

# Effective Change Implementation through Strategy Lenses

Dr. Sherien Dajah

Assistant Professor, The World Islamic Sciences & Education University, Amman: Jordan,  
P.O. Box: 1101 Amman 11947  
Email: sherien.dajah@yahoo.com

To Link this Article: <http://dx.doi.org/10.6007/IJARBSS/v14-i1/20098>

DOI:10.6007/IJARBSS/v14-i1/20098

**Published Date:** 17 January 2024

## Abstract

Change initiatives play a crucial role in organizations, enabling them to adapt to dynamic environments and drive organizational success. However, successful change implementation is a complex and multifaceted process. This research paper aims to explore the effectiveness of change implementation by integrating strategy lenses as a conceptual tool. The utilization of strategy lenses provides a holistic understanding of how different strategic perspectives can enhance change implementation processes. The framework emphasizes the importance of aligning change efforts with organizational strategy, considering the interplay between strategic lenses, and leveraging them to facilitate successful change implementation. By examining international examples, this study aims to understand how different strategic perspectives impact and shape specific aspects of effective change implementation.

## Introduction

Change is an inevitable part of organizational life, driven by factors such as technological advancements, market dynamics, and evolving customer preferences. To thrive in a rapidly changing environment, organizations must effectively implement change initiatives that lead to desired outcomes. However, change implementation is a complex endeavor, often met with challenges such as resistance, lack of employee buy-in, and failure to achieve intended results.

To address these challenges and enhance the effectiveness of change implementation, organizations can benefit from adopting strategic perspectives. Strategy lenses offer different ways of perceiving and approaching change, enabling organizations to align their change efforts with their overarching strategic goals. This research paper seeks to explore the impact of strategy lenses on effective change implementation, examining the interplay between strategic perspectives and the outcomes of change initiatives.

## **Literature Review**

Exploring effective change implementation requires a deep understanding of organizational culture and how it undergoes diagnosis and change. Cameron and Quinn (2011) significantly contribute to this area by offering frameworks for understanding and altering organizational culture. Their work stresses the importance of organizations grasping their current cultural norms and actively steering cultural change to align with strategic goals.

Ensuring that change efforts align with overall strategic goals is crucial for success. Johnson et al (2008) provide valuable insights into corporate strategy, highlighting the significance of aligning change initiatives with the broader organizational strategy for long-term success.

### *Organizational Culture and Change*

Organizational culture plays a pivotal role in implementing change. Cameron and Quinn's (2011) model identifies four organizational culture types - Clan, Adhocracy, Market, and Hierarchy. Each type presents unique challenges and opportunities during change. For example, a Clan culture may prioritize collaboration, requiring inclusive change processes, while an Adhocracy culture might encourage innovation, needing flexible and adaptive change strategies.

The diagnostic tools suggested by Cameron and Quinn (2011) are crucial in evaluating the current state of organizational culture. This evaluation is foundational for change leaders, allowing them to tailor strategies that align with prevailing cultural norms. Effective change implementation, therefore, demands a nuanced understanding of how each cultural type influences the change process.

### *Strategic Alignment of Change Initiatives*

Strategic alignment is fundamental for successful change implementation. Johnson, Scholes, and Whittington's (2008) exploration of corporate strategy provides a lens through which organizations can comprehend the dynamics of aligning change efforts with overarching strategic goals. Their emphasis on strategic coherence and consistency underscores the importance of ensuring that change initiatives are not isolated endeavors but integral components of the broader organizational strategy.

The resource-based view Barney (1991) further supports this perspective by highlighting the role of organizational resources in sustaining competitive advantage. Change initiatives that leverage and align with existing organizational resources are better positioned for success. Understanding the strategic resources unique to an organization allows for more informed decision-making during the change process.

In conclusion, the literature review underscores the intricate relationship between organizational culture, strategic alignment, and effective change implementation. Drawing on Cameron and Quinn's (2011) cultural frameworks and Johnson, Scholes, and Whittington's (2008) insights into corporate strategy provides a robust theoretical foundation for understanding the complexities of change in organizations. The following sections will delve deeper into specific theoretical lenses and models that contribute to this understanding.

## **Methodology**

### *Research Approach*

The findings from the survey within the organization Green Sources Investment were analyzed using a qualitative research approach with a thematic analysis methodology. Thematic analysis was chosen for its suitability in uncovering and interpreting patterns, recurring themes, and nuanced insights within the qualitative survey responses. The survey data, collected from individuals directly involved in or impacted by change initiatives, underwent a systematic process of identifying key themes and patterns related to organizational strategy communication, effectiveness of monitoring change initiatives, resistance to change, silo mentality, leadership effectiveness, learning culture, resource assessment, power dynamics, adaptation to technological advancements, and responsiveness to customer preferences. Thematic analysis allowed for a comprehensive exploration of participants' perceptions and experiences, offering valuable insights into various facets of change management and organizational culture within the company.

## **Data Collection**

Data for this study will be primarily collected through a survey conducted within organization Green Sources Investment.

A survey will be administered to a selected group within organization Green Sources Investment. This survey will target individuals who have direct involvement in or have been impacted by change initiatives. The survey will encompass a range of questions aimed at gathering insights into their experiences, the challenges they've encountered, and their perspectives on how strategy lenses have influenced the change implementation process.

This survey-based approach will provide a focused and structured means of collecting data from a specific group within the organization. It allows for efficient data gathering while ensuring that the target respondents can provide valuable insights into the research topic.

## **Data Analysis**

Data collected primarily through the survey conducted within organization Green Sources Investment will be analyzed using thematic analysis. This approach involves identifying recurring themes, patterns, and concepts within the survey responses. The themes will be derived from the survey questions and responses, allowing for a comprehensive exploration of the impact of strategy lenses on effective change implementation as perceived by the participants.

This approach ensures that the survey data is thoroughly examined to provide valuable insights into the research topic and its alignment with the use of strategy lenses.

## **Application of the Framework**

The theoretical framework on effective change implementation through strategy lenses was employed to analyze and guide Company Green Sources Investment's organizational restructuring. The different strategy lenses—Strategy as Design, Strategy as Experience, Strategy as Discourse, and Strategy as Variety—were utilized to gain a comprehensive understanding of the change initiative and inform strategic decision-making.

Under the Design Lens, the focus was on aligning the restructuring efforts with the overall strategic goals of the organization. The Resource-Based Lens helped assess the available resources and capabilities that could support the restructuring process. The Cultural Lens was applied to understand the existing organizational culture and identify potential barriers to change. The Political Lens provided insights into the power dynamics and stakeholder management necessary for successful implementation. Lastly, the Environmental Lens was used to analyze external market conditions and ensure the change initiative aligned with the evolving industry landscape.

By leveraging the different strategy lenses, Company Green Sources Investment's leadership team was able to develop a comprehensive change strategy, address potential challenges, and create a roadmap for successful implementation. The framework guided the decision-making process, ensuring that the change efforts were aligned with the organization's overall strategy.

#### *Practical Implications for Change Practitioners and Leaders*

Following the application of the framework, this subsection discusses the practical implications derived from the theoretical framework. It provides insights for change practitioners and leaders on how to leverage strategy lenses for more effective change outcomes. The case study example of Company Green Sources Investment further reinforces these practical implications and highlights the benefits of incorporating the framework into organizational change management practices.

#### *Insights and Outcomes*

Drawing insights from the case study of Company Green Sources Investment's organizational restructuring, several practical implications can be derived from the framework. Firstly, aligning change initiatives with the overall organizational strategy is crucial for successful implementation. The Design Lens emphasized the importance of considering strategic objectives and structural alignment to ensure consistency and effectiveness.

Secondly, understanding and leveraging organizational culture through the Cultural Lens can facilitate change adoption and mitigate resistance. By recognizing the existing cultural dynamics and employing appropriate strategies, change practitioners can promote a supportive culture that embraces change.

Thirdly, acknowledging the political dynamics within the organization and utilizing the Political Lens can help navigate power structures, build coalitions, and gain support for the change initiative. This can enhance the overall change readiness and engagement of key stakeholders.

Lastly, considering the external environment and market conditions through the Environmental Lens enables organizations to adapt their change strategies and ensure they remain relevant and competitive.

In the case of Company Green Sources Investment, these practical implications were instrumental in achieving positive outcomes. The restructuring efforts were well-aligned with the organizational strategy, resulting in improved operational efficiency, enhanced

collaboration, and increased innovation. The emphasis on cultural alignment fostered a positive change mindset among employees, reducing resistance.

### *Survey Findings on Change Implementation and Organizational Culture*

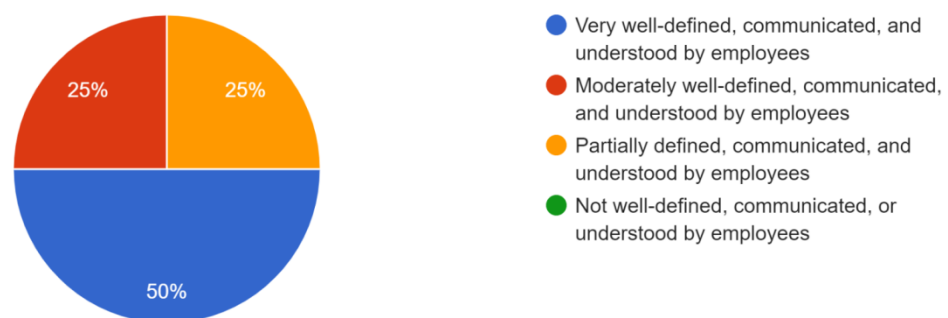
Organizational change projects are frequently difficult tasks that call for a well-thought-out plan, strong leadership, and an adaptable organizational culture. In order to investigate perceptions and experiences connected to the implementation of change, a recent survey was undertaken within the company Green Sources Investment, the results of which are presented in this paper. The ten-question survey provides information on a range of change management topics, including strategy communication, change resistance, leadership effectiveness, and resource utilization. These conclusions give suggestions for strengthening change management procedures and important insights into the dynamics of change within the organization.

#### *Question 1: Organizational Strategy Communication*

The answers to the first question show that there are different opinions within the workforce about the organization's strategy's clarity and communication. The strategy is very well defined, conveyed, and understood, according to 50% of respondents, while 25% feel it to be only somewhat clear and another 25% think it is only partially defined and understood. This shows that there is potential for development in terms of employee alignment and communication with the strategic vision of the organization. A more cohesive and concentrated approach to implementing change may result from improving the clarity and accessibility of the organizational strategy.

In your opinion, how well-defined, communicated, and understood is the organizational strategy - that outlines the organization's vision, goals, and key strategic priorities - to employees?

8 responses

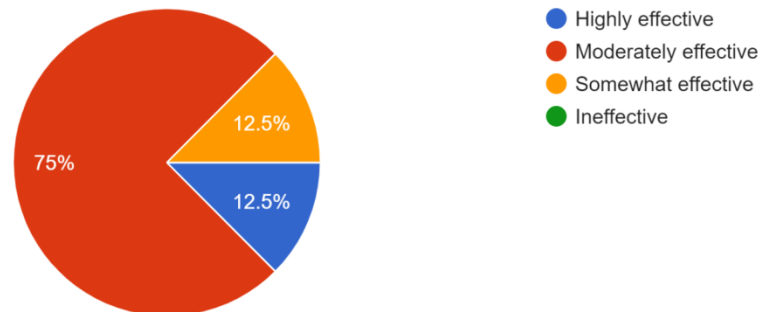


#### *Question 2: Effectiveness of Monitoring Change Initiatives*

The majority of respondents (75%) consider the continuous monitoring and evaluation of change initiatives as moderately effective. This finding indicates that there is room for enhancing the effectiveness of monitoring efforts. It is worth noting that none of the respondents found monitoring to be ineffective, suggesting that there is a foundation to build upon. Further investigation into the practices and strategies that contribute to the perceived effectiveness of monitoring could yield insights for optimizing these processes.

How effective is the continuous monitoring and evaluation of change initiatives at your company in ensuring alignment with the organizational strategy?

8 responses



### Question 3: Resistance to Change

An effective change implementation depends on having a clear understanding of the organizational culture's level of change resistance. According to the survey's findings, 25% of participants experience occasional opposition to change, while 75% see a moderate level of it. This suggests that resistance is influenced by the organizational culture, which has a tendency to value stability and predictability to some extent. The organization should prioritize addressing the cultural elements that encourage resistance and putting policies into place to develop an environment that is more change-friendly.

How would you describe the level of resistance to change or the preference for stability and predictability in the organizational culture at your company?

8 responses



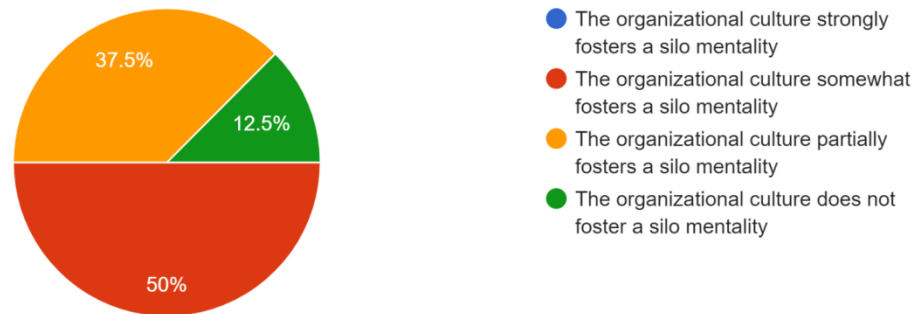
### Question 4: Silo Mentality

Organizations with a silo culture may find it difficult to collaborate and work efficiently. According to the poll results, 50% of respondents believe that the organizational culture somewhat promotes a silo mentality, and another 37.5% think that silos are partially encouraged. This emphasizes the significance of initiatives designed to encourage cross-functional collaboration and remove departmental barriers. More integrated and efficient

change implementation might result from fostering an open culture and cross-departmental cooperation.

To what extent does the organizational culture at your company foster a silo mentality, where departments or teams operate independently and lack effective collaboration?

8 responses



#### Question 5: Supportive and Visionary Leadership

Driving successful change implementation requires effective leadership. According to the poll, 62.5% of respondents think that visionary and supporting leadership are crucial for the success of change programs. 25% do not regard leadership as making a full contribution, nevertheless. This emphasizes how important it is to foster and develop leadership characteristics that motivate and direct workers throughout times of transition. Programs for leadership development and training can improve the efficiency with which leaders promote change.

How successful is the presence of supportive and visionary leadership in facilitating change implementation within the organizational culture at your company?

8 responses



#### Question 6: Learning Culture and Change

Implementing change requires a learning environment that emphasizes adaptation and continual progress. The survey's findings show that opinions on how well the

organizational culture supports learning are divided. 25% view only a limited promotion of a learning culture, compared to 37.5% who feel it strongly. To fully embrace a learning culture that encourages adaptation and a growth attitude among employees, more steps are required. This can help to establish a more supportive atmosphere for the implementation of change.

To what extent does the organizational culture at your company promote a learning culture that values continuous learning, adaptability, and a growth attitude that creates a positive environment for change implementation?

8 responses

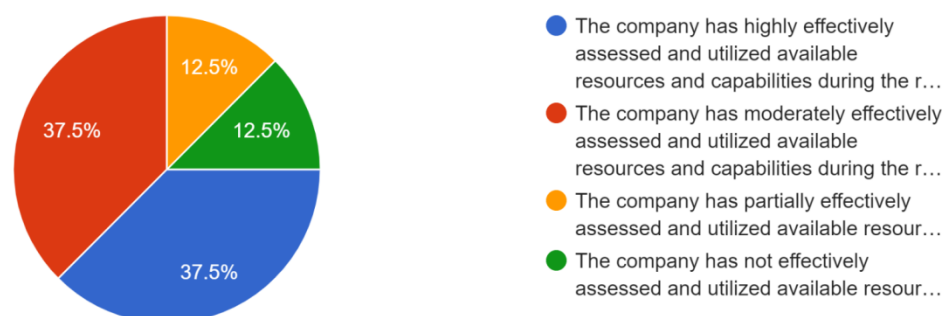


### Question 7: Resource Assessment

Resource assessments that are effective are essential for change initiatives. According to the survey, 37.5% of respondents think it is very helpful, but 12.5% are worried about incomplete or inefficient assessment. By addressing resource allocation tactics, change initiatives may be able to use resources more effectively.

How effectively do you believe your company has assessed and utilized its available resources and capabilities during the restructuring process to support any change process?

8 responses



### Question 8: Power Dynamics and Stakeholder Management



Managing stakeholders and power dynamics are major obstacles to change projects. The study identifies issues such as a lack of openness and communication between management and workers, opposition from significant stakeholders, and disputes between departments. Plans for stakeholder participation and clear and transparent communication techniques are crucial for overcoming these obstacles.

Have you observed any of the following challenges or opportunities related to power dynamics and stakeholder management during recent change initiatives? Please select all that apply

8 responses

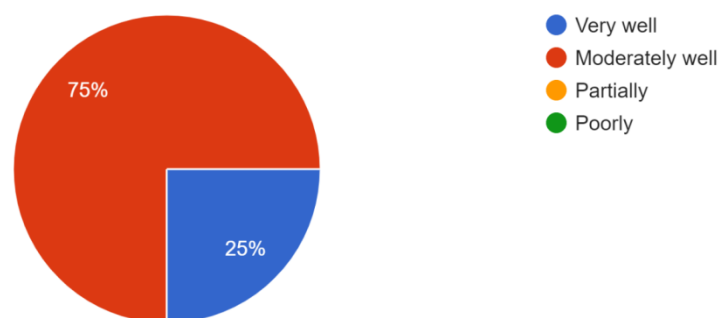


### Question 9: Adapting to Technological Advancements

For an organization to remain competitive, technology changes must be adapted. The poll found that 75% of respondents thought the organization had adjusted relatively effectively, indicating opportunities for improvement and ongoing innovation to stay competitive.

In your opinion, how well has your company kept pace with technological advancements as an evolving industry landscape through its change initiatives?

8 responses

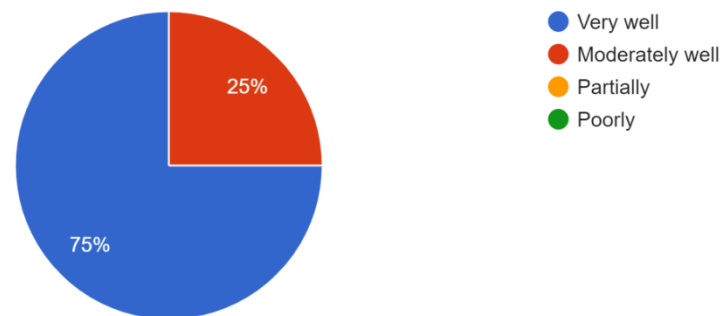


### Question 10: Adapting to Customer Preferences

Equally crucial is adapting to changing customer demands. According to the report, 70% of respondents think the company operates extremely well. To keep with customer preferences, however, ongoing efforts are required. Although the company normally does a good job of keeping up with changes in the business, there is always space for improvement and further innovation to stay competitive.

In your opinion, how well has your company kept pace with customer preferences and behavior as an evolving industry landscape through its change initiatives?

8 responses



In conclusion, the survey findings provide valuable insights into various facets of change management and organizational culture within the company. They highlight the importance of clear strategy communication, the need to address resistance, the significance of effective leadership, and the potential for improving resource utilization and stakeholder management. These findings offer a foundation for further research and actionable recommendations to enhance change management practices within the organization. By addressing these areas, the organization can create a more conducive environment for successful change implementation and adaptability in an ever-evolving business landscape.

### Conclusion

In conclusion, this study explores the complicated environment of implementing organizational change and how it relates to the dominant organizational culture. The analysis of these essential elements has revealed an intricate relationship of elements that can either support or obstruct the effective implementation of change initiatives within an organization. This thorough analysis has produced a number of remarkable findings and useful suggestions that are important for businesses starting transformational processes.

Two of the key variables that have emerged as crucial predictors of successful change implementation are organizational strategy's clarity and communication. One cannot overestimate the importance of taking a coordinated and targeted strategy to coordinate transformation initiatives with the organization's larger strategic objective. A compass that may help the organization navigate the tumultuous waves of change is possible with improved organizational strategy clarity and accessibility.

Furthermore, it has been emphasized how important leadership is in bringing change projects to fruition. Navigating the frequently tumultuous waters of change requires visionary and supportive leadership, as well as efficient leadership development programs. In order

to overcome opposition and promote a change-friendly workplace, leaders who inspire and mentor staff members during times of transition can be quite helpful.

According to the findings of this study, organizational culture has a significant impact on the dynamics of change. Silo mentalities and varied degrees of resistance to change are present, which emphasizes the necessity of cultural transformation initiatives. Organizational transformation can be sparked by programs that encourage cross-functional cooperation, cultivate a learning culture, and encourage adaptation.

The effectiveness of change projects depends critically on the effective use of resources, stakeholder management, adaptation to technological improvements, and changing customer preferences. Change management techniques must include efficient resource assessments, open stakeholder participation, and flexible reactions to market and technological developments.

The capacity to innovate and adapt is crucial in the constantly changing world of modern business. Organizations must not only accept change but also make an effort to foresee it. According to the study's conclusions, change is a continual process that calls for constant learning and adaptability.

In conclusion, this study is a useful tool for businesses looking to advance their change management procedures. The information obtained here provides a basis for more study as well as practical suggestions for creating an environment that will support successful change implementation. Organizations can position themselves as adaptable and resilient entities, able to thrive in the face of changing problems and opportunities, by addressing the various factors examined in this study.

This research significantly contributes to our understanding of making changes effectively in organizations. By using strategy lenses as a tool, the study gives us a complete framework to better understand how different strategic perspectives impact the process of change. It looks at things like organizational culture, strategic alignment, and uses various lenses such as Design, Resource-Based, Cultural, Political, and Environmental to delve into the complexities of making changes. The foundation for this study is built on the work of Cameron and Quinn (2011); Johnson et al (2008), providing a solid basis for understanding how changes work. The study's practical side is demonstrated through the example of Company Green Sources Investment, showing that this framework is useful for real-world situations and can provide valuable insights for those leading changes. The survey results add even more depth by offering real-world evidence on different aspects of change, like how well strategies are communicated, dealing with resistance, leadership effectiveness, and understanding organizational culture. In summary, this research brings a thorough and practical approach to understanding and managing changes in organizations, benefiting both those studying the topic and those actively involved in making organizational changes.

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