

# Radical Organisation Change Without Pain: Conversations for Re-creating Organisation Identity

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## Radical Organisation Change: The Pain

Large scale, radical and transformative organization changes have several forms - Business Process Re-engineering, Total Quality Management, organization restructuring, Theory of Constraints, Organisation Transformation, Lean Manufacturing, Six Sigma, Self-managed Teams, Mergers and acquisitions, Organization spin-offs, Large System Change, Work Re-organisation etc. They are aimed at bringing about big shifts in organizations. While there are notable exceptions, by and large, managing radical organization change has not been (a) as successful as intended; or (b) as smooth as one would have preferred; or (c) as successful as intended as well as smooth as preferred (Kotter, 1995; Strebel, 1996; Beer and Nohria, 2000). Day and Jung (2000) note that "...most transformations undertaken in non-crisis conditions end up failing: employees' attitudes and behavior remain unchanged, ambitious targets slip downward, and the program is finally abandoned, leaving the company *worse off than it was before* (italics added)." (The McKinsey Quarterly, 2000 Number 4)

## Our Thesis

Human nature is such that when something does not work, we don't give up – we try alternates. In the context of organization change management, this has led to a plethora of approaches / models / frameworks / views. As a part of her PhD thesis, Ursula Marié Ströh (2004) compiled a whole lot of these. In another report, 56 methodological frameworks applied for change management were identified (see Annex A). Despite all these alternates, managing organization change – in particular radical ones - remains a challenge. Why is this so? Our answer to this question is summarized in the following paragraph; in the remaining part of the paper we explain the various parts of what is contained in this summary.

Every organization has an identity ("Organisation Identity") that answers the question "Who are we, as an organization?" This identity determines different aspects of the organization. (Box 1 has a list of the major aspects of an organization.) Organisation change management efforts are mostly directed towards the different aspects of the organization and not the identity of the organization. This leads to misalignment between who the organization fundamentally is and the different aspects of the organisation. Our contention is that the efforts are ineffective because the identity of the organization is not considered for alteration. We assert that for change management efforts to be successful it is imperative that the organization identity be altered. Based on the premise that identities are conversations,

### Box 1 The Main Aspects of Organisations

- What it exists for and/or seeks to achieve (purposes, vision, mission, goals, and objectives)
- Strategy (the business/es, market/s, geographies etc.)
- Ownership (public, private, cooperative, not-for-profit, company, trust, society)
- Governance
- Structure (roles and their linkages)
- Processes
- Systems
- Technology
- Culture (values and the consequent norms/rules of behavior and symbols)
- Physical layout and infrastructure
- People characteristics (knowledge, skills, attitudes, behaviors/behavioral patterns, styles, personality/orientations etc.)
- Networking with other constituencies

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we propose that organization identity be altered through altering the conversations in the organization.

We will now proceed to elaborate our thesis.

### **Organisation Identity: What It Is and Why It Is Important**

Organisation identity is that set of characteristics of the organization that are collectively deemed by its members as most central, enduring and distinctive about an organization (Albert and Whetten, 1985). It is the very fundamental, core characteristic of the organization. Organization identity is the essence of an organization” and “a source of stability, a definition for its members, and a basis for action” (Margolis and Hansen, 2002). It is the very definition of an organization (Alber, Ashforth and Dutton, 2000). It is the “pivot point of long term organizational survival or death” (Van Tonder, 2004). Organisation identity is one of the three simple essentials for what organizations – like all complex living systems – do: self-organise (Wheatley and Kellner-Rogers, 1996).

In an attempt to advance the theory of and research on organization identity, Corley et. Al (2006) clarified a whole lot of confusion about the concept. While advocating a plurality of approach to studying and theorizing organization identity, they believed that “progress can be made by anchoring our theorizing and our empirical explorations in explicit definitions, by stating our ontological and epistemological assumptions, and by being specific about the subset of identity research toward which we aim our contributions (p. 96).” Following this advice and the various matters they distinguish, our view of organization identity can be understood from the following:

1. We refer to the identity of the organization, not of the individuals in the organization; nor do we refer to the process by which members of an organization identify themselves with the organization. Thus, an organization is a ‘living organism.’
2. By ‘identity’ we mean something very fundamental, at the very core of the organization and that from which other aspects of an organization emanate.
3. To us, organization identity is not a metaphor, but a ‘real’ phenomenon that actively impacts the actions and results of the organization.
4. Organisation identity is a constructed reality, not an objective ‘fact’.
5. Organisation identity is the ‘soul’ of the organization, without which the organisation would be a different one.
6. In our view, it is the top management that (should) ‘owns’ the organisation’s identity and ensure that the other aspects of the organization are consistent with the identity.
7. In our conceptualization, organization identity is singular, but there can be different ‘versions’ of the same. It is also possible that elements of identity get built over time thus expanding the same singular identity.
8. While two or more organizations may be similar in one or many aspects of the organization, what distinguishes one organization from another is how the identity is expressed.
9. Though organisational identity is the foundation of an organization, it is possible to alter the identity – re-create it consciously through appropriate conversations among the top management team members.

The following two studies provide a glimpse about the importance of organisation identity.

Van Tonder (2004) studied 10 listed companies and found that organizations with a clear and strong sense of identity, when compared to their counterparts who experienced diffused identities or identity crises:

- Presented with greater clarity of purpose and focus, exuded an inner confidence, were likely to be in or entering a growth stage in their life cycle, and performed substantially better on a variety of performance indices.
- Attended more to organisational attributes that could be described as internal and more directly relevant to organisational performance e.g. long term objectives, success orientation, culture, stakeholders/clients, systems, employees, and work climate.
- Were more tolerant of changes in non-core attributes (allowed greater relaxation of controls in these areas)
- Appeared to ride (tolerate and survive) the waves of turbulent and revolutionary change (in this instance radical sociopolitical change and severe macro-economic challenges) far better than those with diffused, fragmented and / or inadequate identities who reported “survival struggles” and “crunch times

Cole and Bruch (2006) conducted a survey-based study of employees of Tata Steel to, inter alia, examine whether organizational identity strength, identification and commitment were indeed functionally different constructs and to examine their relative importance to an organization behavior variable viz., turnover intention. They did the analyses separately for three levels of employees – officers, middle managers and workers. The results showed that these three were indeed different constructs even as perceived by employees. The important result for our current purpose is that organization identity strength (the degree to which an organisation’s members perceive the organization identity to be special or unique – a construct that comes closest to organisation identity) was the only variable that negatively correlated with turnover intention in each of the three levels of employees, supporting earlier contention by Foreman and Whetten (2002) that identity-based models are powerful in explaining employee behaviors.

### **Organisation Identity: An Emerging Aspect of Radical Change**

Organisation identity is emerging as an important aspect to consider when an organization undergoes radical change. The following empirical studies based on case-study approach indicate this emerging interest and concern.

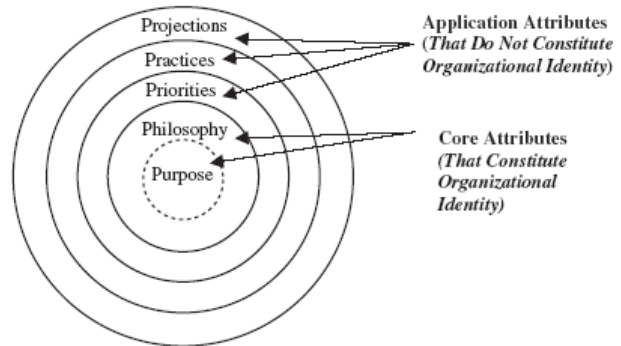
Way back in 1993, based on the examples of British Airways, Europcar, Häagen-Dazs, Ford Motor Company, IBM, Motorola and Nordstrom, Goss, Pascale and Athos called companies to ‘reinvent’ themselves instead of bringing about incremental change. By ‘reinventing’ what they meant was altering the *being* of the organization. These authors explained the importance of an organisation’s *being* (same as organization identity): “...an organisation’s being determines its context, its possibilities. Remarkable shifts in context can happen only when there is a shift in the being.” And what role does context play? They remarked: Context colors everything in the corporation. More accurately, the context alters what we see, usually without our being aware of it.”

Virpi Hämäläinen (2004) explored discursive construction of organizational identity in a Northern European service-sector organization that was acquired by a national competitor. Drawing on

organizational identity theory, discourse/rhetorical theory and generic theory of action, this study proposed that identity is enacted through four discursive acts in organizational members language use.

- *Producing* discourse is related to rhetoric that increases tension between the actual identity and organizational goals, desired identity, or externals' view of the company, that is, company image
- *Destroying* discourse is related to rhetoric that neutralizes meanings connected to undesired identity, goals or ideals
- *Suppressing* discourse relates to rhetoric that undermines the undesired meanings or characteristics connected to organization and defend the actual or desired identity. Suppressing discourse may function as a counter-discourse for those views that the speaker desires to promote in his or her own argument. Therefore the speaker may use both undermining and reifying rhetoric in one and the same utterance.
- *Preserving* discourse is related to rhetoric that sustains the meanings connected to desired identity, goals or ideals that would otherwise be undermined. Preserving discourse may function as a counterpart for suppressing discourse whereas undermining undesired meanings may be used as a rhetorical strategy to strengthen the force of speaker's own argument related to desired identity, ideals, or goals

Margolis and Hansen (2002) studied a commercial aviation company that was undergoing a merger with the intent of identifying the content of identity and to understand how organizational change can take place without altering members' perceptions of what was central, distinctive and enduring about their organizations ("organization identity" as defined by Albert and Whetten, 1985). An important contribution of this study was to separate out the 'core attributes' that constitute organization identity (viz., the purpose and philosophy of the organization) from 'application attributes' (including priorities, practices and projections). Margolis and Hansen presented the structure of these attributes as in adjoining figure.



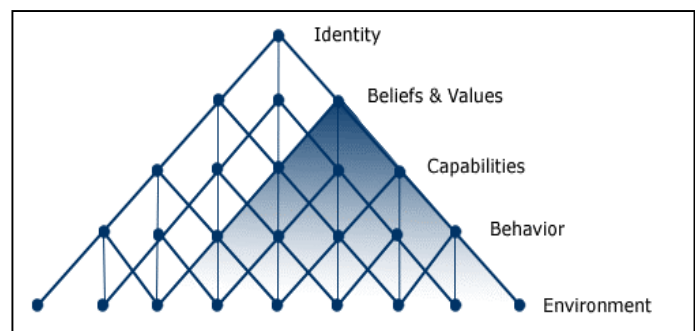
Landau, Drori and Porras (2006) observed the links between vision change and organizational change at a defense research and development (R&D) organization characterized by a strong sense of identity and high responsibility for national security. They defined vision as "a statement of purpose determined by management based on the organization's core values and beliefs that defines the organization's identity and combines an ideal manifestation of its direction together with a tangible prescription for realizing its goals." Organisation identity is thus a part of vision according to these researchers. They found that despite the superficial changes captured in the "envisioned future," the core ideology (comprising core purpose and core values that constitute organization identity – see Margolis and Hansen, 2002) remained stable in all three versions of the vision — the original, survival, and strategic visions.

### Radical Change Without Organisation Identity Change: The Tension

What happens when an organisation's identity is not re-created, but other aspects of an organization are radically changed? It won't work. Consider a house that has been built on a particular design of a foundation. The foundation was designed to build that kind of a house. Now imagine the house owner wanting to demolish the existing house and building a totally new one – bigger in size, more rooms, etc. Obviously, building this totally new house will require a totally different foundation. Attempts to build the new house on the old foundation will be futile. Organisation identity is like the foundation of an organization. If radical change has to be brought about without re-creating the identity, organization change efforts will be futile, worse dysfunctional.

Let us view this from another perspective. Both the organisation's identity and other aspects of the organisation are constantly changing in response to internal and external environmental changes. If there is a difference between the speed and nature of these two changes, dissonance is produced. Dissonance is not a matter of concern as long as it is within some threshold limit. However, when this threshold limit is crossed, dissonance becomes dysfunctional. At that stage, letting the organization identity be as it is while bringing about big shifts in the other aspects of the organization will be dysfunctional.

It is not as if we in the Organisation Development field have not recognized the need to deal with 'deeper' issues of an organization facing radical changes. However, the 'deepest' we have forayed down to is organization culture. Culture is not the same as identity, though these two are closely related (Corley et al. 2006). Culture is about 'how we do things here,' reflecting the set of behavioral norms arising out of values and beliefs; on the other hand, identity is about 'who we are,' which determines what we value and believe and consequently the norms we adopt. An example of the distinction between culture and identity is brought out in Brown's (1991) study of New York's Blue Cross and Blue Shield. While BCBS moved through four stages of its corporate culture (from an experiment to a corporate conglomerate moving through the stages of movement and a business), BCBS identity (comprising voluntarism, community, and cooperation) was challenged. This also brings out the relative superficiality of culture in comparison with identity. In a way, culture of a social system is like personality of an individual, with identity of the person influencing personality. As the Hierarchy of Criteria Technique developed by Robert Dilts in the mid-1980s indicates, identity is the highest level criterion that overrides the limiting criteria of beliefs and values that form culture (see the adjoining figure reproduced from <http://www.change-management-toolbook.com>).



### **Altering Organisation Identity**

For altering organization identity we must know the process by which it changes; we will now proceed to explain this. We start with acknowledging that we derive our understanding of organization identity from constructivism<sup>3</sup> (see Box 2 for a brief description of constructivism).

<sup>3</sup> This section draws heavily from *Constructivist Epistemology* from Wikipedia ([en.wikipedia.org/wiki/Constructivist\\_epistemology](http://en.wikipedia.org/wiki/Constructivist_epistemology)).

**Box 2**  
**Constructivism**  
**(Cognitive and Social Constructivism)**

Constructivism views all knowledge as “constructed” based on convention, human perception and social experience. The main assumption of constructivism is that individuals are actively involved right from birth in constructing personal meaning that is their own personal understanding from their experiences. Rather than transmission of knowledge, learning is an internal process of interpretation: learners do not transfer knowledge from the external world into their memories, rather, they create interpretations of the world based upon their past experiences and their interactions in the world. While individuals create their own versions of truth, it is important they discuss this version of truth with others to get to a higher order of truth that has also been socially tested.

Thus, knowledge is not passively received but actively built up by the cognizing subject. The function of cognition is adaptive and serves the organization of the experiential world, not the discovery of ontological reality. The personal theories which result from the organization of the experiential world must fit the constraints imposed by physical and social reality. This is achieved by a cycle of theory-prediction-test-failure-accommodation-new theory. This gives rise to socially agreed theories of the world and social patterns an rules of language use.

(Excerpted from *Constructivist Epistemology* in Wikipedia)

Any discussion on organization identity re-creation must start with the answer to the question, “Who re-creates the identity?” Pratt and Foreman (2000) refer to this as “identity claimants.” We suggest that the organisation’s top management team is the one that is vested with the responsibility and accountability to re-create the identity. This flows logically from the fact that in radical organization change, it is the top management that sponsors the change and consequently, they are the ones who should decide on the new identity.

The top management team senses the variety of things that are happening within and outside the organization. Each of these happenings has some outcome or the other that impacts the organisation. As several scholars (see Gioia, Schultz and Corley, 2000; Scott and Lane 2000; Hatch and Schultz, 2002; Whetten and Mackey, 2002; Whetten, 2006; Virpi Hämäläinen, undated for examples) have noted that identity formation occurs through a process of interpreting (making a meaning out of) the happenings around, providing rationale for why things happened the way they did and for the results, and creating a “story” out of these. It is the top management team that authors this story, with the organization as the central character. The top management team also specifies the core characteristic of this central character, which core is the organisation’s identity – “Who are we, as an organization?”

Given the above, for the organization to have a re-created identity in the wake of radical organization change, the top management team needs to author this new identity. The question that we now proceed to answer is this: How to make this happen?

### **Conversations for Altering Organisation Identity**

To begin with, for the top management team to come with a re-created organization identity, they need to be engaged in conversations<sup>4</sup>. For, it is through conversations that the members can exchange their views. By ‘conversation’ we don’t mean only exchange of words; we go with Ford’s (1999) views on conversation. These are summarized below:

- Conversations involve speaking and listening
- Conversations take place not only verbally but also through other senses
- Conversations range from a single speech act to a complex network of discourse
- Conversations may be monologues, dialogues or ‘multilogues’
- Conversations may be explicit or implicit

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<sup>4</sup> By conversation we mean what is contained in Ford (1999): a complex, information-rich mix of auditory, visual, olfactory and tactile events” (Cappella and Street, 1985), includes not only what is spoken, but the full conversational apparatus of symbols, artifacts, theatrics, etc. that are used in conjunction with or as substitutes for what is spoken (Berger and Luckmann, 1966). The speaking and listening that goes on between and among people and their many forms of expression in talking, singing, dancing, etc. may all be understood as “conversation.” (p. 484).

- Conversations are not only processes but also products – conversational processes produce outcomes that are themselves conversations (as against an objective ‘reality’)

The last point in the above list merits special attention. Conversations being also ‘products’, the re-created identity is therefore, only constructed – organisation identity is not an objective phenomenon that exists outside of identity claimants. It is this property of organization identity – that it is a constructed phenomenon – that gives the possibility of re-creating (re-constructing) it.

Viewing organization identity as a phenomenon constructed out of conversations, re-creating the identity calls for shifting the conversations that top management team members. We propose the following as the matters that the conversations be about for bring about a shift:

1. *Who are we, as an organization now? i.e., What is our current identity?*

Several points need to be noted regarding conversations to answer this question. Firstly, this is like taking stock of where are we now. Secondly, for many organizations, this may be the first time they are confronting this question. Therefore, several reactions from the top management team are possible to this inquiry: excitement, skepticism, anxiety, confusion and so on. These reactions need to be handled with sensitivity and care so that the members to answer this question. Third, they may need coaching to get ‘deeper’ than statements of vision, mission, values, business goals and strategies to get to the current identity. The top management team has to get deep enough to identify the purpose and philosophy of the organization. Borrowing from Margolis and Hansen (2002), coaching for this needs to be directed at answering these two questions (a) “Why is our organization’s existence important?” that provides the purpose; and (b) “What is our organizing principle that is the root for how business is conducted?” that provides the philosophy. Fourth, coaching is also required for people to be honest and insightful in airing their views. Finally, it is possible that when members answer these questions, it may appear as if multiple identities are present. However, they need to work to identify if statements about multiple identities rally show different identities, or are they using different language to mean the same identity. Tools to arrive at common ground may be applicable in this set of conversations.

2. *Who all have we been in our journey, as an organization? And how did we get our current identity?*

In this part of the conversation, the top management team gets to reflect on the identity changes that may have happened during the history of the organization and what made these changes happen. As we noted earlier, organisation’s identity undergoes changes and it does so in two ways: (a) episodic change that involves periods of relative stability punctuated by episodes of change; and (b) continuous change that involves periods of change punctuated by episodes of perceived stability (Margolis and Hansen, 2002). Margolis and Hansen (2002) also observed that in episodic change, the labels used to express identity undergo change, while in continuous change the meanings underlying the identity labels change. Conversations must identify which of these changes happened. If it is for the first time that the top management is engaged in the conversation about the identity, they may realize that often, these changes have been unfolding unconsciously. Conversations about how the changes happened and how the current identity came about need to bring out the specific events that led these changes, and consider the information, assumptions, opinions, interpretations that underlay these changes. In particular, identification of the people involved in triggering and bringing about the changes in the identity will provide valuable ideas about the power equations and power plays within the organization. Finally, this conversation will have the top management team see in reality that identity is a

constructed phenomenon, thereby opening the possibility to re-create the identity. A tool that can be used for this conversation is to draw a time-line of the organisation's history.

3. *What impacts did different identities have? What identity needs to be retained? What if we don't retain these identities?*

The bottom-line of the conversation on these questions is that the top management team members have a clear understanding the specific idea about the kind of consequences that identity has. Identity has consequences on various other aspects of the organization (as listed in Box 1). Not all of these consequences are beneficial, nor do they need to remain beneficial all the time. When there are multiple identities – either at the same time, or as identities changed over time – some of them have had beneficial consequences and some of them have not. Those elements of identity that have been beneficial, and would be beneficial in the changed situation also, need to be retained. It is important in this conversation that the top management team deals with specifics – what aspect of the organization was impacted in specifically what manner and when – instead of being vague and general. In particular, motherhood statements need to be ruthlessly avoided. This conversation becomes purposeful and meaningful when statements of the impacts are accompanied by concrete data for evidence. Agreements on the impacts can become hard to come by if the conversation is loaded with thoughts, views and opinions. Assumptions made by the members when they make impact statements need to be clearly articulated and recorded. Story telling, group mind-mapping and cause-effect diagrams are some of the tools that may be relevant in this part of the conversation.

4. *What does the future look like? What results do we want to produce? What do we want our organization to be?*

By now the members are clear about several matters: who the organization has been and is; what aspects of the organization have been the outcome of the way the organization is; the results that the organization has produced given the different aspects of the organization; and the impact of those results on various stake-holders. It is also clear to them that organization identity (past and current) is a matter of conversations; it is a matter of creation and therefore lives in the realm of the possibility of re-creation.

Here is where the conversation for inventing and re-creating a new identity takes place. To create a new identity it is important that the members come from the future. It is important that they look at the results that the organization will produce/need to produce, which will inform the nature of the aspects of the organization that need to be and ultimately 'who' the organization should be so that the desired results are produced.

The top management team builds scenarios of the future about the business environment – markets, products/services, competition, labor market, economic/financial matters, technology and so on. Conversation on the future is more to have the members be 'on the same page.' Members pool in their individual ideas on the common table so that everyone has an access to the same information. This part will require the members to do some amount of homework, looking at reports on future trends, talking to experts and so on. Care must be taken to ensure that members get energized by this scenario of the future, and not get overwhelmed or disempowered. Keeping this information in the background, the members then come to an understanding of what results they would like to see the organization producing in a given time span. Conversation on the results must include not just business results that will be relevant to the investors, but also the results for various other stake-holders. Again, these results need not be specified in precise terms – it should suffice if the members agree on the parameters of results and broad, indicative dimension of the actual results.

If these are the results that the organization will produce, the next set of conversations to be engaged in would be about the main conversation viz., inventing and re-creating the organization's identity. Conversations about "What do we want our organization to be?" should reflect members' dreams and sources of inspiration. It must be directed at the questions of purpose and philosophy (viz., (a) "Why is our organization's existence important?" and (b) "What is our organizing principle that is the root for how business is conducted?"). Attention of the members must be drawn to earlier conversation in which they identified the identities that they considered as being beneficial even in the future; this set of identities need to be revisited and confirmed. This part of the conversation is one that the members need to understand and accept as being a creative act, for, such an organization identity does not exist now. Members need to be engaging in a dialogue instead of debate and power-play. When the members appear to have come to an agreement, it may be useful for them not to finalise it at that stage; members need to 'soak in' the identity they re-created for a short time (say, overnight) and then finalise it on return from this 'soak in' period. A final statement about the re-created identity needs to be drawn out; and this may take a few iterations. Members must look at the kinds of results the organization can produce being the new identity. Tools such as scenario building, 'looking back at the road traveled, standing in the future', metaphorising etc. may be appropriate in this conversation.

Once the new identity is articulated, the next set of conversations would be about the application attributes. How would the different aspects of the organization look like? What would they be constituted as? A number of iterations of these conversations would be required. Once done, members would be able to clearly visualize and articulate the impact the organization being the new way will have on different entities associated with the organisation.

### **Altering Identity of the Top Management Team Members**

Altering the organization identity is by shifting or altering conversations about who the organization fundamentally is. The participants of this process are the top management members. The members have their respective individual identities which are expressions of who they are for themselves as well as who they think they are for others. These identities are at play when organization identity is looked at being altered. The identities of individuals are the context in which the organisation's identity is created. It is only in a new context is shifted that a new view of would be possible can be had. It is therefore critical that 'who' the members are for themselves as individuals first be altered.. This is required because attempts by 'old' identities to re-create the new organisation identity will be futile.

How can the top management team members 'acquire' new identities? This is possible in two ways. One is to change the team itself by bringing in new/different members who already 'are' in a way that would enable the new organization identity to emerge. The other alternative is to alter the individual identities of the members. This can be accomplished by bringing in appropriate human process interventions (like the ontology-based 'being-oriented self-reinvention'; 'theory of action perspective'; 'mindfulness practice' – see Dooley, 1996) so that the members are engaged in re-inventing who they are for themselves and others, through a set of conversations.

### **Identification with the re-created identity**

So far, the participation in conversational processes was limited to the top management team members. How will the other internal stake holders 'identify' with this new organization? At this juncture it is important to note that the internal stake holders are themselves individuals with their

own identities. The nature of conversations that will need to happen would therefore have to have ways of dealing with the several identities that will be at 'play'. One way of building identification would be to align the organization members to the application attributes (priorities, practices and projections - Margolis and Hansen, 2002) of the re-invented organization that would have been defined earlier as part of the process of defining the different aspects of the organization. Recent experiences (like in Zaffron, 2001) shows that developing conversations that allow each and every employee to develop powerful leadership conversations that make a difference in their day-to-day work can be of significant value. In the process, they might need to look at who were they already being and who do they now need to be to produce behaviors that organisation's purpose is fulfilled.

## **Conclusion**

Our main purpose for writing this paper was to propose a paradigm shift in OD – working with organization identities in the context of radical organization changes. Our view is that for radical changes to be effective and sustainable over time, it is critical that the 'core' of the organization - which is 'who' the organization fundamentally 'is' - be altered. We have suggested that this be done using network of conversations as the identity itself is a product of conversations. We have not been able to locate written material through which OD professionals have shared experiences applying this paradigm. We hope that the 'miss' was only in sharing and not in doing this kind of work. If this were the case, we invite OD professionals to 'be' generous and share such experiences widely.

In writing this paper, we have drawn from various streams of thought directly or indirectly – organization theory, organization development, change management, constructivism, ontology, narratives, identity, conversations, and so on. Application, research and theorizing of this paradigm requires OD professionals to develop expertise in these varied but connectible disciplines and themes.

Though our attention of this paper was on re-creating organization identity, organisation identity can also be created for the first time using the crux of our postulate: organization identity is a conversational product, that emerges from the process of conversation amongst identities of dominant coalition members. Thus, the views expressed in this paper can be applicable in the cases of formal organizations, networks, or for that matter any collectivity that seeks to make a lasting difference.

## **Annexe A**

### **Methodological Frameworks Applied for Change Management**

1. Action Research/PRA
2. Action Learning
3. ADKAR Model of Change Management
4. Appreciative Inquiry
5. The Art of War
6. Avatar: Living Deliberately
7. Balanced Scorecard
8. Benchmarking
9. The Burke-Litwin Model
10. CIVICUS Civil Society Index
11. An Introduction to CMMI
12. Critical Incident Management
13. Communication Theory
14. Communities of Practice
15. Constructivism and the Concept of Mental Maps
16. Distributed Leadership
17. Double-Loop Learning
18. The Downing Change Models
19. Emergent Theories and Chaos Theory
20. Emotional Intelligence
21. Enterprise Resource Planning (ERP)
22. The Five Disciplines by Peter Senge (Learning Organizations)
23. Future Search Conferences
24. Gap Analysis
25. Gestalt: a Model for Working with the Changing Self, Organizations and Systems
26. Group Dynamics
27. The Kirton Adaptation-Innovation Model
28. Knowledge Management
29. John Kotter's Eight-Stage Process of Creating Major Change
30. Lewin/Schein's Change Theory
31. Logical Frameworks
32. McKinsey's 7S Model
33. The Myers-Briggs Type Indicator® (MBTI®) Instrument
34. Neuro-Linguistic Programming (NLP)
35. Open Space Technology
36. Objectives Oriented Project Planning – OOPP
37. Porter's 5 Forces
38. Presencing: Illuminating the Blind Spot of Leadership
39. Process Oriented Psychology – Amy and Arthur Mindell's "Worldwork"
40. QFD – Quality Function Deployment
41. Real Time Strategic Change
42. Rapid Rural Appraisal (RRA)
43. Scenario Analysis
44. Six Sigma
45. Systemic Principles Derived from Family Therapy
46. Systemic Constellations

47. Spiral Dynamics – Evolution of Human Behavior
48. Theme Centred Interaction
49. Theory of Constraints
50. Tipping Point and Change Management
51. Total Quality Management as a Change Tool
52. Transactional Analysis
53. The Transtheoretical Model
54. The Toyota Production System
55. Transformational Leadership
56. Ken Wilber's All Quadrants All Levels Framework

(Source: [http://www.change-management-toolbook.com/media/report\\_content.pdf](http://www.change-management-toolbook.com/media/report_content.pdf) on August 21, 2006)

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