



Do values impact organisational change?

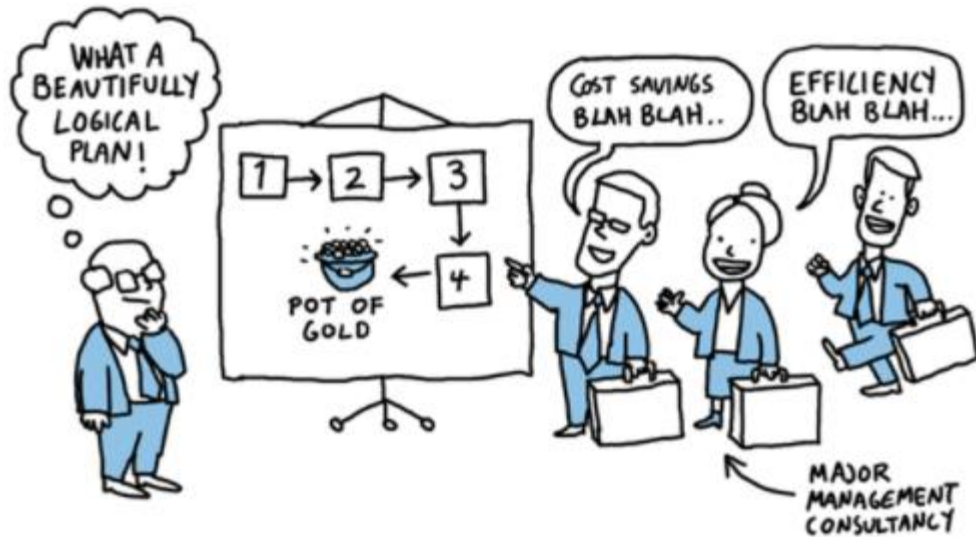
A pragmatic enquiry at Control Techniques Ltd.

BMPF7200: Research Proposal

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6 MONTHS LATER...



Organisational Change

- Process of moving from current state to a desired future outcome (Kotter, 2012)

Motivation

- Personally had mixed results delivering organisational change
- Organisational change initiatives are more frequent
- Intangible aspects of organisational change

Research

- 70% of change initiatives fail (Todnem, 2005 and McKinsey, 2019)
- Extensive focus with organisational change
- Dearth exploring value systems in organisational change context

Research:

Question

Do values impact organisational change?
A pragmatic enquiry at Control Techniques

Aim

- Explore values and inter-relationship to organisational change at Control Techniques
- Explore held beliefs through moments of insight as mental maps of the world overlap with a desired organisation's future state.

Objective

- Mixed methods to examine values of Control Techniques employees
- Identify key variables that enable an individual to transcend value systems



Change Management Focus

Measurables:

- Methods
- Skills
- Behaviour
- Continuous learning

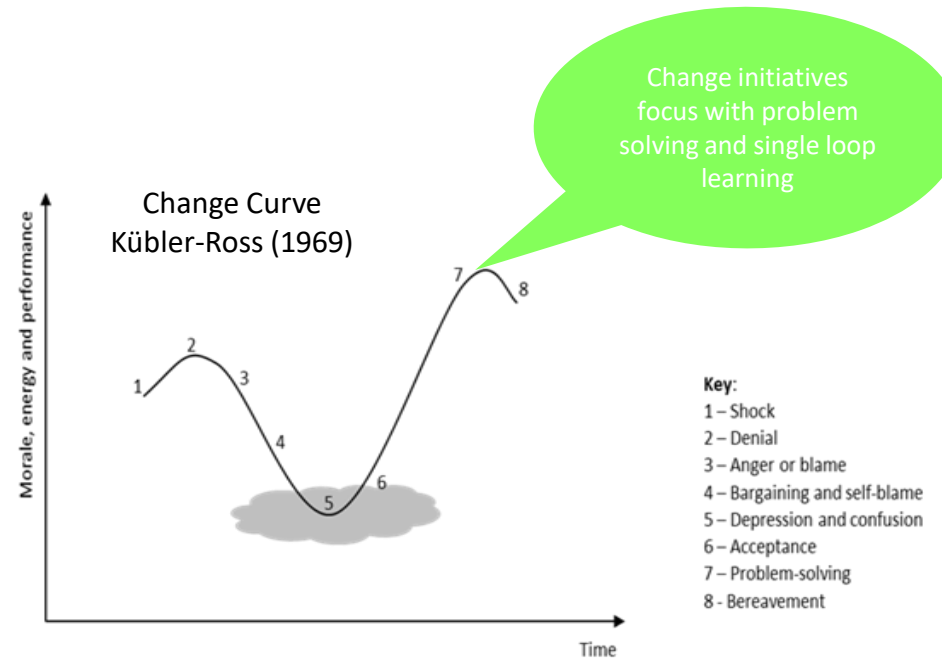
(Change gurus: Kotter, Goleman, Hiatt, Lewin, Hemerling)

Why Change initiatives fail

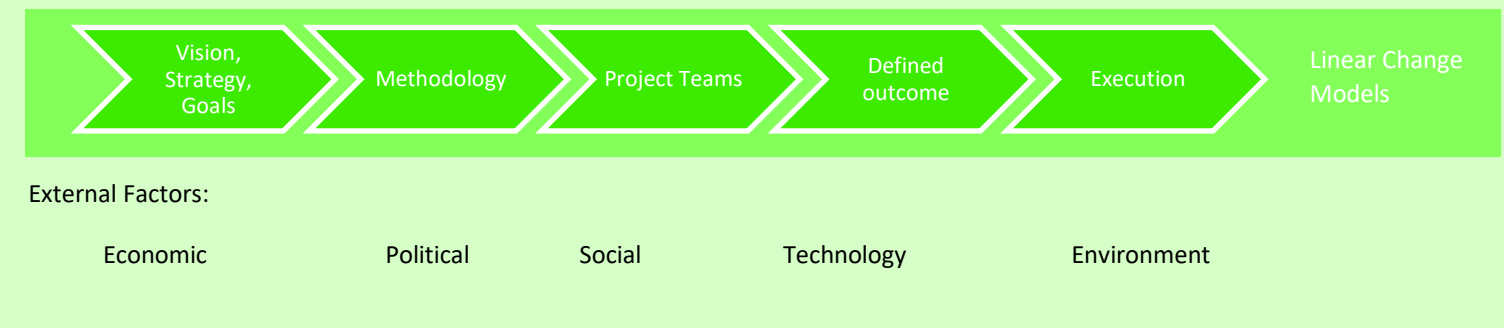
Examples cited:

- Methodology
- Skills
- Effective preparation
- Disciplined management

Laclair and Rao, 2002; PriceWaterhouseCooper, 2004, Ferris 2013 and Prosci, 2018



Senge (2017) consider multiple perspectives and external factors to manage change

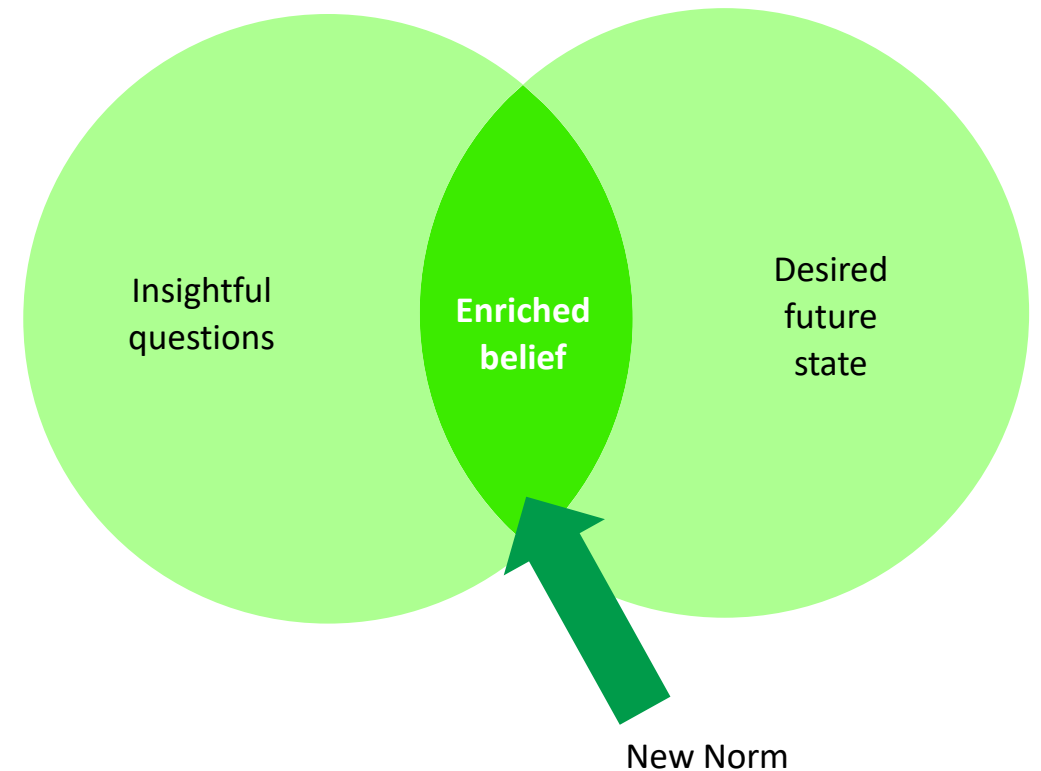


Dilts (1990), Logical Levels

Level	Construct
Identity	Mission / purpose
Belief System	Values, criteria, motivation, endorsement
Capabilities	Thinking, perception, direction, skills, knowledge, habits
Behaviour	Actions and reactions
Environment	Opportunities, constraints, location, time, people



Methodologies, skills & behaviour will not drive change.
Is this a contributor why 70% of change initiatives fail?



Rock and Schwarz (2006)
Mental maps of the world.
Change in beliefs and attitudes
and moments of insight



Methodology / Methods: Pragmatism

Quantitative Assessment

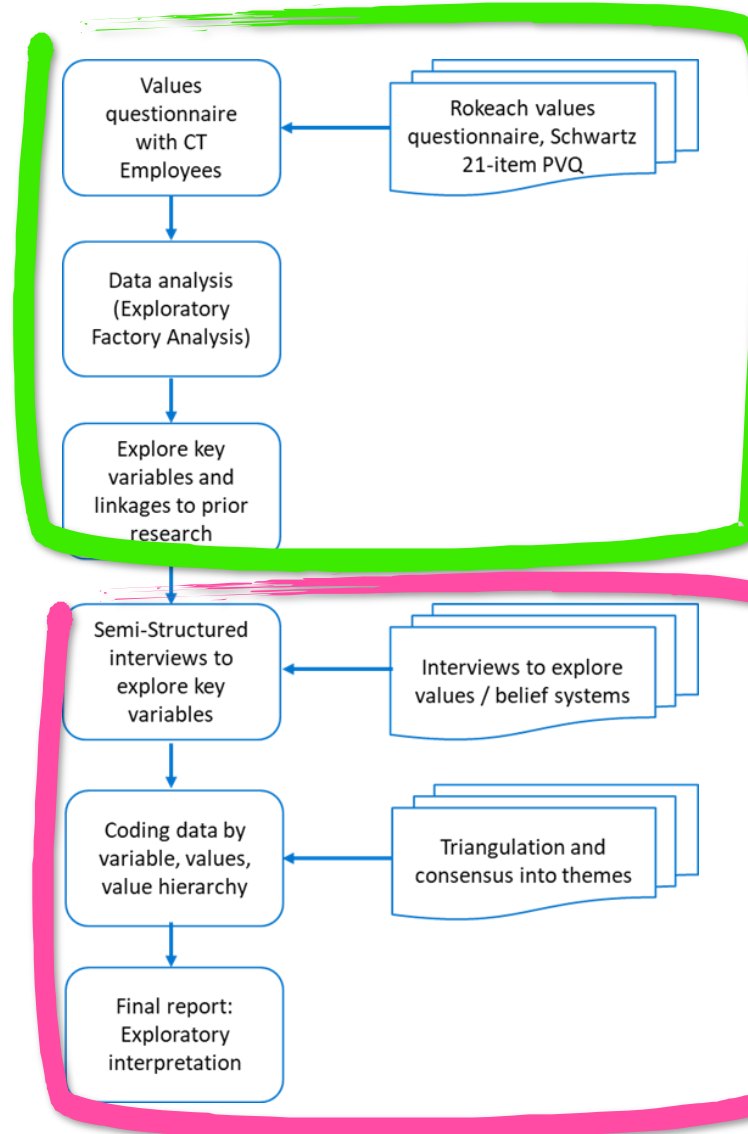
- Positivist research
- Pre-defined values questionnaire using Likert scale

Data Analysis

- Statistical descriptive tests
- Exploratory factor analysis

Methods

- Random probability
- Clearly defined boundary



Qualitative enquiry

- Constructivist research
- Interpretivism from participants experiences

Data Analysis

- Clearly defined coding
- Thematic analysis

Methods

- Robust, specific and clear
- Participant selection
- Data collection & variation

Risks / Ethical considerations

Survey Response

- Mixed mode response to mitigate
- Maintain anonymity

Research Design

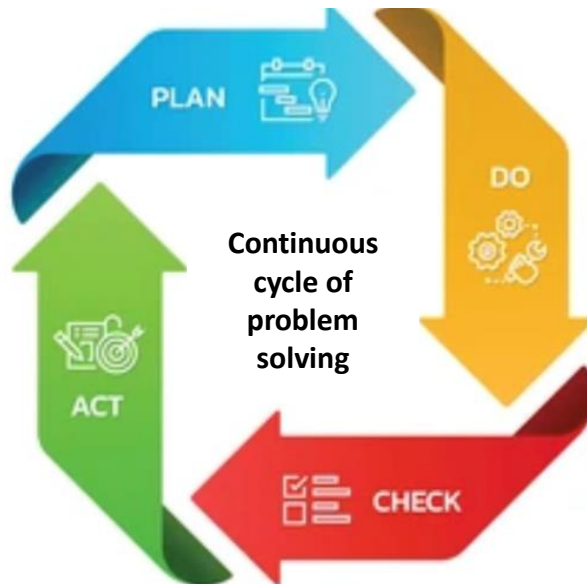
- Clearly defined
- Documented participant selection
- Well-formed semi-structured interviews to prevent bias

Authenticity

- Quality and rigor
- Carefully considered research design
- Maintain focus to research questions
- Data triangulation to provide comprehensive review
- Clearly defined process and coding development
- Resolution of discrepancies to prevent bias and potential influence

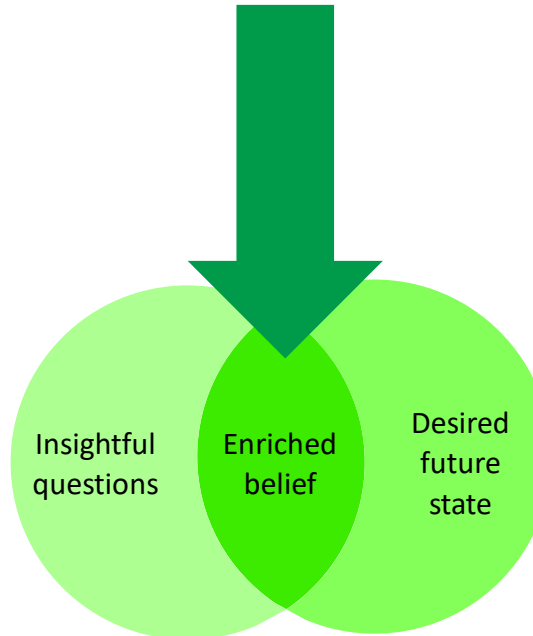
Conclusion

Observed values for failed
organisational change initiatives



Single loop learning

New range of
possibilities
captured



Observed values for successful
organisational change initiatives



Framework to consider double-loop
learning as the enriched belief emerges

Thank you for listening



Any Questions?

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CONTROL TECHNIQUES

Nidec
All for dreams