

APPENDIX C: PARTICIPANT INFORMATION SHEET

PARTICIPANT INFORMATION SHEET

Title: Practitioners' experiences of Organisational Design, Development and Change Management Implementation

Dear Participant

We are about to undertake a national study entitled : Practitioners' experiences of Organisational Design, Development and Change Management Implementation.

PURPOSE OF THE RESEARCH STUDY

You are being invited to participate in a research study of Practitioners' experiences of Organisational Design, Development and Change Management Implementation. We hope to establish and understand what are some of the key success measures, stumbling blocks during organisational design, development and change management implementation from a practitioners' perspective.

STUDY PROCEDURES

If you agree to take part in this study, you will be participating in a face-to-face interview with the researcher which will last approximately 1.5 hours. Interviews will be scheduled at a date, time and venue convenient to you.

YOUR RESPONSIBILITIES IN THIS STUDY

If you agree to participate in this study, you should:

- ☐ Participate in the researcher study by means of a face-to-face interview
- ☐ Keep your interview appointment. If it is necessary to miss an appointment, please contact the researcher to reschedule as soon as you know you will miss the appointment.

WITHDRAWAL FROM STUDY

You are free to withdraw your consent and discontinue your participation at any time without prejudice to you or effect. If you decide to stop taking part in this study, you should tell the researcher.

POTENTIAL BENEFITS

There is no assurance you will benefit from this study. However, your participation may contribute to the literature around this phenomenon.

SUBJECT'S RIGHTS

Your participation in this study is entirely voluntary. Your questions will be answered clearly and to your satisfaction.

In the event of any new information becoming available that may be relevant to your willingness to continue in this study, you will be informed in a timely manner by the researcher.

You have the right to refuse to participate in the study. By signing and participating in the study, you do not waive any of your legal rights to revoke your consent and withdraw from the study at any time.

CONFIDENTIALITY

Information collected for this study will be kept confidential. Your records, to the extent of the applicable laws and regulations, will not be made publicly available. Only the researcher will have access to the confidential information being collected.

Any information obtained during the course of this study will be stored and analysed only for the purposes of this study for a period not exceeding two years if the research report is published and five years if no publications emanate.

The researcher will make the necessary arrangements to have the raw data stored in an access controlled area for two years if the research report is published and five years if no publications emanate. It is also the responsibility of the researcher to report accurately on the

analysis of the data and the findings from the research study. In the event of any publication regarding this study, your identity will remain confidential.

WHO TO CONTACT IF YOU HAVE QUESTIONS

If you have questions about this research study and your rights or during the course of this study, you may contact the researcher (Nazeedah Ismail (073 190 2903 or email Nazeedah.ismail@gmail.com and Dr. Cily Tabane (Cily.Tabane@wits.ac.za)).

APPENDIX D: PARTICIPANT CONSENT FORM

PARTICIPANT CONSENT FORM

Practitioners' experiences of Organisational Design, Development and Change Management Implementation

I have not been pressured to consent to participate in this research project. I have fully discussed and understood the purpose and procedures of this study. I have been given the Participant Information Sheet and the opportunity to ask questions about this study and have received satisfactory answers and information.

I understand that my participation is free and voluntary and that I am free to withdraw my participation at any time, without penalty or negative consequences or giving any reasons.

I also understand that there are no direct benefits for my participation in the study. I understand that there are no risks involved in the study.

I have also been assured of confidentiality and that my identity will remain anonymous. I have also been given a copy of the participant information sheet.

I therefore give my consent to participate in this research study.

(Participant's signature)
signing)

(Date of

APPENDIX E: CONSENT FORM TO AUDIO RECORDING & TRANSCRIPTION

CONSENT TO AUDIO RECORDING & TRANSCRIPTION

Practitioners' experiences of Organisational Design, Development and Change Management
Implementation

I understand that the interview session will be tape recorded to help with capturing all that is said as the researcher cannot write up everything that is said. This will help ensure that what is said is as accurate as possible.

I have had all of the information explained especially about how my confidentiality will be guaranteed and I understand the explanation.

Neither my name nor any of my other identifying information will be associated with the audio or audio recording or the transcript.

I hereby agree to the tape recording of the interview session with the researcher.

Participant's name: _____

Participant's Signature: _____ Date: _____

I (Researcher's name) _____ declare that I have explained the information given in this document to (Participant's name)

.....

Researcher's Signature: _____ Date: _____

APPENDIX F: INTERVIEW SCHEDULE

Interview Schedule

SECTION A: Demographics

Sex	Male	Female
Age		
Qualification/s		
Employer		
Current job title		
Years of work experience in the OD/Change field		

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

- a. What is organisational design?
- b. What is organizational development?
- c. What is change management?

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

- a. What in your view is the relationship between organizational design, development and change management?
- b. How important is this relationship during implementation?

SECTION D: Importance of organisational design, development and change management

- a. What is the important of organizational design, development and change management?

- b. What benefits can organizational design, development and change management bring to any implementation?
- c. What is the role of an organizational design, development and change management practitioner?
- d. How important is this role to the overall success of the implementation?

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

- a. How do you practice organizational design, development and change management during implementation?
- b. What are some of the common organizational design, development and change management principles, models and methodologies you use during implementation?
- c. What are some of the ethical considerations/dilemmas a practitioner needs to be cognoscente of during implementation?
- d. Why is it important to be cognoscente of the ethical considerations/dilemmas during implementation?

SECTION F: Challenges in implementing organisational design, development and change management

- a. What are the challenges in implementing organizational design, development and change management?
- b. How are these challenges overcome?

SECTION G: Successes in implementing organisational design, development and change management

- a. What are the successes in implementing organizational design, development and change management?
- b. To what would you attribute these successes to?

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

- a. What recommendations do you have for a successful organisational design, development and change management implementation?
- b. What can be done to improve the implementation of organisational design, development and change management?

APPENDIX G: EXAMPLE OF A TRANSCRIPTION OF AN INTERVIEW

I: the first section of the interview covers demographics

I: Your gender?

R: Female

I: Your age?

R: 28

I: What is your highest qualification?

R: Honours, I have a BA and a BA Honours

I: And who are you employed by?

R: The JD Group

I: What is your current job title?

R: OD Consultant

I: Number of years of work experience in the OD and change field?

R: It's about three years

I: OK, so the next section covers practitioners understanding of organisational design, development and change management. In your view what is organisational design?

R: : I would describe organizational design as aligning the organization's structure to the strategy of the organization. This involves understanding the business architecture and creating structures, work flows and job profiles that enable the strategy.

I: OK... and organisational development?

R: This focuses on the learning and development frameworks that make employees more effective...

R: is that Ok.

I: that is fine... and what is your understanding of change management?

R: ok, so this 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.

I: The next section covers your understanding of the relationship between the 3 elements we just discussed. What in your view is the relationship between organisational design, organisation development and change management? You could relate it by means of a specific project or programme...

R: I think it depends on the maturing of the business. If the business understands how OD can enable them there will be more buy-in. However if the business is focused on operational issues, business leaders may not give OD the time or space it needs to be successful.

I: So how important do you think that relationship is during implementation?

R: It is crucial... the success of most projects depends on how these elements were implemented and how it was accepted by the business... and uhm... the people.

I: Cool and what in your view is the importance of organisational design, development and change management?

R: It would... depending on the type uhm... of OD intervention, however I think that change management supports the implementation of OD interventions and is essential to its success.

I: So, what do you believe is the role of the practitioner in all of this?

R: It would depend on the focus of the project. I think... OD may not play a role in the project however change management and organizational development should play an important role in most projects. This ... essential for managing, reinforcing and embedding the change for the project.

I: What are some of the common organizational design, development and change management principles, models and methodologies have you used for project implementation?

R: uhm... the nine tests of organisation design from the Ashridge Business School, SST Levels of work by Elliot Jacques...Requisite Organisation Principles... yeah I think those are it...

I: And for change?

R: uhm... mostly the ADKAR model... Prosci stuff

I: Often during implementation, ethics become blurred... what are some of the ethical considerations/dilemmas a practitioner needs to be cognoscente of during implementation? Why are these so important?

R: Acting with integrity throughout the process is essential... like using the strategy as your compass for an OD intervention prevents the OD practitioner from becoming distracted by corporate politics and getting stuck in that and trying to make it go away...

I: What are the successes in implementing organizational design, development and change management in your view?

R: I feel that understanding the change management process enables me to be a better OD practitioner... I also think it's essential for any OD intervention to incorporate element of change management early on in an OD intervention.... I think stakeholder engagement is essential for any OD intervention.

I: In your view, what are the challenges in implementing organizational design, development and change management?

R: I think that stakeholder buy-in throughout the process is essential to success.... because if you don't have a sponsor or senior executives that buy into 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...

I: We often encounter the scenario of an internal consultant vs the external consultant. What is the importance or significance of each role?

R: An internal practitioner has in-depth understanding of uhm the business and should be close enough to business to offer them... uhm business solutions that are aligned to their needs. The importance of this type of practitioner is often that they are able to offer the business a solution that is aligned to the business requirements and are easier to implement as opposed to the external consultant and uhm....an external practitioner should be able to provide the business with ... uhm best practice solutions that are tried and tested. They may also give the business insight that was perhaps overlooked by internal resources.

I: What benefits do you think each bring to an OD/Change Management initiative/project implementation?

R: Well uhm... I think that the external practitioner can bring a fresh perspective, best practices and a tried and tested solution. Whereas an internal practitioner can bring business insights around what the business requires and how the solution can be realistically implemented... which I think are equally important.

I: Thank you very much for your time and insights.