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# **To the successful, changes present an opportunity, not a problem: The fundamentals of existing approaches to the organizational**

**Boris Bukovec<sup>1</sup>**

## **Abstract**

The laws of nature demand that we continuously expand the limits of our capabilities – and this striving is closely connected with changes and the act of changing. Thus, continual changes on the civilisational, organizational and personal level become manifest in response to the changes taking place in the environment. In this way, change becomes a constant; and equally so, the wish for success.

In the following article, we present a model of the fundamentals of the new paradigm for quality organizational change management, realised on the basis of research conducted on various contemporary approaches and models for organizational change management, as well as extensive research conducted on a sample of 90 companies.

**Keywords:** paradigm, change management, quality, organization system, fundamental

## **CHANGES AS AN OPPORTUNITY, NOT AS A PROBLEM**

Success can be defined in the broadest sense as the tendency to realise expectations – which we cannot achieve, however, if we lack the capacity to effect decisive changes on the civilisational, organizational and personal level in response to the changes in our environment. This ability to manage is contingent on our capacity to perceive reality - in which, again, paradigms play a decisive role. In this context, paradigms

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<sup>1</sup> PhD. Boris Bukovec is assistant professor at Faculty of Information Studies, Novo mesto.

represent a pattern of hypothetical perceivable fundamentals, approaches to and theories of change management. Since the laws of nature are also considered paradigms, the fundamental suppositions change too, so that the subsequent change of paradigms must also be regarded as a constant.

In order to shed additional light on the indicated problem, we present a summary of the key findings of Drucker, who devotes the better half of one of his latest books to change management and the challenges that these changes pose to managers in the 21<sup>st</sup> century (Drucker, 2001: 76):

- Changes cannot be predicted – they can only be anticipated.
- Owing to the fact that change is inevitable, the themes related to overcoming resistance to change that were topical a decade ago, are giving way to new ones.
- In these times of turbulent change that we live in, change has become the rule.
- Carrying out changes is a painful and risky task, which entails above all much hard work.
- If an organization – whether it be a company, university, hospital or any other establishment – wants to survive, it must even encourage change.
- In times of rapid structural changes, those directing the changes will be the only ones to survive.
- One of the main challenges of management in the 21<sup>st</sup> century is the restructuring of organizations into conductors of change – as they need to see the opportunities inherent in change.
- A conductor of change has developed an approach that enables it to constantly discover useful changes and also knows how to take advantage of these in order to increase its success.

The preliminary findings are indicative of a need to change the existing thought pattern on the personal, group and civilisational level. They also indicate that we must become aware of the fact that only a proactive approach can ensure long-term success. Changes and effecting change are becoming a constant. The dynamics of change are increasing dramatically; new knowledge is emerging, new technologies pose new challenges, new methods of communicating offer almost unlimited possibilities of synergistic effects. But primarily, the new culture

of innovativeness is such a culture as, in the desire for a higher quality of living, constantly generates the requirement that it must surpass itself. A great amount of change has been caused by very many different factors, yet in the opinion of Hammer, the key generators of change in the present and in the future are as follows (Hammer, 2001: 247):

- An explosion of scientific knowledge, as the percentage of scientists comprising staff members in companies is on the increase.
- Modern telecommunications infrastructure facilitates the spreading of ideas at the speed of light.
- The presence of innovative culture, which desires change, and in which the former attitude of swearing by tradition, the tried and tested, and loyalty are giving way to the demands for whatever is newest and most modern.

We are all aware of the fact that changes are a thing to be reckoned with and that they must also be taken advantage of as opportunities by means of a proactive approach, yet in seeking the answer to the question of "How," various theories, approaches and models differ considerably. While the unencumbered individual sees no harm in this, from the standpoint of civilisation, organizational systems and the proactive individual, however, this fact poses a great problem - or a fresh and untapped opportunity - as there must be certain constants hiding beneath the surface of all this diversity.

## **THE PARADIGM AS A MODEL OF OUR PERCEPTION OF REALITY**

Drucker (2001: 14) states the opinion that the term paradigm means a collection of basic suppositions on the nature of reality. In this way, paradigms take root in the subconscious of the researchers studying individual areas and thus, to a great extent, determine how a given science envisions reality. A meaningful interconnectedness of suppositions forms a paradigm, and this paradigm also has a recursive function, by means of which it directs the attention of each science to discern between what are deemed important and unimportant areas.

A Paradigm therefore does not represent reality. It is merely an attempt to mirror reality as objectively as possible. Covey (1994: 21) is of the

opinion that a paradigm can encompass a model, theory, perception, supposition or a system of observation. In the paradigm, he sees the way in which the individual “sees” the world within the framework of their perception, understanding and interpretation of it. He picturesquely compares the paradigm with a map, and therefore, just as a map is not the territory, so the paradigm is not the world, but a model for perceiving its reality.

Of great significance in exploring our perception of reality is the concept of human identity, which to this day still has not been researched enough. The environment, with all its multi-layered attributes of change is constantly exerting a strong influence on a person’s identity, demanding of the individual a continuous proactive, self-critical self-evaluation of the realisation of the image of their own personality. During this process of self-assessment as a voluntary response to the challenges and/or opportunities presented by the environment, the individual continuously develops his/her identity. The concept of identity is linked closely with the concept of paradigm, as both tie into the personal fundamentals i.e. the truths of our reality. The credibility of an individual is assessed, in our opinion, by the extent to which their (projected) identity and their personal life paradigms match.

The systematic study of possible scenarios of the future development of societies and organizations (Vila, 2000: 53) indicates that we are most likely to enter into a post-modern society and organization characterised by the principles of fragmentation, deconstruction, globalisation, individualisation and the new post-modern culture. The same author also states that the post-modern organization will have to be flexible, process-oriented and totally customer-oriented, while at the same time, it will have to foster team-work and constantly conduct comparisons between itself and the best in its field.

Contemporary researchers present an even more systematic and holistic study of the post-modern organization with respect to the new doctrine of organization, management and organizational behaviour (J. Ovsenik, 1999: 106). The new doctrine, from this viewpoint, stands on seven pillars, which, taking the starting hypothesis that “an organization is a relationship between people”, are developed from the following premises:

- The critical areas in organization/management are the contacts between co-workers.
- Every single person in an organization is a participant and therefore co-shapes and manages their contacts and is at the same time the subject of their contacts with their co-workers.
- The organizational (and/or management) problem is complex from the disciplinary point of view.
- In the phenomenon of the organization, the moment of awareness is essential.
- The moment of awareness opens the issue of the multi-layered nature of the phenomenon of the organization.
- The way in which one sees the world creates and can also effect a crucial change in both person and world alike within the cosmic-developmental self-organization.
- New events and new models dictate and also enable new (social) schemes/concepts of organization, management and organizational behaviour.

The paradigm of a successful post-modern society and organization differs significantly from its precursors. With the transition of the paradigm (M. Ovsenik and Ambrož, 2000) into postmodernity, its characteristics lie in the shift from subsystems to systems, the structural dynamics, the shift from the objective world to the cognisable world; the shift from the structural to processes, and in the shift from objective truth to approximate description. What we are dealing with is basically a paradigmatical definition of the paradigm, as all paradigms to date have striven to be objective, realistic and mechanistic. Yet because the paradigm is a model of a way of perceiving reality (a map and not the territory itself), the post-modern paradigm is, of necessity, more limited and approximate. In our opinion, it can hardly be otherwise if it wants – together with its fundamentals – to be universal, timeless and successful. It must serve the individual, the organization and civilisation alike in enabling them to manage change more effectively.

## **THE THEORETICAL STARTING POINTS FOR RECOGNISING THE ANSWERS TO THE QUESTIONS: WHAT TO CHANGE AND HOW TO CHANGE IT**

Both the beginning and the end of change originate in the environment. In this day and age, changes take place within trends, the progression of which is far faster than both our capacity to keep abreast of them and to change our organizations correspondingly. In this progression, the process of learning features as the key limiting factor. It is important that we are aware of the fact that just as change and changing take place on the personal, group and systemic level, so does the process of learning.

Managing change has been the indirect and the direct theme of studies done by numerous researchers. In his most recent work, Hammer, (Hammer, 2001) the author of BPR – Business Process Reengineering, presents his visionary view of a future, in which, on the basis of recognizable mega trends, he puts forward 9 fundamental business concepts, which are in his opinion the fundamentals of the workings of all the excellent organizations operating in today's turbulent environment (Hammer, 2001: 223-225):

- Run your business for your customers - become ETDBW (Easy-To-Do-Business-With).
- Give your customers what they really want – deliver MVA (More-Value-Added).
- Put processes first – make high performance possible.
- Create order where chaos reigns – systematize creativity.
- Measure like you mean it – make measuring part of managing, not accounting.
- Manage without structure – profit from the power of ambiguity.
- Focus on the final customer – turn distribution chains into distribution communities.
- Knock down your outer walls – collaborate wherever you can.
- Extend your enterprise – integrate virtually, not vertically.

The key words that he places emphasis on are: focusing on the customer, the process-oriented approach, management based on the facts, unleashing the creative capacities of the employees, and developing partnerships. In his opinion, the coming decades will see a supremacy of those companies on the market that will be capable of



implementing these key points in the appropriate way in their everyday business operations. Yet with the above-listed nine fundamentals, Hammer only gives an answer to the question of “What to do?” while at the same time, he concludes that for the realisation of the above-mentioned approach, the question of “How to do it?” is of key importance. He recommends gaining a thorough and in-depth understanding of the nine fundamentals and the implementation of the following six steps (Hammer, 2001: 229-242):

- Integrate and focus your efforts.
- Give more attention than you think is needed to people issues.
- Manage different constituencies differently.
- Display committed executive leadership.
- Communicate effectively.
- Deploy in a series of steps.

The order in which these six steps are listed represents a process in which the management plays the decisive role, together with its personal integrity, and communication abilities.

It would be interesting at this point also to take a look at some of the experiences of failed attempts at managing change, which function as an incentive for research and for applying the most quality-oriented approach possible. It is a well recognised fact that thorough organizational changes cannot be implemented without a change in organizational culture – whereby in the opinion of many experts note must be taken of the following seven key steps (Hesselbein F., Johnston R., 2002: 3):

- Scanning the environment for the two or three trends that will have the greatest impact upon the organization in the future.
- Determining the implications of those trends for organization.
- Revisiting the mission and examining our purpose and refining it until it is a short, powerful, compelling statement of why we do what we do.
- Banning the old hierarchy we all inherited and building flexible, fluid management structures and systems that unleash the energies and spirits of our people.
- Challenging the “way we have always done it” by questioning every policy, practice, procedure, and assumption, abandoning

those that are of little use today or in the future – and keeping only those that reflect the desired future.

- Communicating with the few powerful, compelling messages that mobilize people around mission, goals, and values – not with 50 messages that our people have trouble remembering.
- Dispersing the responsibilities of leadership across the organization, so that we have not one leader, but many leaders at every level of the enterprise.

In these statements we find that emphasis is placed on focusing on the future, revisiting the mission, unleashing the creative capacities of the employees, the critical examination of processes, clear communications and the culture of empowerment. The content corresponds with our assertion that the management of an organization, in order to achieve constant success, must foster values that will enable the establishment of the kind of communication that ensures that the employees have an unambiguous and clear understanding of their duties, while at the same time imbuing them with such a motivational charge that creativity and innovativeness become an inherent part of every task they perform. This also confirms our reflections that the successful implementation of change depends upon the active participation of the leaders, their ability to lead by example (leadership), and the continuous verification of their own credibility.

In Hammer's opinion, the timely recognition of the future is of key importance, whereby he recommends taking into account the following guidelines (Hammer, 2001: 250-262):

- Create an early warning system, which enables you to continuously keep track of and recognise changes, which you can then respond to quickly. Here the following must also be taken into account:
  - Develop deep insight into your customers.
  - Analyse potential as well as existing competitors.
  - Look for the seeds of the future in the present.
- Develop the ability to rapidly conceive and implement new methods of work in response to external changes.
- Develop your infrastructure to offer support to the previous two points.

Hammer emphasizes the importance of a proactive view of the future and the ability of the entire organization to adapt rapidly, whereby the appropriate infrastructure that facilitates keeping abreast of and managing opportunities and problems also plays an important part.

In managing organizational changes it is extremely important that we have a thorough knowledge and understanding of the organizational system, as only in this way can we manage change in a comprehensive and successful way. In this, the models – which we can view as conceptual depictions of organizations – can be of great assistance to us. Just as paradigms are not reality, but only a mirror of it, so also these models can be regarded as mirror images of an organization. A model is only as good as is the extent to which it corresponds with the actual state. An organizational model can help (Burke, 2002: 177-178):

- Order and categorize the whole.
- Increase our understanding of the organization.
- Ensure a unified organizational culture.
- Interpret data on the organization for decision-making purposes.
- Direct the activities involved in managing change.

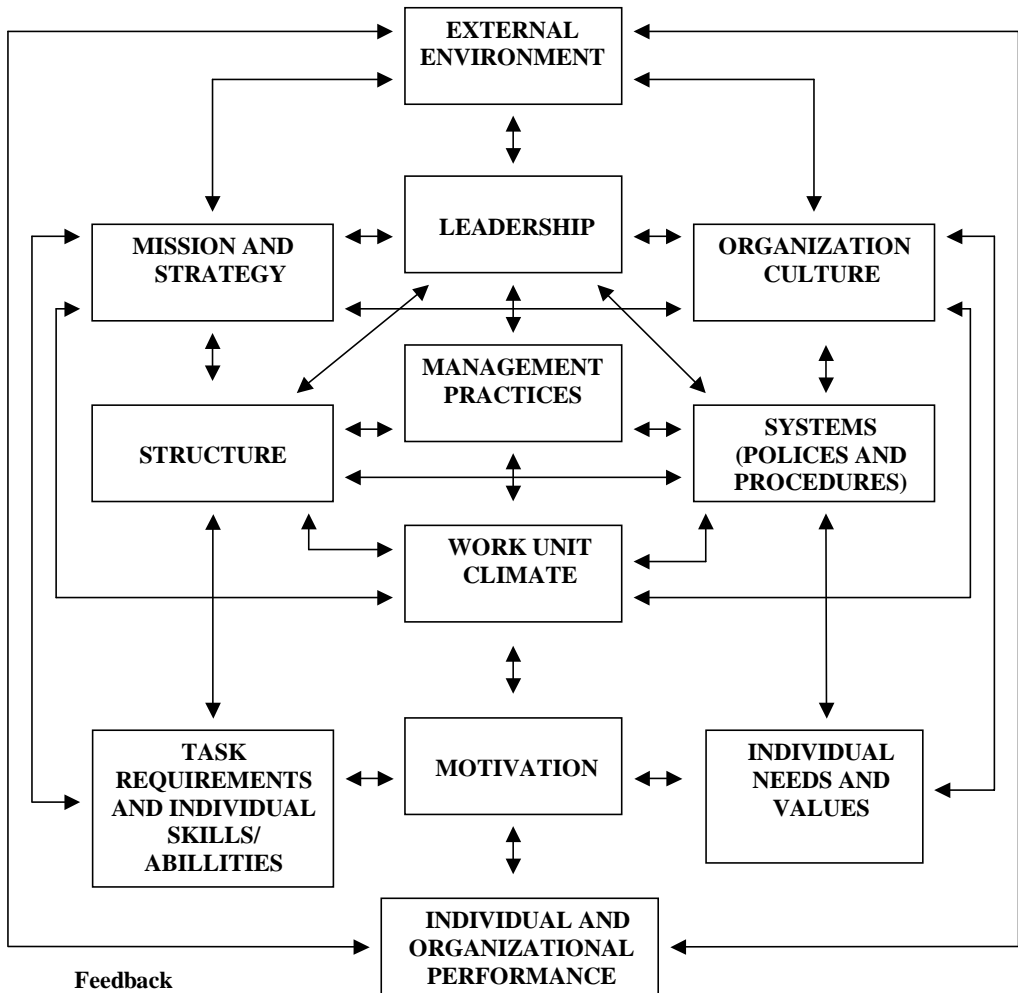
Various models developed by different authors all portray the same reality in their own different ways. Based on a critical comparison of the models developed by Weisbord, Nadler-Tushman and Tichy, Burke (Burke, 2002: 192) found that these models had more points in common than they differed on. All models encompassed in this comparison were based on an openness of the organizational system and the conversion of inputs from the environment into outputs via transformational processes. These findings were critically upgraded by Burke and Litwin. Figure 1 depicts their comprehensive model of organizational change management.

The model, with its twelve key elements interconnected along the principles of cause and effect indicates the fundamental areas within the process of managing organizational change.

Special emphasis is placed on the transformative factors, which are of key import in managing transformational changes. Transformational, or radical changes are a radical response to revolutionary changes in the environment and actually represent a thorough transformation of the implemented approaches. In this model, the outer environment, the

mission and strategy, leadership and organizational culture are of key import in the achievement of individual and organizational results. The transactional factors depicted in the lower half of the model are of key import in managing transactional changes. Transactional, or gradual changes represent the constant response to evolutionary changes within the environment and actually denote a continuous improvement of the implemented procedures. The key transactional factors are the management practices, the structures, the system and its support mechanisms, the organizational climate, the demands set by the requirements and the capabilities, needs and values of the individual.

Figure1: The Burke–Litwin model of organizational change management (Burke, 2002: 199)



The depicted model shows the approach taken by the process of change management. It presents an answer to the question of “How to carry out the changes,” whereby it acknowledges that the leadership is in a position to be the decisive factor in the process of change management.

Again, emphasis is placed on the clear distinction between the content of the organizational changes and the process of implementing them. In the opinion of Burke (2002: 14) this distinction must be clearly defined. The content of a change gives us the answer to the question of “What to change” and is closely connected with the visions and the global trends of the current environment, while the process must provide an answer to the question of “How to carry out the changes”, which is connected with the application of the content.

The content of the change is obviously contingent on the current conditions in the environment and the specifics of the vision of each individual organization. An analysis of a cross-section of the current contexts and trends in development, approaches and most effective practices of current successful organizations would, in our opinion, yield an interesting array of starting-points for a study of the holistic answer to the question of “What to change”. This background of holistic thinking, which coincides with a specific point in time in the development of our civilisation, could be seen as a paradigm, which we would classify as “the paradigm of quality change management”, as it would figure as a contextual guideline for the process of changing within a given moment in civilisation. Yet although it would determine the guidelines for the answer to the question: “What to change”, because it is tied to the process of change itself, and therefore the answer to the question “How to change”, we feel that the given verbal construct makes sense.

## **THE FUNDAMENTALS OF THE NEW PARADIGM FOR QUALITY CHANGE MANAGEMENT**

### **COMPARATIVE ANALYSIS OF VARIOUS MODELS FOR ORGANIZATIONAL CHANGE MANAGEMENT**

In devising a new paradigm for change management we believe it is sensible to seek for the fundamentals amongst the holistic approaches,

which have, over the last decade, empirically proven themselves through their success and innovativeness and therefore belong to the post-modern period of the development of organizational science. We believe that the starting points mentioned in our research can be used in the conceptualisation of the fundamentals of the new paradigm for changes on the organizational level.

In the introductory part of this study, based on the analysis of some of the best practices and approaches implemented by successful companies, as well as on the indications of upcoming trends of future development, a number of models were identified, which are implemented by the best organizations in achieving a continuous increase in their rate of success. In doing so, we focussed primarily on the development and use of models in the automobile industry, as well as on the practices implemented by the finalists of the annual European Quality Award, which are presented to the public at the annual Winners' Conference and in the winners' application documents.

The models we deemed relevant were the following:

- MODEL A: The EFQM Excellence Model (source: EFQM, 1999)
  - A widespread model in Europe for encouraging continuous improvement, based on learning and innovativeness, designed by the European Foundation for Quality Management. It encompasses nine criteria, divided in a balanced way into “enablers” and “results”.
- MODEL B: ISO 9001 Standard (source: ISO 9001, 2000)
  - A global international standard, which determines a system of quality management, based on a process-oriented approach and continuous improvement.
- MODEL C: 20 Keys to Workplace Improvement (source: Kobayashi, 1995)
  - A comprehensive system for carrying out continuous improvement, developed by Professor Iwao Kobayashi, presents twenty interdependently connected tools or keys, focussed primarily on the development of the production process.
- MODEL D: Balanced Scorecard (source: Kaplan& Norton, 1996)

- A comprehensive organization management model designed by Robert S. Kaplan, on the basis of a balanced collection of goals, derived from the vision, for the purpose of gauging and managing the business strategy.
- MODEL E: Six Sigma (source: Harry & Schroeder, 2000)
  - A system of continuous improvement developed by Bill Smith in the Motorola Company, it presents a series of programmable applied independent tools, focussed mainly on decreasing the number of mistakes and on production development.
- MODEL F: Business Process Reengineering (source: Hammer, 2001)
  - A process-oriented and radically transformative approach, defined by Michael Hammer, which focuses primarily on creating new values for the customer and ensuring customer satisfaction.

Already the short description of the above presented models reveals that they are similar, as the repetition of key words is evident. We are interested in the fundamental structures of the individual models. We studied the similarities between the models as well as the contents that coincided. Concurrence amongst all the models was checked using a referential model, which we discerned as being the EFQM Excellence Model. The latter was chosen as referential due to the fact that it is an integral business model, which already serves in many companies as the fundamental and initial concept for the development of a business model designed to cover their specific needs. The conceptual design of the Excellence Model in essence already facilitates a meaningful upgrading of the business model with all the heretofore known models, standards and tools. It is established on the following fundamentals:

- Customer focus
- Partnership development
- People development & involvement
- Management by processes & facts
- Continuous learning, innovation & improvement
- Leadership & constancy of purpose
- Public responsibility

- Result orientation

We believe that the fundamentals of the referential model (A) mentioned in this study can be utilised in the conceptualisation of the fundamentals of the new paradigm for change management on the organizational level.

## **RESEARCH DESCRIPTION**

In November 2002, extensive research was conducted on a sample of 90 organizations using the survey method. Our aim was to gain as many opinions as possible on a number of statements, which are contextually related to the approaches and practices implemented in change management. The sample encompassed both profit and non-profit organizational systems on the territory of Slovenia, which were chosen randomly from a sample of the most successful organizations over the past few years (i.e. organizations that had been nominated for the national prize for excellence in the field of business, that had gained certificates of quality, that were members of the SZK (Slovene Association for Quality), or the NFPO (National Foundation for Business Excellence). We were interested primarily in the practices, approaches and what models were implemented in the area of change management. A letter was addressed to the general manager (CEO) in each of these organizational systems, which contained five survey questionnaires and a cover letter, in which we kindly asked the CEO to distribute the remaining questionnaires amongst his/her fellow members of the executive team and other managers. We were interested primarily in the opinions of the organizations' leaders.

The survey questionnaire guaranteed anonymity and its content included the following segments:

- Data on the respondent (his/her position in the organization, specific competencies, sex, age, level of education).
- Data on the organizational system which was the subject of the survey.
- Recognizing the fundamentals of managing organizational change, with key instructions for the respondent:
  - In my opinion the approach taken in our company in managing organizational change is actually based



(current state) or should be based (desired state) on the following fundamentals – (list of 8 fundamentals).

- The higher the mark given in the range of from 1 to 5 the more the respondent was considered to be in agreement with the statement.

The results will be statistically processed using the SPSS 10 programme package, and we intend to carry out the final processing and interpretation of these results over the next few months. The results of the analysis will be used in the shaping of proposals for improving the approaches taken in introducing organizational changes.

A description of the characteristics of the sample of respondents is as follows:

- Of the 453 questionnaires that were sent out, 263 (58%) were returned, and 244 (54%) were used for research purposes, as 19 (4%) of all the questionnaires that were returned to us were eliminated because they were incomplete.
- The target group of respondents was achieved, as 68.4 % of the respondents were general managers (CEO's) and executive team members.
- The average age of the respondents was 41 years, and male respondents were predominant (60.7%).
- The average level of education was very high, as the majority of respondents held university degrees (4 or more-year course) (49.2%), followed by the group with post-graduate degrees (19.7%) and the last two groups of almost similar size with university degrees (2-year course) (16%) and secondary school educations (15.1%).
- The sample encompassed 70.9% profit organizations and 29.1% non-profit organizations. The largest group was the group of profit organizations in the industrial sector (52.9%), followed by the profit services group (18%), the sample from the state administration sector (13.5%), health care (8.6%) and tertiary education (7%).
- The organizations, on the average, had 704 employees. The largest group of organizations had up to 400 employees (61.7%), and the smallest group of organizations had up to 500 employees (9.1%).

- In the responses to the question of which phase of the life cycle the organization that was the subject of the survey was in, the phases of maturity (45.5%) and of growth (42.6%) occurred most frequently, while the group that recognises the phase of decline was also of a considerable size (9.4%).

### **ANALYSIS OF THE RESULTS OF THE SURVEY ON THE FUNDAMENTALS OF EXISTING APPROACHES TO ORGANIZATIONAL CHANGE**

In conducting a survey amongst the leaders of a sample of 90 profit and non-profit organisations, the respondents were asked questions in the first part of the survey about the fundamentals that they recognise in their environments in relation to change management. In the survey, we listed eight fundamentals of the new paradigm for change management, which are defined in chapter 4.1, and asked the respondents to which extent they agree with each individual description of the statements. The higher the mark given in the range of from 1 to 5, the more the respondent was considered to be in agreement with the statement. The respondents' opinions regarding the fundamentals of the actual approach (current state) and of the fundamentals of the approach, which they believed would ensure the successful change management (desired state) were gauged separately.

Table 1: Descriptive statistics of the respondents' perception of the fundamentals of organizational change management.

FUNDAMENTAL BUILDING-BLOCKS OF THE NEW PARADIGM OF QUALITY ORGANIZATIONAL CHANGE MANAGEMENT		DESIRED STATE ("ought to be in effect")			ACTUAL STATE ("actually is in effect")			DIFFERENCE DES. S. - ACT. S.	
		MEAN	STD. DEV.	RANGE	MEAN	STD. DEV.	RANGE	DIF.	RANGE
A1	Customer focus	4.66	0.66	4	3.66	0.90	1	1	8
A2	Partnership development	4.72	0.55	2	3.44	0.89	2	1.28	6
A3	People development & involvement	4.68	0.49	3	3.01	0.93	8	1.67	1
A4	Management by processes & facts	4.54	0.63	7	3.12	0.92	6	1.42	4
A5	Continuous learning, innovation & improvement	4.76	0.50	1	3.29	0.91	3	1.47	3
A6	Leadership & constancy of purpose	4.64	0.62	5	3.08	0.91	7	1.56	2
A7	Public responsibility	4.41	0.77	8	3.29	0.95	4	1.12	7
A8	Result orientation	4.57	0.69	6	3.20	0.86	5	1.37	5
	<b>Average</b>	<b>4.62</b>	<b>0.61</b>		<b>3.26</b>	<b>0.91</b>		<b>1.36</b>	

The results of the survey, statistically evaluated using the SPSS 10 programme package, are presented in Table 1, while the key commentary accompanying the analysis of the survey results is as follows:

- There is no important connection between the results of the survey and the following characteristics of the respondent:
  - Position within the organisation.
  - Specific responsibilities and competencies.
  - Sex, age and level of education.
  - Knowledge of various models of organizational change management.
- There is no significant connection between the results of the survey and the following characteristics of the organizational system:
  - Profit – non-profit organizational system (industry, services, health care, education, state administration...).
  - Number of employees.

- Which phase of the life cycle it is currently in (birth-growth-maturity-decline).
- There is a significant difference between the perception of the fundamentals of the current state and of the desired state.
- In all the given fundamentals, the respondents saw a concept of an approach that can be taken for successful organizational change management, which is expressed by the high average mark of 4.62 (st. dev. 0.61). At the same time, however, the respondents assessed the approach taken in the actual state with an average mark of 3.26 (st. dev. 0.91).
- Regarding the approach to be taken in the **desired state**, the respondents ascribe:
  - The greatest importance to the fundamentals:
    - Continuous learning, innovation & improvement
    - Partnership development
    - People development & involvement
  - The least importance to the fundamentals:
    - Public responsibility
    - Management by processes & facts
    - Result orientation
- Regarding the approach taken in the **actual state**, the respondents recognise that:
  - Greatest emphasis was placed on the following fundamentals:
    - Customer focus
    - Partnership development
    - People development & involvement
  - The least emphasis was placed on the following fundamentals:
    - People development & involvement
    - Leadership & constancy of purpose
    - Management by processes & facts
- The biggest **difference between perception** of the fundamentals of the current state and of the desired state was recorded in the case of the following fundamentals:
  - People development & involvement
  - Leadership & constancy of purpose

- Continuous learning, innovation & improvement
- Management by processes & facts
- The cross-section of the group with the greatest differences between the current and the actual state and the group of fundamentals considered of the greatest import for the desired state, revealed two basic opportunities for improvement:
  - People development & involvement
  - Continuous learning, innovation & improvement
- We believe, on the basis of the statistical tests conducted on the results of the survey and the high level of agreement recorded amongst the respondents (average mark of 4.62; st. dev. 0.61), which reveal that the respondents saw the concept of an approach to the successful management of organizational change in all the given fundamentals, that the fundamentals of referential model A (the EFQM Excellence Model) can be used in the conceptualisation of the fundamentals of the new paradigm for change management.

## **CONCLUDING THOUGHTS**

Based on the comparative analysis of various models, the study of the literature and practical examples, as well as our survey of the fundamentals of the existing approaches to organizational change management, we designed a proposed model of the fundamentals of the new paradigm for quality change management.

The Burke – Litwin model for organizational change management, comprised of twelve interdependently connected variables divided evenly into the transactional and transformational factors, was taken as the foundation. The author himself, however, acknowledges that this model only supplies an answer to the question of “How to change” and points out the need for an ongoing and meaningful definition of its background (currently contingent on civilisation), which must define the answer to the question of the content of the changes.

We attempted to incorporate the Burke-Litwin model in a meaningful way into the paradigmatical concept of the content paradigm of change management. In chapter 4.1, we established the following fundamentals of the new paradigm for change management on an organizational level:

- Customer focus
- Partnership development
- People development & involvement
- Management by processes & facts
- Continuous learning, innovation & improvement
- Leadership & constancy of purpose
- Public responsibility
- Result orientation

The key commentary accompanying the proposed model:

- Burke-Litwin's model presents an answer to the question of "How to change" and gives a description of the process of change management, which has more inherent timelessness than the context itself.
- Our model of a quality paradigm provides an answer to the question of "What to change" and represents a contextual orientation for the process of change in a given civilisational moment.
- In managing the contextual aspect of transformational change it is necessary to concentrate on the following:
  - Customer focus
  - Partnership development
  - Leadership & constancy of purpose
  - Public responsibility
- In managing the contextual aspect of transactional change it is necessary to concentrate on the following:
  - People development & involvement
  - Management by processes & facts
  - Continuous learning, innovation & improvement
  - Result orientation

In the face of the fact that, in our current environment, everything is constantly in a process of change, we need to give man/woman as the key agent in the struggle for the unending successful management of change a certain constant, which will serve him/her in his/her efforts for the timeless management of change. This constant must make it possible for him/her to unceasingly and proactively recognise change as

opportunities and to effect the successful management of such opportunities. This constant can be recognised in the form of the new paradigm for the management of change.

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