or Accenture. The method of data collection used was one on one semi structured interviews with practitioners. A total of 6 participants were interviewed in this study. The research instrument used was a semi structured interviews which consisted of 25 questions divided into 8 sections. Section A addressed the demographic information of the participants. Section B addressed the practitioners understanding of organisational design. Section C addressed the development and change management. Section D addressed the practitioners understanding of the relationship between organisational design, development and change management. Section E addressed the importance of organisational design, development and change management. Section F addressed the practitioners' experiences in implementing organisational design, development and change management. Section G addressed the challenges in implementing organisational design, development and change management. Section H addressed the successes in implementing organisational design, development and change management and Section I addressed the practitioners recommendations and what can be done to improve the implementation of organisational design, development and change management. The findings will be presented according to these sections.

Data was analysed using thematic content analysis. After conducting the interviews, the researcher transcribed the interviews verbatim and later analysed the data based on the research questions. This form of data analysis allowed the researcher to identify common themes and sub-themes that emerged in the transcriptions. In this chapter, the researcher will discuss the various sections of the interview schedule as well as the themes and sub themes that have been identified.

4.2 Section A: Demographic Information

This section focuses on the demographic information of the participants. The demographic information included the gender, age, type of practitioner and the number of years of experience in the organisational design, development and change field of the participants. This was part of the semi structured interview schedule and the information was obtained from the face to face interviews the researcher conducted with the participants. The demographic information has been analysed using simple data analysis and will be presented and discussed in this section.

4.2.1 Gender of participants

In this sub section, the gender of the participants will be analysed and presented. The data presented in the table below indicates whether the participants were male or female practitioners.

Table 1: Gender of practitioners who participated in the research (N=6)

Title	Gender	Number	Percentage
Sex	Female	4	66,6%
	Male	2	33,3%
Total		6	100%

The results indicate that majority (n=4, 66,6%) of the practitioners who participated in the study were female. Only two (n=2, 33,3%) male practitioners participated in the study.

Although precise data is not available, Minahan, Hutton and Kaplan (2002) published a summary of the demographics of organisational design, development and change management practitioners that were members of the OD Network. Their results indicate that in 2001, 55% of members were female and that 45% were male.

Based on the findings, the researcher is able to deduce that organisational design, development and change management practitioners are generally female and that there are very few male practitioners in this field. Although the literature relates to members of the OD network, there is a correlation between the number of male and female members. The correlation indicates more female practitioners than male practitioners. The increase in female practitioners from 2001 to 2013 could be as a result of more women entering the

organisational design, development and change management field and possibly even the workplace or it can be attributed to the decrease in the number of males in the field as a result of a new found interest in another field.

4.2.2 Age of participants

In this sub section, the age of the participants will be analysed and presented. The data presented in the table below indicates the age of the participants by means of a range of age groups; either twenty five to twenty eight years or twenty nine to thirty two years or thirty three to thirty six years.

Table 2: Age of Participants

Title	Age	Number	Percentage
Age	25 – 28 years	1	16,6%
	29 – 32 years	4	66,6%
	33 – 36 years	1	16,6%
Total		6	100%

The ages shown above indicate that most (n=4, 66,6%) of the respondents are aged between 29 and 32 years. Only one respondent (n=1, 16,6%) was aged between 25 and 28 years and 33 and 36 years, respectively.

The publication by Minahan, Hutton and Kaplan (2002) indicates that in 2001, the median age of the members to the OD Network was 50 and that they were between the ages of 40 and 59.

It is interesting to note that while precise data is not available, the difference in the practitioners' age from the study done in 2001 to this study in 2013 is remarkably different. In the researcher's opinion, this could be as a result of the growth in interest of the organisational design, development and change management field and new graduates enter the field with the intention of starting out as an organisational design, development and change management practitioner. Another possible explanation as to why there is a difference in age from the study conducted in 2002 to this study conducted in 2013 is perhaps because the organisational design, development and change management discipline has its roots in the

1960's where it started to gain momentum. Now in 2013, the organisational design, development and change management discipline is well established as a career option.

4.2.3 Type of practitioner

In this sub section, the type of practitioner will be analysed and presented. The participant will either be an internal consultant or an external consultant. The data presented in the table below indicates the types of practitioner the participants are.

Table 3: Type of Practitioner

Title	Type	Number	Percentage
Type	Internal	3	50.0%
	External	3	50.0%
Total		6	100%

The table above indicates that there is an equal mix of internal and external practitioners in the sample. This means that half of the respondents (n=3, 50.0%) are employed by the JD Group and half of the respondents (n=3, 50.0%) are employed by Accenture.

The study by Minahan, Hutton and Kaplan conducted in 2001 indicates an equal number of internal practitioners to external practitioners that belonged to the OD Network (Minahan, et al, 2002).

The literature supports the findings of this research study as they both indicate an equal split between internal and external practitioners. The researcher notes that in today's organisational design, development and change management field, it is not uncommon for the practitioner to be an internal human resources employee likely to be employed by the private sector, such as the JD Group versus an external consultant, employed by a consulting firm like Accenture, who consult to their clients regarding an implementation.

4.2.4 Participants number of years of experience in the organisational design, development and change management field

In this sub section, the participants' number of years of experience in the organisational design, development and change management field, will be analysed and presented. The data

presented in the table below indicates the participants years of experience by means of a range; either three to five years or six to eight years.

Table 4: Participants years of experience in the Organisational Design, Development and Change Management field

Title	Years of experience	Number	Percentage
Years of experience	3 -5 years	2	33,3%
	6 – 8 years	4	66,3%
Total		6	100%

The results indicate that majority of the participants (n=4, 66,3%) have between 6 and 8 years of experience in the organisational design, development and change management field whilst 2 participants (n=2, 33,3%) have between 3 and 5 years of experience in the organisational design, development and change management field.

Cummings and Worley (2000) conducted a study on organisational development and change and the participants had, on average, eight years of experience in the field. Minahan, Hutton and Kaplan (2001) indicate that most of the organisational design, development and change management practitioners that were members of the OD Network had between 3 to 10 years experience in the field.

It is interesting to note that the literature supports the findings in that the participants in this study had between 3 and 8 years of experience in the organisational design, development and change management field.

4.3 Section B: Practitioners understanding of organisational design, development and change management

This theme focuses on participants' perception of organisational design, development and change management and focuses on understanding how the practitioners perceive the concepts of organisational design, development and change management which provides insight to what the practitioners believe they involve.

4.3.1 Participants perception of organisational design

This sub theme which has been identified is participants' perceptions of organisational design and focuses on understanding how the practitioners perceive the concept of organisational design.

The findings showed that organisational design is the people architecture of an organisation. A practitioner can evaluate the current state of the organisational structure by seeking answers to the following questions; 'what is the hierarchy? What are the roles within the hierarchy? What are the jobs in the hierarchy? How do the roles roll up into jobs? How are the jobs structured according to the management and leadership design?'. It includes things like spans of control.

This is what participants had to say about their perception of organisational design:

'structural blueprint from a people perspective of the organisation' (**Participant 5, 2013**).

'I would describe organizational design as aligning the organization's structure to the strategy of the organization' (**Participant 4, 2013**).

Galbraith (1995) defines organisational design as the process of redesigning organizational structures and roles in line with the business strategy. Stanford (2007) goes on to define organisational design as the sequence of work that results in an alignment of an organisation's vision, operating model, strategy, business objectives as well as its people and processes.

Based on the above, the results indicate that the participants have a clear understanding of what organisational design is and that they understand how important it is for any organisation to ensure that the business strategy is aligned to the organisational structure or design. The literature supports this in that it highlights that organisation design has its roots in the behavioural science discipline.

The theme of participants' perception of organisational design is linked to the sub-theme of participants' perception of what organisational design involves.

4.3.1.1 Participants perception of what organisational design involves

This sub-theme is linked to the theme of participants' perception of what organisational design is as it provides information on what organisational design involves.

The results indicate that organisational design involves the implementation of a new or revised operating model which includes the organisational structure, governance framework and where appropriate, the process model to improve efficiencies in some cases, to better manage cost and possibly funding.

The participants had this to say on what organisational design involves:

'improve efficiencies and in some cases, manage cost and possibly funding better'

(Participant 1, 2013).

'designing the organisational structures to be efficient and optimal for the company'

(Participant 2, 2013).

Literature on this suggests that it is important for the practitioner to understand the structure of the organisation. The manner in which people are structured to enable business processes is ultimately related to productivity. Venkatachalam, et al, (2011) argues that organisational structures serve three basic functions which include productivity, the separation of duties to ensure regulation to the requirements of the organisation and lastly, decision making ability to ensure that all the power and decision making ability is not centralised in one place. The purpose of the organisational design is related to the benefits of organisational design include improved employee engagement levels, the upper edge against competitors and enhanced financial results for the organisation Karren (2009).

Based on the results, the researcher is able to confirm that organisational design involves a process of making an organisation more efficient and effective in order for the business to be profitable. The results, supported by literature indicates the importance of the understanding the organisation's value chain and key functional areas that drive effectiveness. It is apparent from the above quotations that the participants have a sound understanding of what organisational design entails and what it involves.

The next section looks at the next sub theme identified during thematic content data analysis.

4.3.2 Participants perception of organisational development and what it involves

This sub theme which has been identified is participants' perceptions of organisational development and focuses on understanding how the practitioners perceive the concept of organisational development and what it involves.

The results suggest that some participants define organisational development as furtherment of the organisation from a people perspective which includes managing talent, managing skills and knowledge; essentially everything to do with furthering your people. It is essentially a collective initiative to grow people. One participant defines it as the 'learning and development frameworks that make employees more effective'. Another participant defines it as how you develop people in your organisation. It includes talent management, succession planning and indentifying job competencies. The results highlight that the participants believe that organisational development is people related; specifically around training and personal development. This is interesting to note as the literature around organisational development offers a different definition and view.

This is what the participants had to say about their perceptions of organisational development.

'manage your talent or you have to manage your skills or your knowledge' (**Participant 5, 2013**).

'talent management and succession planning and all of that kind of stuff' (**Participant 3, 2013**).

In the literature, Bennis (1969) defines organisation development as a reply to change so organisations can become accustomed to new technologies and the many challenges associated with the need for swift change. Beckhard (1969) defines organisational development as an intervention, based on behavioural science knowledge, where the entire organisation is involved in a structured process driven by top management to improve the effectiveness of the business. Lindholm, Yarrish and Zaballero (2012) define organisational development as a change endeavour that is designed to change a group of people or organisations as a whole. The value of organisational development is important when navigating people through a changing environment and to encourage partnership amongst people.

The results indicate that organisational development has become key to the success of effective organisations. It highlights the importance of proactive facilitation of change. It is ultimately about building the right capability in any organisation in order for it to remain sustainable and profitable in the long term. Organisational development is also linked to

developing a change agile organisation that is able to, more effectively, navigate through any organisational change and readily adapt to the change. It is interesting to note that the participants define organisational development differently to the literature. The results indicate that participants understand organisational development to be related to people in the form of talent management and succession planning however this is contradictory to the definitions provided in the literature.

The next sub theme links to participants' perceptions of change management.

4.3.3 Participants perception of change management

This sub theme which has been identified is participants' perceptions of change management and focuses on understanding how the practitioners perceive the concept of change management.

The results showed that some participants define change management as a very specific discipline within human performance. Some participants describe it as dealing with specific initiatives or specific changes or specific projects, very often associated with projects to manage a specific change and goes on to add that organisational design and the maintenance thereof is a sort of permanent discipline in an organisation. The findings suggest that change management is the process of manage the people side of the change in order to achieve the business objective. Change management can be transactional or transformational. Change needs to be sensitively managed as one needs to consider that people may not want to move jobs or roles and that they might not want to go for additional training to close the skills gap. They may feel threatened if they are told that their skills are now inadequate. Some respondents indicated that a successful change management initiative can be measured by means of the rate at which the change is adopted which results in the change initiative being implemented faster and more successfully.

This is what participants had to say about change management:

'change management is managing any organisational change' (**Participant 2, 2013**).

'preparing and guiding people through the change curve so that they are prepared for and can handle change in process, system or environment in the future' (**Participant 4, 2013**).

Sinangil and Avallone (2001) state that organisational development and change is an initiative where behavioural science is used on a regular basis to improve the competence level in the organisation and ultimately improve the effectiveness of the organisation. Change management comes in when the change has been identified and moves around according to where the change is. Change management is usually employed when the organisation changes or alters its organisational structure, systems, IT platforms or processes.

The findings support the literature around the definitions of change management. It suggests that change management is the process of transitioning organisations from an as-is state to a desired to-be or future state.

The next sub theme identified is associated with participants' perception of what change management involves.

4.3.3.1 Participants perception of what change management involves

This sub-theme is linked to the theme of participants' perception of what change management involves.

Change management is usually done to in the project environment utilising mechanisms such as stakeholder engagement, communications both active and passive, tools to measure resources, levels of change acceptance which includes stakeholder matrixes, communications plans and so forth. Successful change management must involve people. The organisation has an obligation to manage the change in a manner that people can cope with it. Visible, active leadership is required to assist in navigating and enabling the change. Leaders need to consistently communicate the intention of the change to enable people to interpret the change from their frame of reference. There are various approaches to change management. Change management could be implemented from the top down or from the bottom up. Top down means that the change has been implemented from the leadership team down to the employees and bottom up means that the change has been implemented from the employees up to the leadership team.

This is what participants had to say about their understanding of what change management involves:

'moving resources... people through a change in the organization or most likely a... uhm project by utilising the mechanisms of stakeholder engagement and communications'

(Participant 1, 2013).

'focuses on preparing and guiding people through the change curve so that they are prepared for and can handle a change in process, system or environment in the future' **(Participant 4, 2013).**

Egan (1998) suggests that there are common themes to look out for in terms of desired outcomes for successful change management. These benefits include that it aids learning and development for people in the organisation; it increases the effectiveness and efficiency of the organisation as it assists organisations in problem solving which enhances the organisations systems and processes which impacts its financial performance and competitive edge. It allows the organisation to implement change and manage the change appropriately. Through the change initiatives, it allows the organisation an opportunity for renewal, to engage the culture of the organisation to leverage support for the change thus ensuring the health and interest of both the employees and the organisation alike. Warrick (1978) argues despite the continuous development as a practice, the aim of change management is to look at the gap between where the organisation currently is and where the organisation would like to be in the future. There are many reasons for organisational change, which according to Robbins (1991) demand organisations embark on change implementations. These can be as a result of technological changes such as the development of new IT systems which can assist organisations to be more effective.

The need for organisations to change its processes or systems or organisation structure has increased due to changes in the macroeconomic environment. The results support the literature regarding what change management involves. It is important for organisations to quickly adapt to change in order to remain competitive in the market in which it operates or risk losing profits. For this reason, organisations employ change management in order to facilitate smoother transition to the desired stated and for its people to adopt the change as quickly as possible. Therefore change management is often confused with the concept of project management as it is often employed in a project environment.

The next theme identified is practitioners understanding of the relationship between organisational design, development and change management.

4.4 Section C: Practitioners understanding of the relationship between organisational design, development and change management

This theme identified looks at the practitioners understanding of the relationship between organisational design, development and change management. This theme emerged and links to gaining and understanding of the practitioners' view of the relationship between the three phenomena and the importance of them.

4.4.1 Practitioners views of the relationship between organizational design, development and change management

This sub theme identified is the views of the relationship between organisational design, development and change management. The results indicate that all the participants indicated that the relationship between organisational design, development and change management is absolutely critical. The success of most projects depends on how these three elements were implemented and how they were accepted by the organisation and the people. Change management supports the implementation of organisational design and development and is essential to its success. Some respondents suggested that change management is critical for managing, reinforcing and embedding the change for the project or initiative. One of the participants indicated that the relationship between organisational design, development and change management depends on the maturity of the business. The participant suggests that if the business understands how organisational design, development and change management can enable the business, there will be more buy-in however if the business is focused on operational issues, the business leaders may not allow practitioners that time or space they need to be successful. When you relook at your structure or you want to create new jobs or move jobs around the practitioner needs to understand how he/she is affecting the people and their current knowledge and skills set.

This is what the participants had to say about the relationship between organisational design, development and change management:

'the relationship between organisational design, development and change management is critical, it's almost like a puzzle piece' (**Participant 3, 2013**).

'you can't take one out and expect it to work' (**Participant 3, 2013**).

The literature clearly highlights the common link between organisational design, development and change management. This main link is that all three elements have its roots

in the behavioural science discipline. According to Yanker (2006) the success to organisational design, development and change management interventions lie in the use of organised processes to identify problems, find solutions and implement the solutions, Sinangil and Avallone (2001) state that organisational development and change is an initiative where behavioural science is used on a regular basis to improve the competence level in the organisation and ultimately improve the effectiveness of the organisation. It can also be defined as an influential approach to improve the effectiveness of the organisation and the health of individuals initiated in large organisations across the world (French, 1973). Successful change management involves transformation of the way an organisation thinks taking into account the organisation's culture. If an organisational development practitioner is able to successfully embed an organisation culture where everyone buys in to a common goal will result in change being managed more effectively and people being more open to organisational design, development and change management interventions.

A participant indicated the need to conduct a competency assessment in the case of an organisational re-design. Through the assessment the practitioner is able to assess if the people require additional skills or different skills or that there is no difference in the skills set required. Using this information, the practitioner will input the information and implement an organisational development initiative or plan in order to fill the skills gap required to enable the new organisational re-design. The purpose of conducting the assessment is to assess that they are competent to fill the new roles. The assessment needs to be done by a professional in a controlled environment in manner in which people are not threatened as this can be quite invasive and it can be quite gruelling. People need to be reassured that they will get the skills they need therefore these engagements need to be carefully paced which is the role of change management. It is important that the person who paces eliciting this information needs to be a change management practitioner. The assessment results are actually the training needs analysis or a learning and development plan. It includes a plan on how to train people to become proficient or competent in what they do. Despite the relationship between organisational design, development and change management is clear, the researcher has considered the difference in how the participants have defined organisational design as it is responsible for developing interventions that help organisations and people to change successfully.

The next sub theme identified is the importance of the relationship between organisational design, development and change management during implementation.

4.4.2 The importance of the relationship between organizational design, development and change management during implementation

This sub theme is linked to the importance of the relationship between organisational design, development and change management. In the findings, a participant describes the importance of the relationship of organisational design, development and change management using the analogy of building a house. The participant states that ‘if you are building a house, you need to know where the different rooms are, the different functions of the different rooms. Without it, things will be put in the wrong place and it would be a complete mess.’ Likewise the ‘organisational design of an organisation is much like building a house, with different rooms. Organisational development understands what is required to go into each room. Change management is the planning and coordinating of each resource to ensure that each room serves its intended function. Change management is crucial to ensure that people are able to fulfil their roles to the best of their ability. People need to understand what is changing and the intention of the change initiative. They need to be communicated to and kept abreast with developments in order to function in their roles. The result also suggests that organisational development is often a result of some sort of organisational change.

This is what the participants had to say about the importance of the relationship between organisational design, development and change management:

‘intention of the initiative’ and the ‘importance of the subsequent design, development and change management initiative is actually determined by your intention’ (Participant 5, 2013).
‘almost impossible to achieve the success of an organisational design... development without having change management fully involved’ (Participant 1, 2013).

Cummings and Worley (2000) defines organisation development as involving the whole organisation and involving behavioural science theories in a structured effort to address the enhancement and strategies, structures and processes that result in a more effective organisation. Egan (1998) suggests that there are common themes to look out for in terms of desired outcomes for successful change management which includes allowing the organisation an opportunity for renewal, to engage the culture of the organisation to leverage support for the change thus ensuring the health and interest of both the employees and the organisation alike.

Based on the results and the literature, one could argue that there is a fine line between organisational development and change management. It appears that organisational development could be viewed a planned, long term intervention to navigate organisational change to ensure that the organisation is more effective and that change management is generally employed in a project environment where people are transitioned from the current state to the desired state in order to achieve the business objectives. One could argue that the organisational development is an organisation wide, potentially systematic change and that change management supports change for an individual.

The above theme and sub theme looked at the importance of the relationship between organisational design, development and change management. The next theme identified looks at the importance of the three elements, organisational design, development and change management.

4.5 Section D: Importance of organizational design, development and change management

This theme identified looks at the importance of organisational design, development and change management. This theme emerged and links to gaining and understanding of why organisational design, development and change management is necessary, when it is necessary and the benefits of doing it.

4.5.1 The importance of organizational design, development and change management

This sub theme is about the importance of organisational design, development and change management. One of the participants used the example of the intention of the organisational re-design is 'efficiency and optimisation and the objective is to downsize' or retrench. The relationship between the organisational design, development and change management is key. 'If the intention is downsizing, less importance is placed on development as it might only need to be done as a need to have. For retrenchment purposes, change management is really needed to advise on it as sensitivity is key.

This is what participants had to say about the importance of organisational design, development and change management:

'significance in the relationship is different' (Participant 5, 2013).

'relationship between organisational design, development and change management are all linked but it does depend on the intention' (Participant 3, 2013).

Beckhard (1969) defines organisational development as an intervention, based on behavioural science knowledge, where the entire organisation is involved in a structured process driven by top management to improve the effectiveness of the business. The process is carefully planned and implemented to benefit the organisation, its stakeholders and employees. An organisation's existing organisational design can determine the ease with which a change initiative is implemented and thus the ultimate success of the initiative. It is evident that the relationship between organisational design, development and change management is important to the success of any organisation in the long term and that the intention is crucial in getting buy in from the people.

In the case of transformational change, a full transformation with re-structuring may be required. In this case, the practitioner needs to understand what processes are going to be changed so the practitioner can align the structure of how the value chain of the organisation will operate. It is important for the practitioner to identify the roles and responsibilities as well as the job competencies required based on the job profiles. This is ultimately linked to change management which assists in getting people to perform the new job functions and enable them to operate in the new changed environment. The relationship between organisational design, development and change management is defined by the type of change initiative. Both the findings and the literature highlight the importance.

Now that the importance of organisational design, development and change management has been identified, the next sub theme looks at the benefits that the three elements bring to an implementation.

4.5.2 The benefits that organizational design, development and change management bring to an implementation

This sub theme looks at the benefits that organisational design, development and change management bring to an implementation. The findings suggest that in the case of where an organisation is retrenching, the critical success factor is change management. During implementation in a project where organisational design and development is required, you need change management to manage the change of the organisational re-design but also of

the development aspect. The results indicate that all participants understand the benefits that organisational design, development and change management bring to an implementation.

This is what the participants had to say about the benefits that organisational design, development and change management brings to an implementation:

'change management is the thing that enables both of those things to successfully happen' with 'minimal emotional and negative emotional impact' to the people' (Participant 5, 2013).

'organisational design ensures that your structures that you design for the company... for the organisation is more efficient, more... in terms of cost, what people actually do... in terms of what the company's core competency is and ensures that the company's strategy is implemented correctly. Change management obviously supports all of that' (Participant 2, 2013).

According to Seddio (2002) the core competencies for organisational design, development and change management practitioners include understanding the business context and challenges which includes the organization's history, financial expectations, external pressures and the organisation's strategic vision for the future. These implementations also known as interventions, give way to creativity and innovation instead of bad feedback as it endeavours to build a valuable relationship with people. These change interventions give way to innovation and creativity instead of negative criticism. It endeavours to build a beneficial relationship between people and what people talk about as their past and present capacities. It strives to build on strengths, accomplishments and visions of a possible future (Cooperrider & Whitney, 1996).

The findings are closely linked to literature in that it highlights the benefits of organisational design, development and change management in the business environment. Some of these benefits include improving efficiency and effectiveness of the organisation which could materialise in the form of financial efficiency and driving profits. One can deduce that when organisational design, development and change management implementations are completed successfully, it will only be beneficial to the organisation.

The next theme identified links to the role of an organisational design, development and change management practitioner.

4.5.3 The role of an organizational design, development and change management practitioner

This sub theme identified looks at the role of an organisational design, development and change management practitioner in relation to the importance of the role the organisational design, development and change management practitioner fulfils in an implementation. The findings show that the change practitioner is responsible for making it happen as described by one of the participants. Change practitioners are the face of the change. They get stuck in and deal with the people on the ground, in the trenches. Change practitioners look at how they can mobilise the people and to holistically facilitate better understanding of the change initiative. Change management is critical in getting the right people, in the right place at the right time. The skills set required for a change management practitioner is different to the skills set of an organisational design or organisational development practitioner. The organisational design practitioners generally possess a technical skill set. This is different to making it happen, seeing go-live, seeing people working in those functions and seeing people operate and do what they need to do. The skills set of a change management practitioner is psychology focused around behaviour and change management practitioners are generally industrial psychologists as understanding how people function in the workplace is important. Looking at the findings, only one participant has an industrial psychology related qualification. The other participants generally have a Commerce or Arts qualification with some business courses.

This is what the participants had to say about the role of an organisational design, development and change management practitioner:

‘change management practitioner is essential for managing, reinforcing and embedding the change for the project’ (Participant 4, 2013).

‘the org design practitioner is the person that actually designs the organisational structure. So they quite key. They... are the architects of the organisational structure’ (Participant 2, 2013).

Organisational design, development and change management practitioners use methodical strategies and approaches to enhance the productivity of the organisation and the wellbeing of individuals. In order to do this, the practitioner must be able to manage customers, competition, change and its purpose, partnership and processes. The practitioner needs to be

able to work with the organisation in order to partner with them in drafting the strategic business goals as well as analysing the strengths and developmental areas of the organisation. According to Seddio (2002) the core competencies for organisational design, development and change management practitioners include understanding the business context and challenges which includes the organization's history, financial expectations, external pressures and the organisation's strategic vision for the future. In terms of educational background and experience, these practitioners will need to meet some or all of these requirements. A Bachelor of Arts or Bachelor of Science degree in business administration or behavioural sciences or equivalent education and experience would be required. Some practitioners may need experience in training and human performance in a business setting, with strong project management skills and the ability to manage multiple programmes simultaneously

The researcher has found that the role of an organisational design, development and change management practitioner is very important to the success of an implementation. Based on the findings, the researcher can also deduce that the organisational design practitioner, the organisational development practitioner and the change management practitioner are very seldom the same person in an implementation as the skills set required are different. Although these practitioners require strong written and oral communication skills, including skills in developing and delivering presentations for audiences of all levels of business and most importantly, project management skills. The practitioner needs to possess good interpersonal and customer relations skills. The researcher acknowledges that the literature on the subject suggests that organisational design, development and change management practitioners have business or commerce related qualifications, the responses from the participants confirm this, as only one participant had an industrial psychology qualification.

The next theme the researcher identified is practitioners' experiences in implementing organisational design, development and change management.

4.6 Section E: Practitioners experiences in implementing organisational design, development and change management

This theme identified looks at the practitioners' experiences of implementing organisational design, development and change management. This theme emerged as a result of the need to gain a holistic understanding of the participants' experiences.

4.6.1 Common approaches and techniques used during organizational design, development and change management implementation

This sub theme can be linked to the main theme of practitioners' experiences in implementing organisational design, development and change management and looks at the common techniques used by practitioners during organisational design, development and change management in order to gain a more in depth understanding of the practice.

The participants were able to discuss the various techniques and approaches that they have used during implementations. The findings suggest that understanding the business or organisation is critical to ensuring that the correct approach and techniques are used during organisational design, development and change management implementation. Another common approach and technique used is stakeholder engagement which is fundamental to the success of any change management implementation or project. The participants were also able to explain approaches and techniques to organisational design and organisational development.

This is what the participants had to say about the common approaches and techniques they use during organisational design, development and change management implementation:

'you need to understand your client or the organization you're working in and its culture and ethics up front' (**Participant 1, 2013**).

'I think stakeholder engagement is essential' (**Participant 4, 2013**).

Seddio (2002) states that it is important for practitioners to join the organisation and become an employee of the organisation in order to understand and identify with the people. Yanker (2006) goes on to say that key to the success of any organisational design, development and change management implementation is for when practitioners influence key decision makers so they can take ownership for the success of the change implementation and the further development of the organisation and its people. They encourage ownership by coaching the leadership team at all levels in the organisation. They therefore require the skills to assess, define and implement personal and professional development strategies to achieve the desired outcomes.

The researcher has found that the participants have very similar common approaches and techniques that they have used during organisational design, development and change

management implementations. They are able to clearly articulate the importance of understanding the business context and objectives first before commencing with the implementation. They are also able to explain the value in engaging with key stakeholders from the beginning of the project or implementation in order to ensure that top leadership are involved in the implementation are completely supporting it.

The next sub theme identified is common organisational design, development and change management principles, models and methodologies used during implementation as it relates to the main theme of practitioners experiences of implementing organisational design, development and change management.

4.6.2 Common organizational design, development and change management principles, models and methodologies you use during implementation

This sub theme is linked to the main theme practitioners' experiences in implementing organisational design, development and change management and looks at some of the common organisational design, development and change management principles, models and methodologies that the participants use during implementation.

The findings indicated that the practitioners all have common principles, models and methodologies that they use however it is clear that some of these were adopted as a result of their experiences working on various implementations and projects and also as a result of the approach used by the organisations the practitioners are employed by. Some of the more common principles, models and methodologies highlighted by the participants during the interviews include the Galbraith model and the ADKAR model for change management.

This is what participants had to say about the common principles, models and methodologies used during implementation:

'for change management mostly the ADKAR model' (**Participant 4, 2013**).

'Galbraith's model' (**Participant 2, 2013**).

The literature suggests that the Galbraith Star Model is a common framework for organisational design which was developed in the 1960's (Galbraith, 1995). The Star Model is the foundation on which a business bases its organisational design choices. The Prosci ADKAR Model developed in 1999, is a structure for managing change at the level of individuals Hiatt (2006). The interviews reveal that there are common principles, models and

methodologies. The researcher has also noted that in the interviews, the practitioners mentioned the older, more commonly used principles, models and methodologies that many newer models are based on.

The next sub theme is linked to the main theme practitioners' experiences in implementing organisational design, development and change management and looks at the ethical considerations and dilemmas practitioners need to be cognoscente of during implementation.

4.6.3 Ethical considerations/dilemmas a practitioner needs to be cognoscente of during implementation

This sub theme looks at the ethical considerations and dilemmas the participants need to be cognoscente of during implementation as it provides further insight into their experiences of organisational design, development and change management in order for the researcher to have a more holistic view of their experiences as a practitioner.

Often during implementation of initiatives or projects, ethics can become blurred and practitioners need to be cognisant of these ethical dilemmas to remain objective and true to the project. The findings highlight some of these dilemmas as discussed by the participants during their interviews which include acting with integrity throughout the process, getting involved in business scandal, the risk of losing objectivity when designing the organisational structure. The results indicate that if an organisational design practitioner is not cognisant of these ethical considerations it could result in the organisational structure that does not align to the organisational strategy or what the business wants and needs and could be the result of a very expensive, futile exercise. From a change management perspective some ethical dilemmas for the practitioner to be cognisant of are maintaining confidentiality and managing peoples' expectations.

This is what some of the participants had to say about the ethical considerations and dilemmas a practitioner needs to be cognoscente of during implementation:

'distracted by corporate politics and getting stuck in that and trying to make it go away'
(Participant 4, 2013).

'from a change perspective, ethical dilemmas will obviously be... uhm... confidentiality, managing people's expectations. You are dealing with people at the end of the day, how they perceive change, so it's always about being transparent' **(Participant 2, 2013).**

The literature highlights the importance for the organisational design, development and change management practitioner to work with the business and its employees towards a common objective and to ensure that all parties have bought in to the objective to avoid any ethical dilemmas that may occur during implementation. Organisational design, development and change management practitioners influence key decision makers so they can take ownership for the success of the change implementation and the further development of the organisation and its people (Yanker, 2006). Weiss (1996) also argues that building a case for change which explains the motivation for the change and creates a common vision. This will go a long way in overcoming any resistance to the change and creating an environment that is ready to adopt the change. The findings and the literature clearly highlights that the success of any organisational design, development and change management implementation; managing any change, any structural change depends on doing it ethically correct.

The next theme identified looks at the challenges in implementing organisational design, development and change management.

4.7 Section F: Challenges of implementing organizational design, development and change management

This theme identified looks at the challenges of implementing organisational design, development and change management. This theme emerged as a result the need to gain a holistic understanding of the participants' experiences and seeks to identify some of the common challenges or stumbling blocks they have encountered.

4.7.1 Challenges experienced by practitioners during organisational design, development and change management implementation and how they are overcome

This sub theme looks at the challenges experienced by practitioners during organisational design, development and change management implementation and how they are overcome. It seeks to understand what the challenges are, how they can be overcome and to understand the lessons learned.

The results indicate that some of the challenges experienced by the participants include lack of stakeholder buy-in throughout the implementation. The findings also highlights how important it is for the practitioner to spend some time understanding the context of the business, its hierarchy, key role players and the culture of the organisation. This is important

as it will assist the practitioner to navigate any potential stumbling blocks that may arise during implementation.

This is what some of the participants had to say about the challenges experienced by practitioners during organisational design, development and change management implementation:

‘if you don’t have a sponsor or senior executives that buy into the change management or OD intervention then you won’t be able to get enough traction to implement the intervention effectively so your project may end up failing as a result of a lack of this’ (Participant 4, 2013).

‘mindset... different culture backgrounds or even lack of communicating’ (Participant 1, 2013).

Weiss (1996) states that gaining the support for the change initiative from of all stakeholders in the organisation is key to overcoming challenges. And once again the literature indicates that organisational design, development and change management is only successful if the implementation has the support, participation and dedication from decision makers in the organisation (McLean, 2005). Based on the findings and the literature, the researcher has deduced that many challenges and stumbling blocks can be easily navigated if the practitioner has spent sufficient time understanding the context and culture of the organisation at the start of the implementation as well as engaging with key stakeholders to gain buy in and influencing them to take ownership of the organisational design, development and change management implementation.

The theme identified is the successes in implementing organisational design, development and change management.

4.8 Section G: Successes in implementing organizational design, development and change management

This theme identified looks at the successes of implementing organisational design, development and change management. This theme emerged as a result the need to gain a holistic understanding of the participants experiences as seeks to identify success stories the practitioners have encountered.

4.8.1 Practitioners successful experiences in implementing organizational design, development and change management

This sub theme looks at the successes experienced by practitioners during organisational design, development and change management implementation and to what the success can be attributed. It seeks to understand what the successes are and how they can be achieved again.

The findings highlight that people are the greatest asset in any organisation. It is important for leaders in any organisation to ensure that the people understand their purpose to the greater business strategy; how their roles and responsibilities contribute to the strategy and identify how the business can enable them to fulfil on these roles and responsibilities. The results also suggests that change management implementations are more sustainable in that they are able to assist leaders to grow and guide them in what they need to do via education so they are able to provide continuity within the people and the new structures that are formed long after the practitioner has left. This is what one of the participants had to say:

‘from a change perspective, it’s managing the change successfully; implementing it so that it is sustainable and it doesn’t... the organisation doesn’t revert back to old ways of doing things’ (Participant 2, 2013).

Another important success factor that emerged is for the practitioner to manage people’s expectations and stakeholders’ right from the beginning of the project. The findings show that organisational design, development and change management implementations are successful when senior stakeholder sponsors who supported what needed to be done and where supportive of the changes that needed to happen. The results attribute the success to managing stakeholders early in the process. This is what a participant had to say:

‘stakeholder engagement is essential’ (Participant 4, 2013).

In an interview, another participant described a success story during an organisation design implementation where the initiative improved the organisation. This is what the participant had to say:

‘when we’ve designed organisational structures it actually improved the organisation from it’s... it improved it financially; it improved it in terms of its processes, in terms of its people’ (Participant 2, 2013).

Yanker (2006) states that the success to organisational design, development and change management interventions lie in the use of organised processes to identify problems, find solutions and implement the solutions. The participation of employees in the organisational design, development and change management process is critical to success as it promotes buy in and support of the implementation. Bradford and Burke (2005) state that stakeholder management can be challenging and it is therefore key to develop a common vision for each stakeholder increasing the chances of gaining their buy in. Weis (1996) further highlights that successful implementation sustain momentum by developing new competencies, reinforcing the changed behaviours in order for the organisation to be sustainable.

Based on the findings and the literature, the researcher has noted that successful implementations are attributed to essentially, open communication channel by engaging with the key stakeholders upfront and by ensuring that the implementation is constantly monitored and evaluated to ensure that the business objectives are met so the business can remain sustainable long after the practitioner has completed the implementation. It is also interesting to note that what can be attributed to the success of an organisational design, development and change management implementation, could very well be the stumbling blocks to implementation.

Now that the challenges and successes have been identified, the next theme identified looks at recommendations for organisational design, development and change management.

4.9 Section H: Recommendations for organisational design, development and change management implementation

This theme identified seeks to tap into the practitioners holistic experiences of organisational design, development and change management in order to obtain recommendations on what can be done to improve the practice. The purpose of this theme is to share learning's.

4.9.1 Practitioners recommendations on what can be done to improve the implementation of organisational design, development and change management

This sub theme looks at the practitioners recommendations on what can be done to improve the implementation of organisational design, development and change management. It seeks to uncover the best course of action practitioners can follow during implementations and to identify shared learning's for future projects and reference.

The findings indicate that the practitioners recommend continuous knowledge sharing amongst organisational design, development and change management practitioners as this assists in building a community and building capability. It is always important for practitioners to share their learning of implementations in different industries as well as when the macroeconomic environment changes. One of the participants stated that there is a big disconnect between theory and practical implementation which can be alleviated by means of sharing experiences. The findings also suggest that the participants recommend that they look at best practice models, methodologies and approaches that have been used before to ensure that they are effective as theory and practice can vary.

‘continuously sharing learning’ (Participant 2, 2013).

‘fresh perspective, best practices and a tried and tested solutions’ (Participant 4, 2013).

Robbins (1991) highlights that changes to the macroeconomic environment in which organisations function, can demand that they change in order to adapt to the new environment. Market trends can also demand that organisations change in order to be more effective and remain competitive. Yanker (2006) states that if an organisation does not allow individuals to express its strengths in a supportive and trusting work environment, it will stifle their commitment to the success of the organisation and thus the success of the change initiative.

It is evident from the findings and the literature that the manner in which is improve organisational design, development and change management implementations is for the practitioners to share their experiences with one another, possibly through the implementation of the networking and capability building sessions. This could go a long way in building the literature around this discipline as well as building an organisational design, development and change management community of practice.

4.10 Conclusion

Based on the findings and discussion of the findings, the researcher was able to identify themes and sub themes through thematic content analysis which addressed each of the sections in the semi structured interview schedule. The findings indicate that the researcher

has been able to successfully explore practitioners' knowledge and experiences of organisational design, development and change management implementations.

CHAPTER 5

MAIN FINDINGS, RECOMMENDATIONS AND CONCLUSION

5.1 Introduction

This chapter presents a summary of the main findings, recommendations and conclusions around practitioners' experiences of organisational design, development and change management implementation in relation to the objectives identified. There were seven objectives of this research study which are:

- To explore the practitioners understanding of organisational design, development and change management
- To explore the practitioners understanding of the relationship between organisational design, development and change management
- To explore the importance of organisational design, development and change management
- To explore the practitioners experiences in implementing organisational design, development and change management
- To explore the challenges in implementing organisational design, development and change management

- To explore the successes in implementing organisational design, development and change management
- To explore practitioners recommendations and what can be done to improve the implementation of organisational design, development and change management

This chapter seeks to demonstrate that the research objectives of the study were achieved.

5.2 Main Findings

The next section looks at the main findings in relation to the research objectives. Each objective will be addressed and discussed.

5.2.1 Practitioners understanding of organisational design, development and change management

This objective looked at practitioners understanding of organisational design, development and change management and seeks to gain insight into what they understand each concept to be in terms of the definition and what it involves.

The practitioners' understanding of organisational design, development and change management is that organisational design is the development or improvement of an organisational structure to support the business strategy and drive the achievement of the business objectives. They mentioned that it includes the organisation of the departments, roles and jobs in a business in line with the strategy to drive and achieve the business goals and ultimately the effectiveness and efficiency of a successful organisation. They also indicated that it involves evaluating the contents of each role in the organisation to ensure efficiencies. The practitioners mentioned that they understand organisational development to be related to people development which includes growing and developing the people in the business which can include identifying competencies and learning and development frameworks. In this study, practitioners also indicated that they understand change management to be managing the people aspect of change in order to achieve the business objective.

Galbraith (1995) defines organisational design as the process of redesigning organizational structures and roles in line with the business strategy. He goes on to add that organisational design is the process of intentionally reviewing and reengineering the structures, processes and people practices in order to optimise the business so it can achieve its strategy. Literature suggests that that organisational development is the process of leading organisation wide change. Lindholm, Yarrish and Zaballero (2012) define organisational development as a change endeavour that is designed to change a group of people or organisations as a whole.

Based on the above, the researcher concludes that the practitioners have a good understanding of organisational design, development and change management. The researcher was able to gain insight into the practitioners understanding of the three phenomena and this objective of the study has been achieved.

The next objective to be discussed looks at practitioners' understanding of the relationship between organisational design, development and change management.

5.2.2 Practitioners understanding of the relationship between organisational design, development and change management

This objective looked at practitioners' understanding of the relationship between organisational design, development and change management and seeks to gain insight into their views of the relationship between the three phenomena, to confirm whether a relationship exists and to understand the nature of the relationship.

The results suggest that the practitioners have a good understanding of the relationship between organisational design, development and change management. They all agreed that there is definitely a relationship between the three phenomena and that this relationship is crucial. The participants also indicated that one element cannot be successful without the presence of the other two. They also indicated that organisational design, development and change management all have roots in the behavioural sciences discipline.

McLean (2005) goes on to say that if organisational design, development and change management is done correctly, it will create a more effective and efficient organisation that will consequently improve the values of the goods and services at a realistic price, improve the organisations financial performance, enhance the work environment in which people operate and support leaders to be effective. Rouda and Kusy (1995) state that organisational design, development and change management uses human behavioural science combines

with knowledge and experience to better comprehend people, technology and the relationship between the two in order to improve the organisation's wellbeing. The literature confirms that the discipline of organisational design, development and change management has its roots in the human and behavioural sciences field which is in essence psychology.

The researcher acknowledges that there is a strong correlation between the literature and the findings on the study related to this objective. The one phenomenon cannot be successfully implemented without the others as this could result in an unsuccessful implementation. The benefits of doing an organisational design, development and change management far outweigh the results of an organisation not embarking on it. The researcher can deduce that this objective has been achieved.

The next objective to be discussed looks at practitioners' understanding of the importance of organisational design, development and change management.

5.2.3 The importance of organisational design, development and change management

This objective looked at practitioners understanding of the importance of organisational design, development and change management and seeks to gain insight into the practitioners' understanding of why organisational design, development and change management is necessary, when it is necessary and the benefits of doing it. The benefits of engaging in an organisational design, development and change management implementation is ultimately the achievement of the business strategy and its objectives and that the people are mobilised to adopt the changes in the new environment.

The benefits of organisational design, development and change management is found in ensuring that the change is sustainable for the business and that the organisation does not revert to the old way of doing things. McLean (2005) goes on to say that if organisational design, development and change management is done correctly, it will create a more effective and efficient organisation.

The practitioners have a good understanding of the importance of organisational design, development and change management and have confirmed the benefits of implementation. The researcher is confident that this objective has been achieved.

The next objective to be discussed looks at practitioners' experiences implementing organisational design, development and change management.

5.2.4 Practitioners experiences in implementing organisational design, development and change management

This objective looked at practitioners' experiences implementing organisational design, development and change management and to gain a holistic understanding of this.

This objective highlights some of the experiences practitioners' have had of implementing organisational design, development and change management. The results led to the identifying some of the common principles, models and methodologies used by the practitioners' as well as common approaches and techniques used in organisational design, development and change management implementations. It also highlighted some of the common ethical considerations and dilemmas practitioners' need to be cognoscente of during implementation. Their experiences highlighted the importance of the intention of the implementation as well as stakeholder management and engagement being central to the success of organisational design, development and change management. The participants' were able to discuss various principles, models, methodologies, techniques and approaches to implementing organisational design, development and change management as well as the ethical dilemmas they have been faced with.

Cowan (2005) argues that there is no perfect solution to managing organisational change however there are some methods and techniques that can be used to assist in managing organisational change. Learning from prior implementation experiences is important to any organisation. The literature indicates that there are a number of different models and methodologies for organisational design, development and change management. Cummings and Cummings and Worley (2002) highlight that there are ethical issues in organisational design, development and change management implementations and it is the practitioner's responsibility to ensure that they help their clients and client organisations. They add that as a profession, organisational design, development and change management has always shown a concern for the ethical conduct.

The researcher is of the opinion that this objective has been achieved in that the practitioners have highlighted been able to demonstrate their experiences in implementing organisational design, development and change management.

The next objective to be discussed looks at the challenges of implementing organisational design, development and change management.

5.2.5 The challenges in implementing organisational design, development and change management

This objective looked at the challenges of implementing organisational design, development and change management to gain a holistic understanding of the practitioners' experiences of some of the common challenges or stumbling blocks they have encountered.

The practitioners have indicated some of the challenges they have experienced during organisational design, development and change management implementations. They have highlighted some of the common challenges and stumbling blocks as well as how they can be overcome. Some of these include but are not limited to understanding the context of the business and not gaining the buy in and support of key stakeholders.

Bradford and Burke (2005) state that stakeholder management can be challenging and it is therefore key to develop a common vision for each stakeholder increasing the chances of gaining their buy in.

The researcher is confident that this objective has been achieved as the practitioners have described their experiences of some of the common challenges or stumbling blocks they have encountered during the implementation of organisational design, development and change management.

The next objective to be discussed looks at the successes of implementing organisational design, development and change management.

5.2.6 The successes in implementing organisational design, development and change management

This objective looked at the successes of implementing organisational design, development and change management to gain a holistic understanding of the practitioners' experiences of success stories the practitioners have encountered.

The practitioners have described examples of when organisational design, development and change management has successfully been implemented. They have indicated that the evaluation of the implementations have shown improvements in the effectiveness and efficiencies of organisations which has ultimately resulted in improved financial results or have shown a cost saving for the business. In the case of change management, success can be measured by the rate at which the change has been adopted by the people in the organisation and by whether or not the change has been sustainable. They have attributed this success to gaining stakeholder buy in right from the beginning. In the case of organisational design and development implementations, practitioners have been able to transition the business from its current state to its desired state successfully.

McLean (2005) argues that organisational design, development and change management is only successful if the implementation has the support, participation and dedication from decision makers in the organisation. According to Yanker (2006) the success to organisational design, development and change management interventions lie in the use of organised processes to identify problems, find solutions and implement the solutions.

Based on the above, the researcher can confirm that this objective has been achieved as the practitioners have shared their successes in implementing organisational design, development and change management.

The next objective to be discussed looks at practitioners' recommendations on what can be done to improve the implementation of organisational design, development and change management.

5.2.7 Practitioners recommendations and what can be done to improve the implementation of organisational design, development and change management

This objective tapped into the practitioners holistic experiences of organisational design, development and change management in order to obtain recommendations on what can be done to improve the practice and to share learning's.

The results suggest practitioners recommendations on what can be done to improve the implementation of organisational design, development and change management. Here the practitioners made reference to ideas that could be used in future implementations. Some of these included building a community forum where organisational design, development and change management practitioners could share their experiences and lessons learned with other like-minded practitioners to improve practice. This forum could also be used to develop next practice models, methodologies and approaches in order for the discipline to remain current considering all the changes in the macroeconomic environment in which organisations operate.

Burke (1982) states that over the years, organisational development has to grow and expand to resolve business problems. Furthermore, it has certainly become an important way in which to change and improve organisations.

The researcher is confident that this objective has been achieved as the practitioners have made recommendations on what can be done to improve the implementation of organisational design, development and change management.

5.3 Practitioners' knowledge and experiences of implementing Organisational Design, Development and Change Management

The aim of the study was to explore practitioners' knowledge and experiences in implementing organisational design, development and change management in order to improve the efficiency and effectiveness of an organisation. The aim of the study was to gain insight into practitioners' understanding of what organisational design, development and change management involves as well as to tap into their experiences during implementation. This section examines the aim of the research study and seeks to provide evidence on whether or not the aim has been achieved.

The results show that the practitioners' have a good understanding of what organisational design, development and change management is, what it involves and the benefits of the three phenomena to the organisation doing the implementation. They have also highlighted the importance of the relationship between the three phenomena and have stressed that this relationship is crucial for success. In the interviews, the practitioners' have shared their successes as well as some of the common challenges they have experienced during the implementation of organisational design, development and change management. Through

sharing their experiences in this research study, they have also made recommendations on what can be done to improve the implementation of organisational design, development and change management in future.

Rouda and Kusy (1995) state that organisational design, development and change management uses human behavioural science combines with knowledge and experience to better comprehend people, technology and the relationship between the two in order to improve the organisation's wellbeing. This is evidence that supports the aim of this study as it highlights the value in gaining insight into practitioners' knowledge and experiences in implementing organisational design, development and change management in order to improve the efficiency and effectiveness of an organisation for future practice as they are in the cold face of implementations where they gain first-hand experience.

Based on the presentation and discussion of the findings, and the research objectives the researcher is of the opinion that the study has succeeded in exploring practitioners' knowledge and experiences in implementing organisational design, development and change management in order to improve the efficiency and effectiveness of an organisation.

5.4 Conclusion

The macroeconomic environment in which organisations operate is changing at a rapid rate and organisations also need to change in order to survive, prosper and remain profitable. The changing nature of the workplace requires organisations and its people to be more efficient. Organisational design, development and change management uses a long term approach to improving organisational efficiency and ultimately the organisations performance. The support of top management and key stakeholders is critical to the success of organisational design, development and change management as buy in and support from the business is a crucial requirement for success. Such long term change requires organisations to call on practitioners with knowledge and experience in implementing organisational design, development and change management. Organisational design, development and change management practitioners have been trained to manage large scale change and have experience working on a number of different implementations. This places them in a position where they are able to draw on past experiences in terms of what organisational design, development and change management involves, what the benefits are, as well as to share the successes and challenges they have encountered. These insights and lessons learned will contribute to the field of organisational design, development and change management.

This study set out to explore practitioners' knowledge and experiences in implementing organisational design, development and change management in order to improve the efficiency and effectiveness of an organisation which it has managed to achieve. The seven research objectives derived from the aim were also answered.

5.5 Recommendations

The following recommendations have been made for various stakeholder groups based on the findings of this research study.

5.5.1 Recommendations for organisational design, development and change management practitioners:

- Implement an organisational design, development and change management community where practitioners can share their learning and experience while working on an organisational design, development and change management implementation. This will assist in creating a body of knowledge and further building and improving organisational design, development and change management capability of practitioners. This could also assist in maintaining the relevance of the discipline in this rapidly changing environment.
- Institute an organisational design, development and change management professional association that all practitioners are members of. It will act as a guiding body for the discipline which could implement a code of practice and could go a long way in assisting with ethical dilemmas and considerations for practice.

5.5.2 Recommendations for organisations who are considering embarking on an organisational design, development and change management implementation

- Depending on the intention and nature of the organisational design, development and change management implementation, consider the role of the internal organisational design, development and change management practitioner versus an external organisational design, development and change management practitioner.
- Make the organisation's intention of the implementation clear upfront and ensure that the key decision makers in the organisation understand the process of organisational design, development and change management.

5.5.3 Recommendations for occupational social workers:

- Occupational social workers working in corporate organisations should position themselves as change agents during the organisational design, development and change management implementations.
- Occupational social workers should advocate for the role of organisational design, development and change management practitioners as they implement macro level interventions and are perfectly positioned to be involved in affecting change at an individual and organisation level.

5.5.4 Recommendations for prospective researchers:

- It is recommended that the study be replicated to include practitioners from other organisations to have more representative findings.
- It is recommended that the study be replicated to include the role of the internal organisational design, development and change management practitioner versus the role of the external organisational design, development and change management practitioner to identify the value that each bring to an implementation.

5.6 Concluding comment

The researcher believed that through shared experiences, organizational design, development and change management practitioners could have greater success at creating more effective and efficient organisational functioning as well as promoting and encouraging more productive collaboration and networking amongst practitioners. The aim of this research study was to explore practitioners' knowledge and experiences in implementing organisational design, development and change management in order to improve the efficiency and effectiveness of an organisation. Although there are still stumbling blocks for successful practice, the role of organisational design, development and change management practitioners have become more critical to the success of many organisations in light of the ever changing macroeconomic environments within which they operate. For as long as people are the core building blocks for organisations, the discipline will continue to thrive.

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