



INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE AND MANAGEMENT

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A COMPARATIVE STUDY OF ORGANIZATIONAL CHANGE METHODOLOGIES AND APPROACHES

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ABSTRACT

Organizations of the 21st century realize that they should innovate in order to survive. Contemporary organizations well understand the power of change processes, that they have only one option: change to survive. In this paper organizational change revolve around three assumptions and the first assumption is about the environment of the organization: society and its structure, the market, the customer and technology. The second assumption is about the specific mission of the organizations and the third assumption is about the core competencies needed to accomplish the organization's mission. It also has been emphasized in the study that those organizations anticipating changes and responding quickly will win, but those trying to resist change will loose. To successfully adapt to this continuously changing environment, organizations must continuously innovate and take on new business strategies. Every change methodology tries to make sure that the organization intended to change will achieve the best position to be successful. Because information is the driving force of organizations today, knowledge management has become critical process for organizations. Change methodologies use this advantage with their main focus area. TQM, BPR (Business Process Reengineering), Learning Organization, Chaordic Organization, Customer Focused Organization and many others ideas have been summarize. But they provide too little guidance about what the improved organization might look like. Methodologies promise innovation but they lack the details needed to accomplish it. The main emphasize was to give a comparison of these methodologies and approaches used for organizational change and to provide a design process to adopt a suitable organizational change methodology.

KEY WORDS

Organizational change, Organizational competency, TQM, BPR, Organization, Chaordic Organization, and Customer Focused Organization.

INTRODUCTION

Drucker (1995) states that organizations are in a very different environment from before. This era is shaped by fast change, high technology and adaptability of entities. The change process is very fast and includes many opportunities for organizations to maximize their profits yet at the same time includes risks that may drive the organizations out of business. Change is not always at the micro level or as easy as just opening a web page. Companies are changing, public organizations are changing, and even countries are changing. Governments take measures to cope with these changes. State organizations are getting smaller and more effective.

Organizations of the 21st century realize that they should innovate in order to survive, and this innovation process should be continuous (Drucker, 1995). They begin to understand that information is the power to drive their businesses, that "information has strategic value" (Drucker, 1995) as a resource in addition to a classical approach consisting of money, material and people. They also realize that they need to change themselves based on knowledge, which has caused tremendous changes to the fundamentals of their businesses.

Traditional organizations are not immortal. Contemporary organizations well understand the power of change processes, that they have only one option: change to survive. Executives, who put their organizations in a continuous change process and create an organizational culture that is adapted throughout this process, know very well that action is the only way to shape tomorrow. They will either manage knowledge and change and control our future, or be controlled by it. Especially in developing countries, there are more basic problems than change, like clean water, safety and food. Organizational change in developing countries has more barriers than it does in developed countries. It does not suffice just to duplicate developed countries' approaches, including institutions, which will probably fail due to the environmental differences, the resources and the general conditions of developing countries (Jaeger and Kanungo, 1990).

ORGANIZATIONAL CHANGE

Organizations are established to achieve specific purposes. The literal definition of an organization states that it is (1) a social entity that (2) has a purpose, (3) has a boundary, so that some participants are considered inside while others are considered outside, and (4) patterns the activities of participants into a recognizable structure (Daft 1989).

Peter F. Drucker defines the fundamentals of a business around three points called "the company's theory of business" (Drucker 1995). They are assumptions about the environment, the specific mission of the organization and the core competencies needed to accomplish the organization's mission.

The first point is the assumptions about the environment of the organization: society and its structure, the market, the customer and technology. When the environment changes, organizations should also change to survive. For example before the Second World War, market demand was greater than market supply. That's why suppliers mostly focused on their processes rather than customer preferences. Henry Ford's famous words clearly define this situation "You can have any color of car so long as it is black". But this situation ended some time after the Second World War with people started to dominate production.

In value-oriented time, competition becomes more severe. Organizations must find products and services, which are differentiated not only by purpose and form but also by the 'added-value', which attaches to them. A value added activity is any activity that contributes directly to the performance of a mission, and could not be eliminated without impairing the mission. An activity in a process that adds value to an output product or service, that is, the activity merits the cost of the resources it consumes in production. It contributes to producing a designated product or service that meets customers' requirements and that the customer is willing to pay for. This means identifying potential customer

expectations and then exceeding them. But it is important to understand the activities from the perspective of the customer. Companies focus on what they think their customers want without asking the customers themselves. Carriers may think that the departure time from the airport is important for the customer, although the arrival time to the destination is more important.

As the lifecycle of a product shortens, organizations will be under constant pressure to introduce new product offerings. This implies a continuing struggle for innovation in terms of both products and the services associated with them. Innovation is, however, not only associated with the product itself but also with ways of supplying and marketing it. What may differentiate one product offering from another is not the product itself but the innovative production techniques, quality and relationship marketing – skills, which are difficult for the competition to copy (Senior 1997).

When people started dominating production, organizations changed their way of working. Ford manufactured cars with more than one color. If Ford had insisted on one color, the Ford Company would not exist today. In today’s environment, organizations should focus on continuous innovation. This means that knowledge and technology are the main drivers of an organization.

Environmental factors that force organizational change can be grouped under several categories. These are Political, Economic, Technological and Socio-cultural factors, which used to be referred to as PEST (Johnson and Scholes, 1993).

The second point is the assumptions about the specific mission of the organizations. The mission of an organization defines the reason of existence for that organization. When the reason of existence disappears, organization will go out of business, i.e. cease to exist.

The third point is the assumptions about the core competencies needed to accomplish the organization’s mission. An organization survives because it has core competencies that differentiate it from the other organizations. When an organization loses its core competencies, organization will go out of business. 10 years ago, a bookstore might have rivals in the same city. That’s why bookstore might offer different services than the other city bookstores, like lower prices and recently published books.

But today a bookstore has more rivals than just the ones in the same city. Online bookstores around the world offer to customers the cheapest and the fastest service. Local bookstores started to lose their core competencies and customers. They will have to transform otherwise they will go out of business.

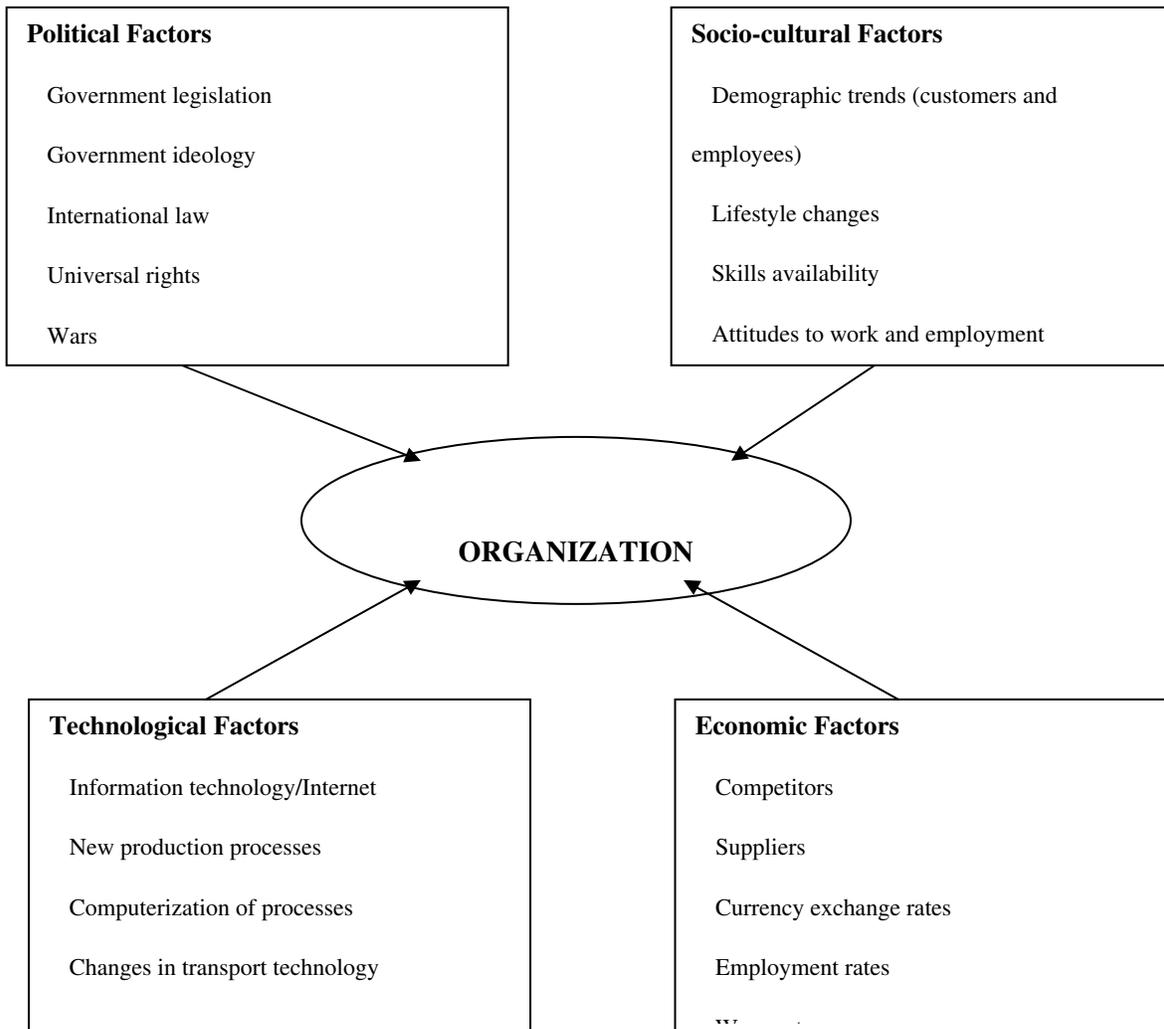


Figure 1 - PETS factors and organizational change (Senior 1997)

When the fundamentals of an organization change, the organization itself needs to change to survive. The customer mainly dominates this change process because the profit margin is defined by customers' preferences. If a firm's marginal profit is not greater or at least equal to marginal cost, then this firm will be out of business. Non-profit organizations or government organizations are also like this. Their profit is the expected utility or service for allocated funds from the public budget.

If organizations cannot anticipate the changing environment and its mission, vision and core competencies do not fit each other, then this organization will eventually ease to exit, be it a private company, a public agency or even a government.

The greatest competitive challenge facing organizations forces them to continuous change. Organization theory has identified several organizational characteristics in various dimensions including control, culture and strategies. Organizations are migrating (transforming into) to new forms with changes in their characteristics.

Those organizations anticipating changes and responding quickly will win, but those trying to resist change will loose. To successfully adapt to this continuously changing environment, organizations must continuously innovate and take on new business strategies. Organization is a living organism that has a mission, vision and goals. One constant thing in organizational life is change, because everything changes surrounding the organization.

In organizational change literature, there are some definitions like "Organizational Development", "Organizational Transformation", "Organizational Transition" or "Organizational Improvement". All those definitions are based on change, but they have some critical differences.

The lexical meaning of **development** is "gradual advancement or growth through a series of progressive changes", **transformation** is "a marked change, as in appearance or character, usually for the better", **improvement** is "progress toward what is better; the act of making profitable use or application of anything, or the state of being profitably employed", **transition** is "passage from one state, style, or place to another" and **change** is "to alter; to make different; to cause to pass from one state to another".

Grundy (1993) classified change into three main types (Figure 2). First main type is 'smooth incremental change'. Smooth incremental change is change that evolves slowly in a systematic and predictable way. Second type is 'bumpy incremental change'. The rate of change increases or decreases in some periods in this type of change. The third type of change is 'discontinuous'. Change is marked by rapid shifts in strategy, structure or culture, or in all three.

Rate of change

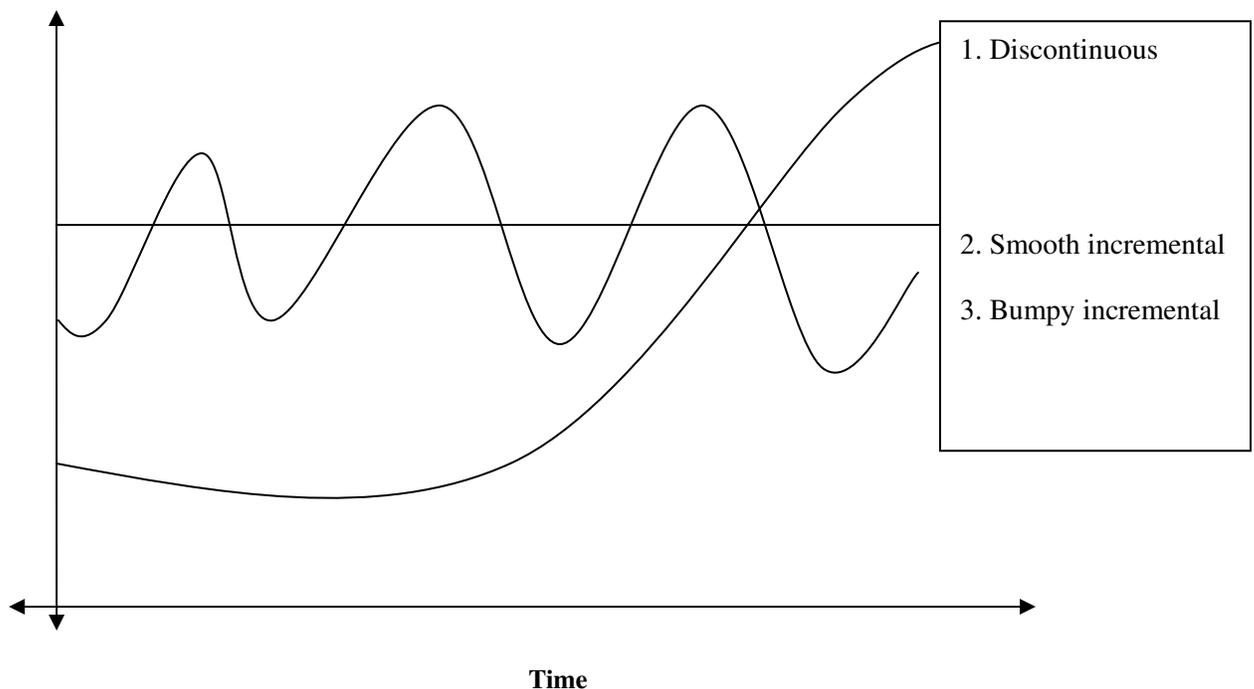


Figure 2 - Types of change (Grundy, 1993)

Margulies and Raia (1978) described the nature and process of planned change:

- (1) Planned change involves a deliberate, purposeful, and explicit decision to engage in a program of problem solving and improvement. The critical words in this dimension are "deliberate" and "purposeful". Planned change is change that is intended.
- (2) Planned change reflects a process of change that can apply to a variety of human client systems. The notion of planned change can be used to implement change whether the client is an individual, a group, an organization, or a community.
- (3) Planned change almost always involves external professional guidance. Planned change generally involves the intervention of someone what has professional skills in the technologies used to implement the change.
- (4) Planned change generally involves a strategy of collaboration and power sharing between the change agent(s) and the client system.
- (5) Planned change seeks utilization of valid knowledge or data to be used in the implementation of change. Planned change, then, is an extension of the scientific method.

WHAT THE IMPROVED ORGANIZATION MIGHT LOOK LIKE?

Every change methodology tries to make sure that the organization intended to change will achieve the best position to be successful. Because information is the driver force of organizations today, knowledge management has become critical process for organizations. Change methodologies use this advantage with their main focus area. TQM, BPR (Business Process Reengineering), Learning Organization, Chaordic Organization, Customer Focused Organization and many others' slogans summarize their ideas. But they provide too little guidance about what the improved organization might look like. Methodologies promise innovation but they lack the details needed to accomplish it. Moving beyond the practices of today to invent the best practices of tomorrow is remaining as a problem to be solved for these methodologies (Malone, Crowston, Lee, Pentland, Dellarocas, Wyner, Quimby, Osborn, Bernstein, Herman, Klein, O'Donnell, 1999).

STARTING FROM SCRATCH

Some of evangelists argue that organizational change should start from scratch, 'clean sheet of paper'. But in reality most of organizations have not enough funds (after all, you need a blank check for that) to have a clean sheet of paper approach. Eventually, organizational change aims to become a continuous learning process (Orlikowski & Hofman, 1996).

CRITICAL SUCCESS COMPONENTS

At first, change methodologies had goals like reducing defects, streamlining, cost displacement and cost avoidance, because they were invented in the recession years. So they were focusing on processes without human dimension. In these first attempts, leadership, culture and rewards were missing items, which they are critical in the human dimension of change.

Shields indicates the critical success components that are available to leaders to achieve their overall strategy and desired results called "The Seven-Lever Model Trademark" (Shield 1999). These organizational change levers include: organization values and culture; core work processes; individual and team competence; leadership; organization, team and job design; reward and recognition programs; and management processes and systems. In brief, a description of each lever and its importance in organizational change follows:

- **Values & Culture:** Reassessing an organization's values and its internal culture is the foundation for building new systems and processes that ultimately create the right set of behaviors that will propel the organization forward.
- **Work Processes & Business Systems:** Improving the sequence of core activities through which resources are transformed to meet customer needs is an important link between the statement of a new direction and its accomplishment.
- **Individual & Team Competence:** Part of any change is to develop the capabilities of people -- the skill sets and behaviors that will support the organization's new mission.
- **Leadership:** Mobilizing the organization around a new direction often requires leaders themselves to change. The leader's ultimate goal: to create a compelling vision and then embody that vision in both word and deed.
- **Organization, Team & Job Design:** Organizing and clarifying accountabilities effectively throughout the organization can "make or break" any major change effort.
- **Rewards & Recognition:** While values and culture set an organization's behavioural norms, reward and recognition programs reinforce those behaviors and the results expected from them.
- **Management Processes & Systems:** To achieve rapid and lasting change, management planning and measurement systems must support new performance targets.

CHANGE STEPS

There are five common steps in change process. Change initiative should be seen as a project and all critical success components should handle carefully.

1. Problem, Mission and Vision Definitions

First of all, every methodology defines the problem (in business terminology), mission and vision of the change process. In this step, direction of the entire change implementation must be set. Expected (and measurable) results and goals are also set in this step.

Problem: If an organization sees the need to change itself, we can conclude that there are some (potential) problems with the organization's business.

- The environment of organization may have changed.
- The mission of organization has been changed.
- The core competencies of organization are not seen sufficient to stay in business.

Mission and Vision of change process: There is a need to define what will happen at the change process. Organization may be in a good position in the market and do not want to risk its position by changing, but wants to develop new competencies for future. Alternatively, organization may have lost all its competencies and it is almost out of business and wants a radical movement to stay in business. That's why there is a need for defining principles for change process.

2. Snapshot of the Current Situation

After mission and vision of change implementation are defined, the current situation of the organization must be analyzed. Current situation analysis gives current processes, organizational hierarchy, cultural position, knowledge position, HR, etc.

3. Future Position of Organization

In the light of the vision and goals of the change initiative, and current situation, one has to decide what will happen next. In this phase there are three possibilities:

- 1- Improving company's current position for better performance: In this case, the company addresses its problems and improves its processes, resources and relations. The company still sells its products and services in the same way.
- 2- Transformation process may lead to new business initiatives: In this case, the company's core competencies have been lost. Environment has changed. An encyclopedia producer cannot sell any, because there are many digital versions in the market. In this rapidly changing information environment, it does not make sense to many consumers to buy hardcopy of this year's encyclopedia that will probably become obsolete in possibly less than a year. So this is not the way to stay in business under these circumstances. An encyclopedia producer will either go out of

business or make a radical change like online encyclopedia that has up to date information online. 3- In the third case, we have a hybrid model, in which two business models are carried out in parallel. The publisher is still in business and may be it is the biggest one, but profit is decreasing every day. It needs to compete with its rivals. The company improves its existing process to offer a better service and at the same time an online division is established which will behave like an online bookstore. This is exactly what happened to Encyclopedia Britannica. The decision for a new design of organization and implementation plan depends on different factors:

- Risk: Organization's current position in business is very critical in the decision-making. If organization incrementally loses profit and getting closer to being out of business, the decision will be radical.
- Budget: The larger the budget is, the bigger the change (new design).
- Type of organization: If organization is a government organization, most of the time improvement is preferable.
- Organization's current situation assessment: Top-level management prefers a real change, however staff and technology levels may hinder the change efforts.

4. Implementation Phase

In this phase, transition (up to the goals; it can be transformation) from current position to future position is performed. Depending on the future design, implementation may be radical, improved or a mixture of them. This state is the longest step in change process. All dimensions (Technological, Cultural and Structural) affect and are affected from this phase. Processes, performance and reward systems are changing. Organization culture is also expected to change according to vision.

5. Test The Theory of Business Constantly

During and after the implementation plan, theory of business constantly is tested. Organization should be ready for continuous change. That's why in the first phase; one of the goals of future organization must be a self-learning and changing organization. Global features of some change methodologies are explained below. Because change methodologies themselves are subject to change as well, they are now different than their original application. Every experience forces consultants, academicians or change evangelists to improve their methodologies. That's why, while assessing them, it will not be healthy to just use the advocated evangelists approach. Hence, in the following section we will consider the approaches of the consultants and implementers of these methodologies, in example the real doers.

Challenges and barriers:

1. Change initiative mostly depends on some critical people. If one of them left the organization this can make the next change initiatives harder to carry on.
2. Experience of Learning Group is also having a great impact on organizational change.
3. Most of the personnel resist to continuous learning and Most of the personnel may not be much competitive.
4. In some cases may be most of the personnel just want to deal with current daily tasks and not any new ones.
5. Inconsistency between personnel's expectations and their actions can also be one of the reason that people develop resistance to change. They can also demand an increase in their salary but they did not want to increase their quality. They just want awards but not measurement of their performance.
6. It is also possible that a manager have no idea about fundamentals of management and in some other cases they can have a fear of losing their positions.
7. Most of the time a managers have no decision taking skills or decision takers didn't have enough data, information or knowledge on the event.
8. Working environment also prevents the redesigning or launching new systems in an organization.
9. Restricted communication between managers and staff is the biggest barrier in Organizational change. Due to that most of the time staffs don't take the problems to the executives.
10. Some times staff is ready to be managed, but almost no one is ready to manage him/herself. They probably have a lot of problems with almost no solutions. They may discuss the problems but may be they are not used to / guided for / delegated for thinking about the possible solutions. This customary behaviour in fact is a result of a habitual approach by the managers starting with our kindergarten teacher. If a manager cannot delegate –which necessitates trust in people- they end up doing everything themselves and hence cannot find time for planning and management which they are supposed to be doing.

ORGANIZATIONAL CHANGE METHODOLOGIES AND APPROACHES

Because change is very crucial for organizations, they are ready to pay for the change costs for being competitive until their marginal benefit is equal to marginal cost. However, as there is a huge market for change advocates, there are so many methodologies such as :

1. Planned Change Model and Action Research Model

The Planned Change Model is modified version of the action research model. The action research model was one of the first theoretical frameworks for understanding relationships between diagnosis, feedback and organizational change. This model was initially developed by researchers interested in studying and solving problems in groups and organizations at the close of World War II (Smither, Houston, McIntire, 1997).

There are important differences between action research and experimental research. Experimental research controls the environment and isolates key variables so that cause and effect relationships can be established but action research seeks to find solutions to real problems by collaborating with clients in collecting data, feeding back data and developing action plans for change. Another important difference is action research may not have a clear beginning or end. By constantly feeding back outcome information to organizational members and modifying the intervention, action research rarely provides a clear view of specific cause and effect relationships (Smither, Houston, McIntire, 1997).

Design process :

The planned change model developed by Frohman, Saskin and Kavangh has eight action research phases that apply to the organizational change process .

1. **Scouting Phase:** Initial description of the organization is developed. General information about organization is collected and organizational change practitioner makes a decision whether or not to enter this initiation. Practitioners should openly discuss their theoretical orientations so that the client has an opportunity to understand the practitioner's values, assumptions and biases.
2. **Entry Phase:** Organization's problems are defined and a clear definition of expectations in the practitioner-client relationship is developed.
3. **Data Collection Phase:** More detailed information is collected with the support of the organizational members. Practitioner and client work together to ensure the necessary information collected to understand the organization.
4. **Data Feedback Phase:** After data collection the outcomes should share with client to begin collaborative problem solving.
5. **Diagnosis Phase:** Practitioner and client work together to interpret the meaning of the data and identify problems and opportunities for improvement.
6. **Action Planning Phase:** Practitioner and client develop specific strategies for change.
7. **Action Implementation Phase:** Collaboratively ensuring that the change strategy is properly implemented. Problem solving and monitoring processes are instituted.
8. **Evaluation Phase:** Practitioner and client evaluate data outcomes of change process and determine the success. This data can guide for next implementation.

2. Process Innovation, BPR, Process Redesign

In literature, Process Innovation, BRP and Process Redesign are used almost synonymously. All of them indicate radical process change initiatives. Davenport defines the difference between process reengineering and process innovation "Reengineering is only part of what is necessary in radical change of processes; it refers specifically to the design of the new process. The term process innovation encompasses the activity, and the implementation of the change in all its complex technological, human and organizational dimensions" (Davenport 1993).

BPR is "the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical measures of performance, such as cost, quality, service, and speed" (Hammer, Champy, 1993) while considering complex technological, human and organizational dimensions. Davenport and Short have defined business process as a "set of logically related tasks performed to achieve a defined business outcome" (Davenport, Short, 1990). Hammer defined process of reengineering as "a complete end-to-end set of activities that together create value for a customer" (Hammer, 1996). Reengineering has usually concentrated on competitive, customer facing operations. Most common examples of this type are order-delivery, marketing and sales processes (Kallio, Saarinen, Salo, Tinnila, Vepsalainen, 1999).

Earl's classification summarizes the basic ideas classifying processes by their value chain target and process structure as follows:

- *Core processes* are central to basic business operations and directly related to serving the external customers. They are usually primary activities of the value chain.
- *Support processes* frequently have internal customers and consist of the supporting activities of core processes. Usually they are the administrative, secondary activities of value chain.
- *Business network processes* extend beyond the boundaries of the organization including also suppliers, customers and allies.
- *Management processes* are those by which the company plans, organizes and controls resources. (Earl, 1994)

3. TQM – Total Quality Management

TQM is the integration of all functions and processes within an organization in order to achieve continuous improvement of the quality of goods and services. The goal is customer satisfaction (Ross 1994). TQM is a management philosophy embracing all activities through which the needs and expectations of the customer and the community, and the objectives of the organization, are satisfied in the most efficient and cost effective way by maximizing the potential of all employees in a continuing drive for improvement.

Ghobadian and Gallear (2001) reviewed literature of change process phases. In their summary, there are four main implementation phases. They also developed a non prescriptive model of TQM implementation.

Design Process

Pre Implementation Phase – Preparation and Awareness

- Develop detailed knowledge of TQM expectations and implications
- Establish TQM leadership and development team
- Establish priorities
- Identify ownership and responsibilities
- Communicate the intention to introduce TQM to the organization

Phase 1- start up (launch): Primary focus is on Management Process. This phase help to shape the vision of implementation plan.

- Establish organizational direction and provide organizational guidance by improving clarity of organizational objective and establishing mechanisms to keep control over the change process
- Instill a sense of urgency for change
- Develop a detailed knowledge of actions required to develop internal improvement capability

Phase 2- Transition: Primary focus is on People and Communication (maintaining focus on Management Process). Intentions for changing from original state to other states.

- Instill a sense of ownership and shared responsibility
- Increase the degree of delegation and empowerment
- Move members of organization from an individual to a team orientation
- Increase the amount of information sharing

Phase 3- Consolidation: Primary focus is on Communication and Measurement. Necessary or desired actions are taken to start transforming.

- Increase the amount and further increase the ease of information sharing
- Move the organization from perceptive decision making to fact-based decision making
- Ensure the clarity of organizational objectives

Phase 4- Maturity / Refocusing: Primary focus is on processes and customers/markets. Assessment of outcomes of consolidation process and take new actions.

- Move the organization from a task to a process orientation
- Increase the sense of responsibility for the external customer
- Increase the propensity to look to external sources
- Move the organization from a proven to a pioneer mentality

4. Chaordic Organization

"Terra Civitas" (Citizens of The Earth) is slogan of the Chaordic Organizations. The purpose of Terra Civitas and the Chaordic Commons is to develop, disseminate, and implement new concepts of organization that result in more equitable sharing of power and wealth, improved health, and greater compatibility with the human spirit and biosphere. Chaordic Organization's basic approach is coming from chaos and order. Chaord is first syllable of the two words Chaos and Order.

The dictionary definition probably produced by Chaordic initiative is: "1: any auto catalytic, self-regulating, adaptive, nonlinear, complex organism, organization, or system, whether physical, biological or social, the behavior of which harmoniously exhibits characteristics of both order and chaos.2: an entity whose behavior exhibits patterns and probabilities not governed or explained by the behavior of its parts. 3: the fundamental organizing principle of nature and evolution."

Chaordic Initiative has some principles of practice such as :

1. Work to ensure that all people, by right of birth, have adequate necessities of life, including clean air, water, food and shelter; an equitable share of wealth and resources; and opportunity to develop their full physical, mental and spiritual potential.
2. Work to ensure that human capacities, technologies and organizations sustain and support, not systemically alter, degrade or destroy, the Earth, its diversity of life or life support systems.
3. Work to ensure interdependent health and diversity of individuals, communities, institutions, cultures and other life forms.
4. Resolve conflict creatively and cooperatively without physical, economic, psychological, social, or ecological violence.
5. Freely and fully exchange information relevant to the purpose and principles unless doing so violates confidentiality or materially diminishes competitive position.

Design Process

The chaordic design process has six dimensions, beginning with purpose and ending with practice. Each of the six dimensions can be thought of as a lens through which participants examine the circumstances giving rise to the need for a new organization or to reconceived an existing one. Developing a self-organizing, self-governing organization worthy of the trust of all participants usually requires intensive effort. To maximize their chances of success, most groups have taken a year or more on the process. During that time, a representative group of individuals (sometimes called a drafting team) from all parts of the engaged organization or community meet regularly and work through the chaordic design process.

1. **Develop a Statement of Purpose:** The first step is to define, with absolute clarity and deep conviction, the purpose of the community. An effective statement of purpose will be a clear, commonly understood statement of that which identifies and binds the community together as worthy of pursuit. When properly done, it can usually be expressed in a single sentence.
2. **Define a Set of Principles:** Once the purpose has been clearly stated, the next step is to define, with the same clarity, conviction and common understanding, the principles by which those involved will be guided in pursuit of that purpose. Principles typically have high ethical and moral content, and developing them requires engaging the whole person, not just the intellect.
3. **Identify All Participants:** With clarity about purpose and principles, the next step is to identify all relevant and affected parties - the participants whose needs, interests and perspectives must be considered in conceiving (or reconceiving) the organization.
4. **Create a New Organizational Concept :** When all relevant and affected parties have been identified, drafting team members creatively search for and develop a general concept for the organization. In the light of purpose and principles, they seek innovative organizational structures that can be trusted to be just, equitable and effective with respect to all participants, in relation to all practices in which they may engage.
5. **Write a Constitution:** Once the organizational concept is clear, the details of organizational structure and functioning are expressed in the form of a written constitution and by-laws. These documents will incorporate, with precision, the substance of the previous steps. They will embody purpose, principles and concept, specify rights, obligations and relationships of all participants, and establish the organization as a legal entity under appropriate jurisdiction.
6. **Foster Innovative Practices:** With clarity of shared purpose and principles, the right participants, an effective concept and a clear constitution, practices will naturally evolve in highly focused and effective ways. They will harmoniously blend cooperation and competition within a transcendent organization trusted by all.
7. **Drawing the Pieces into a Whole:** The process is iterative. Each step sheds new light on all of the preceding steps and highlights where modifications or refinements need to be made. In effect, the process continually folds back on itself, more fully clarifying the previous steps even as each new dimension is explored. Over time, the elements become deeply integrated.

5. Learning Organization

A learning organization is a particular vision of an enterprise that has the capacity to continually enhance its capabilities to shape its future. "Organizations where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to learn together" (Senge, 1990) Learning organizations are those that have in place systems, mechanisms and processes, that are used to continually enhance their capabilities and those who work with it or for it, to achieve sustainable objectives - for themselves and the communities in which they participate.

Design Process

Senge, Kleiner, Roberts, Ross and Smith (1994) declared that there is no specific design process. At the end of the design process five disciplines should be reached. But they defined starting point "Guiding ideas for learning organization start with vision, values and purpose: what the organization stands for and what its members seek to create" they also defined some of the entry points: Personal to share vision, systems study, current reality (self-assessment), starting at the top, chronic problems,

infrastructure review, through a total quality effort.

Senge (1990) articulates five prescriptions for his vision of learning organizations:

1. Foster an environment conducive to development of personal visions
2. Foster an environment conducive to development of a shared vision
3. Surface, test and improve casual maps
4. Promote team learning
5. Adopt systems thinkings

6. Other Methodologies and Approaches

It is not easy to find information for all methodologies but the followings are worth to mention in order to see different or improved approaches.

6.1. Culture-Building

Culture-building is a set of tools that offers the help managers to build productive work cultures that attract, develop and retain talented people. It is focused on human processes in organization rather than work processes. It does not neglect the importance of work processes but their focus is just human processes.

6.2. Six Sigma

Six Sigma is the disciplined methodology of defining, measuring, analyzing, improving, and controlling the quality in every one of the Company's products, processes, and transactions with the ultimate goal of virtually eliminating all defects. It is a methodology that is well rooted in mathematics and statistics.

Design Process:

1. Define Phase: the first phase mainly includes making team ready, Identifying customers and high impact characteristics, Developing team charter, and Mapping business processes.
2. Measure Phase: It includes identifying key measures, Planning data collection and executing it, Displaying/Communicating Process Variation, and Calculation of Performance Baseline.
3. Analyze Phase: It includes data and process analysis, Root cause analysis and Quantifying the gap/opportunity.
4. Improve Phase: It includes generate (and test) possible solutions, Select the best solutions, and than Design implementation plan.
5. Control Phase: It includes document and implement monitoring plan, Process standardization, Document procedures, Establish and deploy response plan, Transfer of ownership (project closure) Integrating and Institutionalizing Improvements, and Knowledge and Learning.

6.3. Business Transformation

Business Transformation is a methodology that is based on BPR and Business Innovation but make differences in its focus. Business transformation is focus on enterprise that enterprise is transformed according to new economy's products and markets.(Hartman, Sifonis, Kador, 2000). It transforms business by envisioning the future, modeling today, gap analysis and migration plan (Tapscott, 1995).

6.4. CRM – Customer Relationship Management

CRM is a strategy that focuses on customer relationship and learns more about customer's needs and behaviors in order to develop stronger relationship with them. In order to have a stronger relationship, many communication channels open with customer like call center, web page, mail etc. "Customer relationship management (CRM) is a business strategy to select and manage the most valuable customer relationships. CRM requires a customer-centric business philosophy and culture to support effective marketing, sales, and service processes. CRM applications can enable effective customer relationship management, provided that an enterprise has the right leadership, strategy, and culture (Thompson, 2001).

Comparison of Methodologies

Methodologies are compared with their properties and their design processes. At first look, BPR, Process Innovation and CRM are more structural initiatives. But this does not mean they neglect the human dimension. They also include the human dimension in their methodologies. All these approaches are well aware the importance of the human. BPR, Process Innovation and CRM's main enabler is IT. Although BRP and Process Innovation have not got any significant program, CRM has its software packet that supports its methodology. TQM, Chaordic Organization and Learning Organization approach are more cultural initiatives. Of course, these methodologies neglect the structural approach. Because TQM is the oldest one, many tools and techniques has been developed for the structural side, similar to BPR. Learning Organization is concentrated on the human. The human will initiate the change process and diffuse it through the organization. Chaordic Organization is candidate for ideal methodology. It has got many experiences from other methodologies and has updated itself based on a high degree of principles, new tools and techniques.

Properties of change methodologies are compared under nine headings :

1. **Level of Change:** TQM, Chaordic and Learning Organizations have incremental level of change. As mentioned before these are mostly focused on the human, that's why the change process of human culture needs time. BPR/Process Innovation and CRM have radical level of change. Structural change can implement radically in an organization. Their change processes will mostly enabled by IT, high technology should get feedback quickly because the technology loses its actuality rapidly.
2. **Starting Point:** There is very close relation with the level of change and starting point. Methodologies that have radical level of change start from a clean slate, but others that have incremental level of change start from existing processes.
3. **Frequency of Change:** Methodologies that have radical level of change, change the organization for once. But others are continuous except TQM. Because TQM is the oldest one also affected by BRP/Process Innovation.
4. **Time Required:** Except TQM, all methodologies take long time to implement.
5. **Participation:** All methodologies require the participation of top management. But mostly human focused methodologies also adopt a bottom-up approach.
6. **Typical Scope:** TQM and Learning Organizations' scope are within functions. BPR/Process Innovation and CRM have cross-functional scope. CRM also has scope of all related organizations like Chaordic Organizations.

7. **Risk:** TQM, Chaordic and CRM have moderate risks up to the project. BPR/ Process Innovation has high risk. Learning Organization approach has low risk.
8. **Enablers:** Main enablers were considered that's why some enablers are not checked in the comparison for each methodology or approach. This doesn't mean that those methodologies do not use unchecked enablers. BPR/Process Innovation and CRM use IT as a main enabler. Chaordic Organizations also uses IT as an enabler. TQM and CRM use statistical control as main enablers. Human enablers are used by all methodologies, but of course human focused methodologies mainly use these enablers to the greatest extend. Architectural enablers are mentioned in the BPR/Process Innovation and CRM methodologies. All methodologies certainly use training.
9. **Type of Change:** All enablers create cultural and structural change in an organization. None of them neglect one of these types of change. While BPR/Process Innovation and CRM mostly focus on structural change, others mostly focus on cultural change.

The design processes of these methodologies are very similar. First, every methodology starts with taking the commitment and support of top management. Following steps are:

1. **Problem, Mission and Vision Definition:** All methodologies define the problem in the first step. After that they define the mission and vision of organization and change initiative.
2. **Snapshot of Current Situation:** After the mission and vision are defined, it is time to define the current situation of resources and processes. Depending on the methodology, these resources can be trained, upgraded or replaced. In CRM, this phase is defined with "Customer-centric Planning". Although there is not significant declaration, this step should be done in order to pass next step for CRM.
3. **Future Position of Organizations:** Information about the current situation let the methodologies to design new processes according to mission and vision of the organization. All methodologies define this step.
4. **Implementation phase:** It is time to start to change the organization.
5. **Test:** This step is defined for all methodologies except CRM.

Organizational change process is also very similar for all organizations and methodologies. First of all, there is a need for change. This is a business problem. A business problem may be competition, changing business environment, new economy, changing people or many others. When an organization decides to change, it has to supply these inputs to the process: Knowledge, time, material, people and finance. These inputs are necessary for a successful change initiative. In changing process, many of the organizational change process can be used. As mentioned above their steps are very close. If changing process were successful to change the organization, output will be an organization that addressed its problems and changed itself. Outcome of this process will be the promise of the organizational change processes. These may be customer oriented organization, process-oriented organization, learning organization, chaordic organization or many others.

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With sincere regards

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