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Towards a framework to analyse theories use for the study *of* change

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Abstract

The importance of studying change has grown as a result of the rapid social, environmental, and other changes. Yet little or no scholarly research has been conducted on the theories deployed to the study *of* change

This paper narrows this gap in the literature. It develops a framework that researchers can use to ensure their choice of theory supports the topic and research questions of their study. This allows for greater validity, reliability and generalizability of the findings. The framework consists of two dimensions: Radical / Incremental change and Planned / Emergent change. The two dimensions form four change quadrants in which studies can be located.

Introduction

The importance of studying change has increased due to the rapid social, technological, political and environmental changes around the globe (By 2005; Neves 2009; Van and Pool 1995). Previous studies have attracted the attention of researchers in a wide variety of fields (Mabey 2013; Doherty 2013; By 2005; Gay and Vikkelso 2012). This paper focuses on studying change in the field of management. For the purposes of this paper, organisational change is an organisation’s ability to adapt to and keep up with the external pace of change (By 2005; Graetz and Smith 2010; Gay and Vikkelso 2012; Higgs and Rowland 2005). Change can be described in terms of the differences in form, quality and state over a period of time and may be in response to an internal and/or external situation (Van and Pool 1995; Pennings and Wezel 2010; Neves 2009).

We observe that there has been a significant increase in the number of research papers addressing change. Yet, little or no scholarly attention has been given to the theories used for the study *of* change. We contend that a better understanding of the theories used to study change is essential to develop the change management terrain and to explain gaps between theory and practice.

The purpose of this paper is to examine theories used for the study *of* change. A thorough review of the relevant theories enables us to make the following contributions to the field.

One, we develop a framework to classify theories used to study change. We establish the dimensions of the framework and demonstrate its use based on the extant literature.

We argue that this original framework enables future scholars to select their theory and locate their contributions to the field in more precise terms by putting together two dimensions: one which looks at the nature of change and the other which indicates the ways in which change is managed. Two, we use the systematic literature review to analyse the theories used by empirically grounded articles published over the past fifteen years. Our approach provides a clear trail of evidence that includes the search criteria and selection choices made so that this study can be replicated and developed in the future.

This paper is organised as follows. The next section presents the underpinnings of the systematic literature review and details the adoption and implementation of this review method for the purposes of this study. Next, we develop the Change Theory Classification Framework. In this section, we establish the two dimensions of the framework and explain the framework as a whole. We then analyse the empirical evidence found from the literature review using the framework. Each quadrant is discussed in turn. Our attention then turns to a discussion of the findings from our analysis of the literature. We draw out the contributions our framework makes to the field of change. Finally, we close with a brief summary of this study’s future direction, conclusions and limitations.

Systematic Literature Review

According to Tranfield et al. (2003), one of the main research activities for specific academic and practitioner communities is to undertake a review of the literature to provide the best available relevant evidence for forming policy and practice in any environment. The purpose of conducting the literature review is to enable researchers to assess the current intellectual territory and decide on research questions in order to further develop the existing body of the knowledge (Tranfield et al. 2003). In management research, the literature review process is one of the main tools to manage the diversity of knowledge for the existing management topic (Tranfield et al. 2003; Spicer 2011). Systematic reviews focus attention upon the main scientific efforts towards a specific question.

The systematic literature review method is widely recognised and significant for management studies. It has been used by various studies in different areas in the field of management. For example, Doherty (2013), Mabey (2013), Tsui et al. (2004), Young (2009), Nasim and Sushil (2011) have used the systematic review method in their studies of self-initiated expatriate, leadership development, organizational change, meta model of change and revisiting organizational change respectively. Tranfield et al. (2003) discussed the implication of this approach in both the management and medical areas, as this method provides professionals with extractable results. These results can be a reliable base of findings from which to draw effective conclusions and formulate good decisions (Tranfield et al. 2003).

Our results from mining existing databases of change management articles shows that a systematic literature review has not been carried out previously to examine theories used in the study *of change*. This paper bridges this gap in the literature. We decided to adopt systematic literature review to survey the space of the theories used to study *of change*.

Adopting and Implementing the Systematic Literature Review

Many researchers have discussed the systematic review. This paper takes as its starting point Tranfield et al. (2003) three stages of reviewing the field to derive reliable conclusions. Table 1 sets out the stages put forward by Tranfield et al. (2003) and the ways in which each stage was operationalised for the purposes of this research. The first stage of the Tranfield et al. (2003) model is planning the review. This stage is to assess the field of the study and to be aware of the field’s main characteristics in advance. The second stage is conducting the review. During this stage, key words and search terms should be determined, which are formed from the area of the study. This scheme should be described in enough detail so that it is up to the level that defines the ability of undoubtedly replicating it again in the future. The third stage is reporting and dissemination. A well-structured and documented systematic review allows researchers to examine the results to prepare a productive and effective report of findings (Tranfield et al. 2003).

The search area for this research is demarcated by theories used for the study *of change*. The search criteria were established at the outset by determining the databases, defining search key words, verifying search limitations and delimiting the timeframe of the search criteria. The EBSCO database was used to conduct the systematic literature review as it is relevant to the search field. The key words of the search were “Change OR Transformation AND Management OR Leadership”. The systematic search covered published academic articles in EBSCO over a fifteen year period: from 1998 to 2013. We later expanded this period to include articles that appeared in citations in the papers that were included in the study.

The first round of searches identified 142,346 articles. This included articles that contained the search terms but were in areas that had no relevance to our chosen area of study. In order to refine the search, an additional criterion was included. We delimited the search to journals included in the Association of Business Schools (ABS) list (Academic Journal Quality Guide v4). The reason for adding this delimiter is to narrow down the number of articles by excluding areas such as medicine which also use the same key words in their publications. The ABS list was selected as this is used by the Research Excellence Framework panel to determine journal quality for the recently conducted census of research. Consequently, the number of articles reduced to 7,776. These articles were spread across twenty five journals from the ABS list. To further narrow the results, the key words “empirical research” and “conceptual research” were added to the search results. This identified 1,015 empirical studies. Table 1 explains the steps taken to conduct the systematic.

PLEASE INSERT TABLE 1 ABOUT HERE

This paper focuses on the search results of 1,015 empirical studies of change appearing within the EBSCO database. We established a selection protocol to make the final selection of articles to be included in the review. The basis for selection included only those articles that used one or more existing theory for the study *of* change.

Applying the protocol selection, the first round involved reading the titles and abstracts of 1,015 empirical research papers. Fifty nine papers were long-listed as being of potential interest and relevance to this study as they appeared to contain theories for the study *of* change. The next round of analysis involved a detailed study of the long-listed articles. The close inspection of the articles showed that while the word ‘theory’ appeared in the papers, very few, indeed only twenty papers actually used at least one theory to understand change.

PLEASE INSERT TABLE 2 ABOUT HERE

A Classification Framework for Theories of Change

Developing the framework

The framework consists of two dimensions. The first represents the nature of the change in terms of ‘radical’ or ‘incremental’ change. The second represents the implementation of change in terms of ‘planned’ or ‘emergent’. Each dimension is explained briefly.

Burrell and Morgan argue that incremental and radical changes have extremely different views and interpretations regarding the nature of change. They are presented as distinct ends of a continuum of change (Burrell and Morgan, 2013). Incremental change is about unity, which is working together to agree with structural order among all parties involved in the change process (Burrell and Morgan, 2013). Caldwell (2005) argues that change could be seen as a contextual counterpoint to organized ideas of order, balanced At the opposite end is radical change, which occurs where fundamental assumptions and the underpinning logic of organisations are dismantled and reconfigured. Organisation’s experience significant upheaval and uncertainty during periods of radical change because there is a shift in strategy, structure and controls (Lichtenstein 2000). Figure 1 sets out the Radical / Incremental dimension of the framework.

The radical and incremental change dimension captures the nature of change. Radical change suggests a major transformation of many organisational factors which is distinct from smaller, on-going changes that maintain the status quo.

PLEASE INSERT FIGURE 1 ABOUT HERE

Planned and emergent change refers to the ways in which change unfolds. By (2005)

argues that both types cannot exist together as they have different natures and require distinct conditions. Bamford and Forrester (2003) state that planned change has led theory and practice over fifty years since Kurt Lewin’s work was first introduced. Lewin (1951) proposed change as a process and argued that organizations progress from one stage to another. Planned change requires planning and preparation in advance with direction and commitment from senior managers (Doyle et al. 2000; Bryant and Stensaker 2011).

In contrast, emergent change occurs in unstable situations. It is an unpredictable change process that is developed by various stakeholders and affecting multiple variables in an organisation, (By 2005; Gay and Vikkelso 2012). By (2005) suggests that emergent change is more unstable because organisations may not always be in a state of readiness. Figure 2 depicts the Planned / Emergent dimension of the framework.

Planned and emergent change dimension gives insights into the ways in which organisations deal with change. Planned change is when organisation prepares for the change by setting plans in advance and carries out change according to the plan to achieve targeted goals. While emergent change is when organisation goes through unexpected situations that needs an immediate action from the organisation to deal and manage the context it faces.

PLEASE INSERT FIGURE 2 ABOUT HERE

The previous section set out two dimensions of change which are brought together to create a framework that can be used to classify theories associated with the study *of* change. The conceptual framework is presented in Figure 3.

PLEASE INSERT FIGURE 3 ABOUT HERE

Applying the framework

This section presents the twenty empirical papers that deployed at least one theory to study change. These articles are classified using the Change Theory Classification Framework, based on whether the empirical work studied Planed / Radical change, Planned / Incremental change, Emergent / Radical change or Emergent / Incremental change. Locating a particular article in a particular quadrant of the framework was straightforward where authors stated the nature of the change they were studying. Articles where authors did not make their intentions clear were more problematic as

inferences had to be made. Articles that were silent about whether they studied Radical or Incremental change were considered to be incremental in nature. Similarly, articles that were did not specify if the change was Planned or Emergent were deemed to be Planned.

In keeping with the principle of providing a clear trail of evidence we consider it important to state the basis of our classification because we recognised that the authors did not have this framework in mind when they conducted, wrote and published their work. We considered the setting the other quadrants as default locations. We took the view that to claim an empirical piece of research was a study of radical change when the authors themselves did not make this claim would overstretch our inference and weaken our overall argument. The Emergent / Planned dimension posed a challenge as it is possible that a change studied could be one or the other without the authors stating which process was used. We took as our point of reference the methodology used to conduct the study. We felt that the study of emergent change would tend to use longitudinal methods, action research or participant-observation, as these research methodologies enable researchers to understand the ebbs and flows of emergent changes. Where the methods used in a study were unlikely to provide insights into Emergent change we adopted the view that the study was of a Planned change. Thus, the default location was Planned / Incremental change unless there was information in the article to say it should be located elsewhere in the framework.

Planned / Radical Change Quadrant

This quadrant contains theories used by scholars to explain Planned / Radical changes. These changes are large scale changes that are prepared in advance by senior managers, typically the more powerful members of an organisation. Table 3 sets out the articles that explain planned/radical change using various theories.

Morgan and Zeffane (2003) used trust theory to examine relationships between employees affected by a programme of change and senior managers. The empirical analysis found the importance of senior management’s role in leading change processes. The results suggested that where employees gain benefits from the change their reaction will be positive. In addition, employees who have greater levels of interactions with senior managers in the formal hierarchy through, for example, direct contact expressed high levels of trust in management. This study found that communications between senior managers increased the trust between employees and management. Ashurst and Hodges (2010) used dynamic capabilities theory to explore the benefits of investing in IT-enabled change. Their empirical results suggest that organisations develop competencies specifically focused upon deriving benefits from IT-enabled change. Their study developed a generic organisational competency model. The results show that developing clear benefits realization strategies helps organisations to select the right approach to change. Noon et al. (2000) employed management theory to study the effects of traditional management practices on change. Their work illustrates how managers’ thoughts can be involved in removing embedded and entrenched ideas and

introducing new ones. Stebbings and Braganza (2009) studied changes across networks of resources embedded in a business process. They examined resource networks using the theoretical lenses of social and actor network theories, resource-based theory and stakeholder theory. They found that the implementation of a complex, large-scale change was reliant on resource connectedness, tie strength, variability and durability. Sillince et al. (2001) discovered the need for new practices in the health sector based on their use of institutional theory to study change. They argue that motives and rhetorical requirements changed due to shifts of political processes from recognition to transition to consolidation. Chreim (2002) studied changes at the individual and organisation levels to explain change processes during the unfreezing stage of Lewin’s three stage model. Chreim argues in favour of involving individuals during the change process. The author suggests using past values and reframing these will facilitate organizational change. Winther (2003) studied changes in production system networks of European organisations through the lenses of evolutionary and institutional economic theories. This study showed that organisation networks are varied and include new competitive strategies. Eriksson and Sundgren (2005) utilise theory E and theory O to examine change activities resulted of merging two large pharmaceutical organisations. The results of interviews carried out in this study show two different reactions to the implementation of change. On the one hand, change processes that were managed and controlled by the organisation’s leaders were able to follow the planned implementation. On the other hand, middle managers experienced problems when implementing change process. Muratbkova-Touron (2005) adopted the theory of change to investigate organisational culture change processes. The author argues that cultural change takes place even though the organisation may want to retain existing values and practices. The results suggest that organizations can maintain the desired values of the old culture when change occur by mapping these values to the new cultural values and then reconciling both sets of values. Lewin and Volberda’s (1999) develop their coevolution framework using intentionality theory. The authors stress the relevance of coevolutionary models applied in organisational change studies. They state that coevolutionary frameworks can integrate the organisation strategy and organisational theory within a holistic framework.

PLEASE INSERT TABLE (3) ABOUT HERE

Planned/Incremental Change

The studies in this quadrant represent planned/incremental change. This quadrant includes empirical studies that explain changes are planned and structured in advance and where the change is small-scale, evolutionary or minor in nature. Table 4 summarises the articles classified as planned/incremental change. Alfes et al. (2010) studied HR’s role using a change process theory. Their study of four different organisational management roles involved in change management found that the HR department is not always successful in implementing a Change Driver Approach. Ford and Greer (2005) studied management control systems in accomplishing planned change based upon change theory. Their results show that managers rarely use control systems, which can lead to positive outcomes when implementing change. Pennings and Wezel (2010) use a demographic diversity theory to demonstrate a novel way to test options about diversity

and performance by paying attention to demographic changes in top management. Their empirical analysis suggests that established and long-standing management teams are unhealthy because new ideas and better results require new people to join the management team. They found that the demographic structures, strategic positioning and mobility alter in similar ways among competitors. Sakhartov and Folta (2013) conducted a comparative study of two distinct assumptions of behavioural theory. Their study developed and implemented recommendations for comparative testing. The analysis shows that their recommendations for comparative testing methods were beneficial for minimizing errors when using behavioural theory. Spicer (2011) investigated managerial perspectives on cultural change using cognitive mapping personal constructs. From the research, it becomes apparent that culture change is dependent on managerial time input. Spicer (2011) argues that managers who follow explicit programs can achieve culture change.

PLEASE INSERT TABLE 4 ABOUT HERE

Emergent/Radical Change

This quadrant represents studies that explain emergent/radical change. Emergent/radical change consists of unstructured actions to deal with unexpected situations. Emergent/radical change describes unregulated situations within the organisation shared by one or more groups of relevant managers and employees in organisations. Table 5 lays out the articles that present this type of change.

Neves (2009) studied change impact on employees' behaviours and turnover using social learning theory. The study's outcomes show that introducing individual change and transforming employees to be change agents enables employees to participate in the institutionalisation phase. Bate et al. (2000) examine change phases with a focus on how to reframe the culture structure. The authors stated that by bringing together design and development, structure and culture could then blend into a single cultural form. Meyer et al. (2005) examined the occurrence of discontinuous change within organisations using institutional theory. The authors recommended studying the histories of the organisation with the intention to understand the turning points when discontinuous changes take place. Romanelli and Tushman (1994) studied the consequences of revolutionary transformation and created the punctuated equilibrium theory. The results of this study found that most large transformations arise from discontinuous changes through most or all activities in an organisation.

PLEASE INSERT TABLE 5 ABOUT HERE

Emergent/Incremental Change

This quadrant represents change studies which explain emergent/incremental change. This quadrant of the framework circumscribes small scale change for which there is no formal plan for the change. This type of change may be as a result of an on-going

developmental process. Only one study was found presenting this part of the framework. It is beyond the scope of this paper to speculate about the reasons for this.

Staudenmayer et al. (2002) focus on exploring the process where change occurs during the development process or where a problem provokes adaptation. The study’s findings suggest that time and events facilitate organisational change. The changes are played out in the day to day rhythms of work and changes to employees’ experiences. These authors suggest that work patterns change because of problems that arise either internally or externally.

PLEASE INSERT TABLE 6 ABOUT HERE

Discussion

This study is concerned with the indiscriminate use of theory to underpin studies of change. Scholars use one or more of a range of theories for the study of change [insert BAM paper reference], exemplified by gender, institutional, stakeholder, agency and contingency theories. The presence of these and other theories provide a perception of theoretical solidity; however, we contend that change as a subject, in its own right, lacks proper theoretical foundations. Our in-depth study of existing empirical studies directly addresses this concern.

We carried out a systematic review of the evidence base over a fifteen year period (between 1998 and 2013). Our search results showed that scholars used a wide range of theories over that period. Unlike traditional descriptive reviews of the literature, we developed the Change Theory Classification Framework to segment the studies to understand more clearly any relationships between the choice of theory and the focus of the study. The method of classifying the papers has been discussed earlier and although some inferences have had to be made, the choices and decisions for classification have been explained.

The classification framework consists of two dimensions: Radical / Incremental and Planned / Emergent. The location of each paper in the framework is presented in Figure 4. We found ten articles could be located in the planned / radical change quadrant. These papers used fifteen different theories to explain their topic of study. The planned / incremental change quadrant has five studies and these use six theories. The emergent / radical change quadrant has four papers and each has uses a different theory, which means that this quadrant has five theories. Only one empirical paper could be found in the emergent / incremental change quadrant and this paper aimed to build a theory to explain this type of change.

INSERT FIGURE 4 ABOUT HERE

Delving deeper into the framework, we observe that scholars have used a diverse range of theories in any one quadrant. Taking the planned / radical change quadrant, in this instance, we find trust theory and actor network theory. These two theories typically have as unit of analysis the individual. Other studies in the quadrant, use institutional and dynamic capability theories, which in contrast to trust and actor network theory, typically have organisations as their unit of the analysis.

Moreover, the extent to which these theories are capable of explaining planned / radical change goes unquestioned. In their seminal article on which lead on to the development of institutional theory, Di Maggio and Powell (1983) conclude with the assertion that their “approach seeks to study incremental change” (p. 158). Nonetheless, scholars are using this theoretical framework to study radical/planned change, which suggests that institutional theory, *prima facie*, can be extended to study this type of change initiatives. We argue that it the studies that extend theories are missing the opportunity to achieve two significant contributions. One, every theory consists of a set of underpinning assumptions and where the theory is being extended beyond its original boundaries, new assumptions need to established to ensure that the findings and contributions are being built on solid foundations. Arguably, studies that fail to make these assumptions explicit are building their arguments in a theoretical space which is unsupported. We contend that many theories used for the study of change are still premised on inappropriate assumptions. The opportunity to add to and extend existing theories for the study of change should not be missed. Two, where existing theories cannot be extended, change scholars have the possibility of developing theories that are specific to the field. Many of the studies of change ‘borrow’ theories from other fields because there are so few theories developed from within the field of change. Researchers have the opportunity to develop change-specific theories that are relevant to field.

In contrast, studies that use dynamic capabilities arguably may have a more natural fit as the theoretical lens for the study of radical /planned change. Eisenhardt and Martin (2000) argue that dynamic capabilities in high velocity markets are unpredictable and unstable. There are high levels of ambiguity, organisational boundaries become blurred, and structures and business models become fluid; changes are nonlinear (p.21). These conditions are not dissimilar to those found in organisations during periods of radical change.

We contend that the twenty empirical studies that form the basis of this paper have all made a contribution to the field of change. Their contributions are to the field in general and not to the particular type of change they have studied. We argue that when undertaking a study *of* change it is important to look at the type of change being investigated so that generalisations have greater clarity, reliability and validity. Relating this to the Change Theory Classification Framework researchers are encouraged to locate their study on the framework so that they can make specify their contribution to one of the four quadrants.

Researchers typically justify their choice of theory based on the topic they choose to study and to support their research question. The twenty empirical studies located in the framework used different theories to study diverse topics *of* change. We argue that for

greater alignment between the three factors in any study of change: topic, theory and location in framework. For example in the planned / radical change Morgan and Zeffane (2003) studied the relation between HR manager’s role and building trust with employee during the change process. A trust theory was chosen to understand how manager can maintain trust level with employee while carrying on the change phases. The extent to which trust theory illuminates planned / radical change lacks clarity. Sillince et al. (2001) chose institutional theory to study the need for new practices within the health sector. Both studies are examples of choices based on the relevance between the theory and the topic, without consideration of the type of change being researched.

We argue that choosing a theory in relation to the topic is necessary but not sufficient to provide deeper insights into the subject of change nor do such studies help develop a stronger theoretical underpinning of the field. We proposing that future studies could benefit by selecting one or more theories not only based on the topic but also in relation to the type of change they are interested in researching. Lewin and Volberda developed coevolution framework to explain the mutation process of the strategy of new organizational forms and if we were to generalize this framework it is unclear whether the framework can apply to changes in all or only some quadrants of the framework.

The framework raises an uncomfortable issue. There are studies where the topic of interest falls in one quadrant of the framework yet the theory used to frame the study is inappropriate for that study. The extent to which the findings and conclusions can be relied upon is questionable.

Future Direction, Conclusions, Limitations

This study raises a number of questions which forms the basis for further work. Are certain theories more or less relevant to studies located in different quadrants? For instance, we will examine specific theories such as trust in order to determine whether that theory can truly be used to study change under planned / radical change or not. This will require a thorough examination of the underpinning assumptions of the theory. Each theory examined my need to be changed or extended to ensure researchers can rely on the theory to provide insightful and meaningful contributions to the field of change.

In conclusion, this study examines theories used in the study *of* change. We developed the Change Theory Classification Framework to provide a way of thinking about theories used to study change. The framework consists of two dimensions. One is based on the nature of the change – is the change radical or incremental. This continuum suggests that change can be between the two extremes as well. The other dimension is based on the way change unfolds in practice in organisations – is the change planned or emergent. These two dimensions form four quadrants that create a space in which researchers can locate their work. They are able to choose theories that align with their location in the framework. More importantly, they are able to extend existing theories to support the field of change management or create new theories where existing theories are too inflexible or unable to support the realities facing organisations in the coming decade.

This study has a number of limitations which we expand upon. The systematic literature review is based on articles contained in the EBSCO database. In our further work, we will expand this to Proquest and Scopus. There are a limited number of papers included in the review because of the search criteria used. In particular, we chose to focus on empirical research papers. This limitation can be overcome by replicating our systematic literature review methodology and broadening the criteria to include conceptual papers as well. Lastly, we located the papers onto the framework based on inferences from in-depth analysis of the papers. We may have misallocated papers because the authors did not have in mind the classification schema that we propose in this paper at the time of writing. Nevertheless, we believe that the choices and decisions we made are clear.

Table 1: Systematic Review Steps	
Steps	EBSCO
First Hit	142,346
Journals included in ABS List	7,776
Empirical Research	1,015
Reading Abstract	59
Analyzing the Articles	20

Table 2: Summary of implicating the systematic literature review

Tranfield et al. (2003) Approach	Implantation of Tranfield’s approach
Stage I: planning the review	<ul style="list-style-type: none"> • Determining search area • Setting search criteria and limitations • Developing search protocol
Stage II: conducting the review	<ul style="list-style-type: none"> • Conducting the search • Setting review and selection parameters • Setting up documentation forms • Examining the articles and fulfilling the forms
Stage III: reporting and dissemination	<ul style="list-style-type: none"> • Setting up the report aspects • Reviewing the selected articles in more depth • Deriving the conclusion linked with the contribution

Incremental  Radical

Figure 1: The Radical / Incremental dimension

Emergent  Planned

Figure 2: The Planned / Emergent dimension

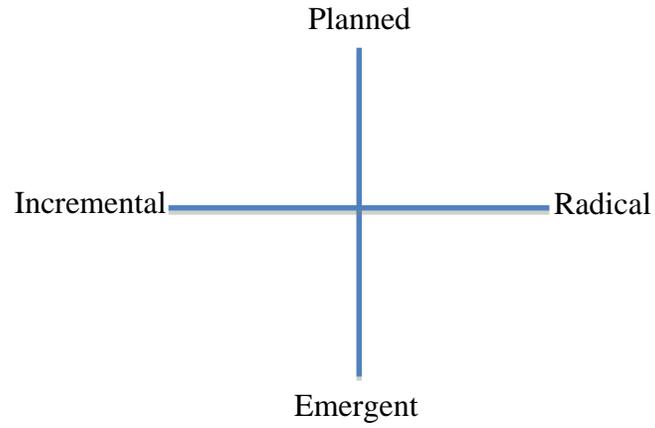


Figure 3: The Change Theory Classification Framework

Table 3: Research Papers of Planned / Radical Quadrant

No	Authors / Year	Theory Used	Focus	Findings
1	LEWIN, A.Y. and VOLBERDA, H.W., 1999	Intentionality theory	Coevolution framework contribution to mutation process of the existing organizational stock	Relevance of coevolutionary models applied in organisational change studies
2	NOON, M., JENKINS, S. and LUCIO, M.M., 2000	Management	The effect of the traditional management practices and change initiatives.	Manager’s thoughts can be involved in fading old ideas and applying new ones
3	SILLINCE, J.A.A., HARINDRANATH, G. and HARVEY, C.E., 2001	Institutional	The need of new practices when institutionalization in health sector.	Motives and rhetorical requirements changed due to the shift of political process from recognition, to transition, to consolidation.
4	CHREIM, S., 2002	Unfreezing’ in Lewin’s theory	Understanding both changes on individuals and organization level to enhance change	The importance of involving individuals in organisations during the change process
5	MORGAN, D.E. and ZEFFANE, R., 2003	Trust	Relationship between change and trust for HRM	The importance of a senior manager’s role in controlling the change process.
6	WINTHER, L., 2003	Evolutionary and Institutional Economic	Study the change in organizations of the European local production systems and organizations network	Organisation networks are varied and include new competitive strategies
7	ERIKSSON, M. and SUNDGREN, M., 2005	Theory E and O	Managing change activities at large pharmaceutical organizations.	Shared language and communicating had a positive impact on the level of accepting the change process
8	MURATBEKOVA-TOURON, M., 2005	Theory of change	Organizational culture change processes	Cultural change takes place even though the organisation may want to keep old values and practices
9	STEBBINGS, H. and BRAGANZA, A., 2009	Social and actor network theories, resource based view, stakeholder	Study how organization build network linkage to enable transformation	Network aspects enable managing complex change and developing competitive advantages.
10	ASHURST, C. and HODGES, J., 2010	Dynamic Capabilities	The benefits of investing in IT-enable change	Organisations should attempt a number of steps to develop competency

Table 4: Research Papers of Planned / Incremental Quadrant

No	Authors / Year	Theory Used	Focus	Findings
1	FORD, M.W. and GREER, B.M., 2005	Change	Management control system role in accomplishing planned change	Managers do not use control systems as required
2	ALFES, K., TRUSS, C. and GILL, J., 2010	Inductive	HR role during change process	HR department is not always successful in implementing the Change Driver Approach
3	PENNINGS, J.M. and WEZEL, F.C., 2010	Demographic diversity theory	Demographic change in management effects on organizational survival	Established and long-time management teams are unhealthy because new ideas and results comes when a new management team joins
4	SPICER, D.P., 2011	Cognitive mapping and personal construct	Managerial perspectives regarding changing organizational culture	Managers who follow explicit program can reach to successful culture change
5	SAKHARTOV, A.V. and FOLTA, T.B., 2013	Behavioural	Comparative testing two distinct assumptions of behavioral theory.	Recommendations for comparative testing were efficient at minimizing the Type I and II

Table 5: Research Papers of Emergent / Radical Quadrant

No	Authors / Year	Theory Used	Focus	Findings
1	ROMANELLI, E. and TUSHMAN, M.L., 1994	Punctuated Equilibrium	Study consequences of revolutionary transformation	Most large transformations arise from discontinued changes through most or all activities in an organisation
2	BATE, P., KHAN, R. and PYE, A., 2000	Mainstream	Studying change phases with focus on which to reframe the culture-structure	Bringing together design and development, structure and culture could then blend into a single cultural form
3	MEYER, A.D., GABA, V. and COLWELL, K.A., 2005	Research in Institutional	Occurrence of discontinuous change within organization	Studying histories of the organisation field with the attention to the turning points when discontinued changes take place and field is away from equilibrium
4	NEVES, P., 2009	Social Learning	Change impact on the employees behaviors and turnover	Introducing individual change, and transforming employees to be change agents themselves so they may participate in the institutionalisation phase

Table 6: Research Papers of Emergent / Incremental Quadrant

No	Authors / Year	Theory Used	Focus	Findings
1	STAUDENMAYER, N., TYRE, M. and PERLOW, L., 2002	Theory problems provoke adaptation	Explore the process of where change occurred	Time and events can facilitate organisational change

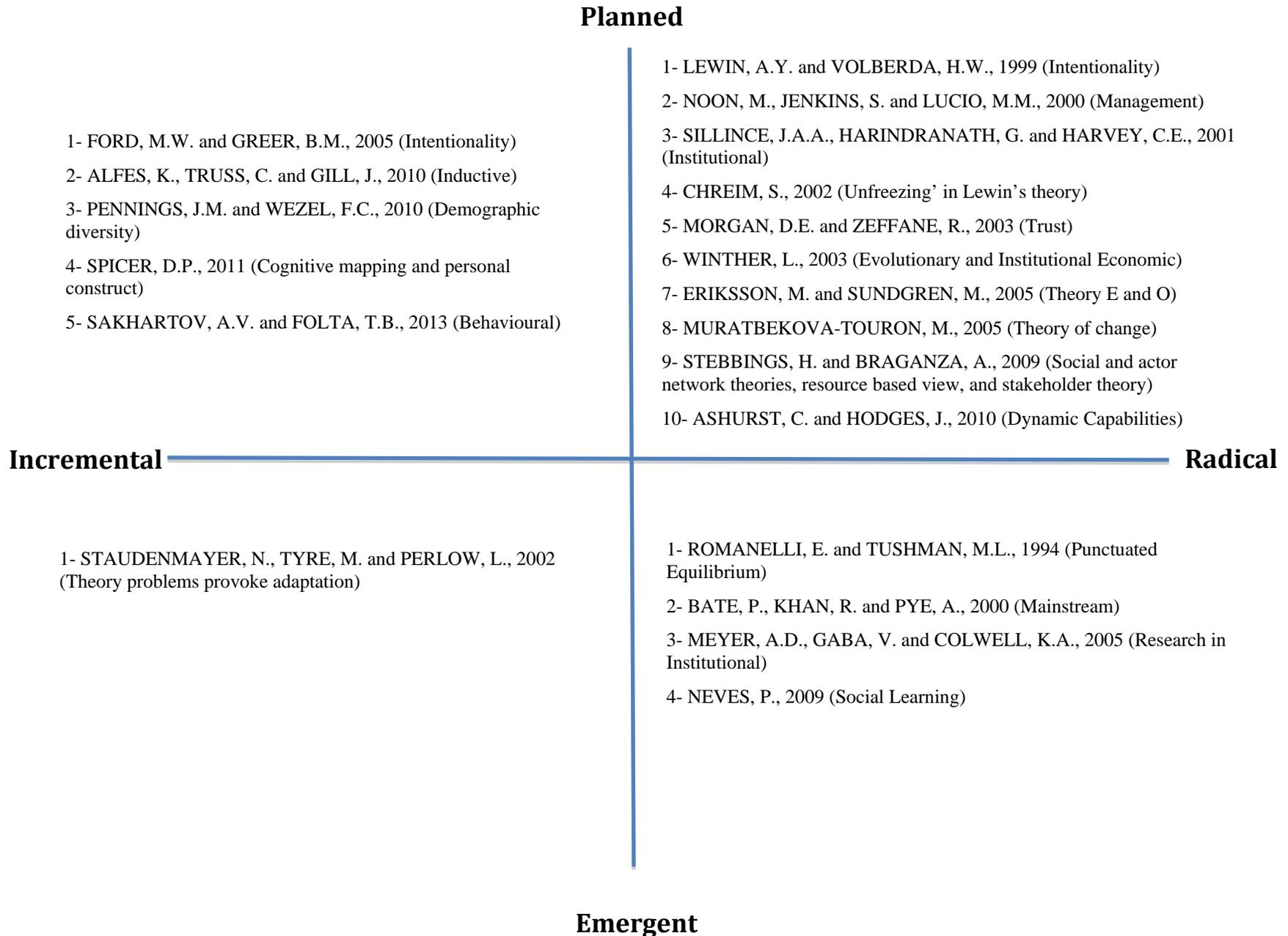


Figure 4. The Classification Framework
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