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List of Figures

Figure	Description	Page
Figure 2:1	Tuckman's stages of group development	21
Figure 2:2	A group and "organization" formed in conversation	23
Figure 2:3	Conversational Interaction for meaning making & giving, and the legitimization of those meanings	28
Figure 2:4	Berger and Luckmann's four levels of legitimation	34
Figure 3:1	Front, second and subsequent pages of the field notes template	52
Figure 3:2	Free flow recording with no names	52
Figure 3:3	Sample of handwritten field notes	55
Figure 3:4	40g iPod with a Belkin microphone	56
Figure 5.1	Commencing conversations: initiating change	104
Figure 5.2	Commencing conversations: developing the potential for change	106
Figure 5.3	Commencing conversations: initiating shared meaning	107
Figure 5.4	Confronting conversations: conflict and differing views	109
Figure 5.5	Conforming conversations: aligning perspectives	115
Figure 5.6	Coalescing conversations: change in practice	118
Figure 5:7	Linking Stages of Group Development, Change Management Conversational Themes, and Levels of Legitimation	123

Definitions

1. Behavioural norms: the power to influence or direct people's behavior or the course of events, something that is usual, typical, or standard
2. Claiming legitimacy: The focus of the conversation assuming something to be real or fact
3. Creating legitimacy: to make legitimate; justify or make lawful, create conditions for conformity to law or rules
4. Explaining: to make an idea, situation, or issue clear to someone by describing it in more detail or revealing relevant facts or ideas, an account for an action or event by giving a reason as an excuse or justification
5. Goals or purpose: the object of a person or group's ambition or effort; an aim or desired result, the reason for which something is done or created or for which something exists
6. Justifying: show or prove to be right or reasonable
7. Middle Management personnel: reporting to senior management, and supervising non-management personnel
8. Organization: (noun) a group of people working together to achieve a common purpose
9. Organization: (verb) a form of life that structures and expresses a social context
10. Negotiating: trying to reach an agreement or compromise by discussion with others
11. Non-Management personnel: rank-and-file, staff members, non-executive, staff
12. Resisting or opposing: withstand the action or effect of something or some one, disapprove of and attempt to prevent

13. Roles or position: the function assumed or part played by a person in a particular situation, a person's place or rank in relation to others
14. Sense making: the attempt to make sense of an ambiguous situation. More exactly, sensemaking is the process of creating situational awareness and understanding in situations of high complexity or uncertainty in order to make decisions
15. Senior Management personnel: those responsible for managing the business as agents of the shareholders
16. Supporting or agreeing: have the same opinion about something; concur

Appendices

Appendix A: The semi-structure interviews questionnaire

Appendix B: University of New England's Human Ethics Committee approvals

Appendix C: The field notes template

Appendix D: The online questionnaire and results

Appendix A: The semi-structure interviews questionnaire

1. The questionnaire
2. Purpose and commitment statement
3. Consent form

1. The questionnaire

	<p style="text-align: center;">INTERVIEW / SURVEY QUESTION GUIDE</p> <p style="text-align: center;">The following questionnaire is part of a PhD research project conducted by Alan O'Neill and has been questionnaire by the Human Ethics Committee (code #) when completed please send this as an attachment to an e-mail to oneill2u@mac.com</p>
<p>Introduction, overview and instructions.</p>	<p>Thank you for taking the time to complete this questionnaire. Your personal responses will be kept confidential. What you are being asked to consider is your experience as someone who is currently in, or who has within the last twenty four months, participated in or been affected by a departmental or organisational wide change initiative that was instigated and lead by one or more of your company's senior managers.</p>
<p>The aim of this research</p>	<p>The aim of this research is to explore the role conversations play in determining how groups, and members of organisational groups, respond or react to a management lead change initiative. Please do not limit your replies to just impressions or events that took place in a formal organisational setting. You may include events or conversations that took place in informal or unofficial settings as well.</p>
<p>General Information</p>	
<p>Date:</p>	
<p>Time of interview: Applicable to interview only</p>	
<p>Name: (optional)</p>	
<p>Company:</p>	
<p>1. How many years have you been with the company?</p>	
<p>2. What is your title?</p>	
<p>3. What are your general responsibilities? (Briefly describe)</p>	
<p>4. What grade or level are you in the organisation? (i.e. a senior manager, manager, supervisor, or staff member, etc)</p>	
<p>5. If you are a manager or supervisor, how many people report to you?</p>	
<p>6. How many layers of management are between you and the CEO / MD?</p>	
<p>Questions about the change initiative</p>	
<p>7. Why, in your view, did senior management feel there is (was) a need for a change initiative or programme?</p>	

8. What, in your view, is (was) the change initiative or programme specifically seeking to achieve?	
9. How, in your view, is (was) the change initiative implemented? What were the specific steps or activities?	
10. Does (or did) the change initiative seek to change your role in any way, and if so how?	
11. Does (or did) the change initiative seek to change the primary purpose or goals for you or your work group, and if so how?	
12. Does (or did) the change initiative seek to change company policy or rules, and if so how?	
13. Does (or did) the change initiative seek to change behavioural norms, and if so how?	
14. Does (or did) the change initiative seek to change work processes or procedures, and if so how?	
15. How did people in your work group respond or react to the change initiative when it was first introduced?	
16. How did the people below you respond or reacted to the change initiative when it was first introduced?	
17. How did other work groups respond or react to the change initiative when first introduced?	
18. Approximately how much time a day is (or was) spent <i>formally</i> in company time discussing the change initiative with senior management?	
19. Approximately how much time a day is or was spent <i>informally</i> in company time discussing the change initiative with senior management?	
20. Approximately how much time a day is or was spent <i>formally</i> in company time discussing the change initiative with your work group colleagues?	
21. Approximately how much time a day is (or was) spent <i>informally</i> in company time discussing the change initiative with your work group colleagues?	

22. If it is difficult estimating approximately how much time a day is (or was) spent discussing the change initiative, did you spend more time discussing the change initiative with your work group colleagues <i>formally</i> or <i>informally</i> ?	
23. When you discuss(ed) the change initiative with your work group colleagues what is or was the main topic or topics of conversation about?	
24. When you discuss(ed) the change initiative with <i>other</i> work group colleagues what is (or was) the main topic or topics of conversation about?	
25. When you discuss(ed) the change initiative with your senior manager(s) what is (or was) the main topic or topics of conversation about?	
The implementation phase	
26. Does (or did) the change initiative change your role in any way, and if so how?	
27. Does (or did) the change initiative change the primary purpose or goals for you or your work group, and if so how?	
28. Does (or did) the change initiative change company policy or rules, and if so how?	
29. Does (or did) the change initiative change behavioural norms, and if so how?	
30. Does (or did) the change initiative change work processes or procedures, and if so how?	
31. How do (or did) people in your work group respond or react to the change initiative?	
32. When people in your work group discuss (ed) the change initiative what is (or was) the main topic or topics of conversation about?	
33. How do (or did) the people below you respond or react to the change initiative?	
34. When people below you discuss(ed) the change initiative what is (or was) the main topic or topics of conversation about?	
35. How do (or did) other work groups respond or react to the change initiative?	

36. When people in other work groups discuss(ed) the change initiative what is (or was) the main topic or topics of conversation about?	
37. Is (or was) your perceptions of the change initiative influenced by the conversations you have (or had) with senior management.....(tick one)	<input type="checkbox"/> To a very great degree <input type="checkbox"/> To a large degree <input type="checkbox"/> To a degree <input type="checkbox"/> To less of a degree <input type="checkbox"/> To no degree
38. Is (or was) your perceptions of the change initiative influenced by the conversations you have (or had) with your manager.....(tick one)	<input type="checkbox"/> To a very great degree <input type="checkbox"/> To a large degree <input type="checkbox"/> To a degree <input type="checkbox"/> To less of a degree <input type="checkbox"/> To no degree
39. Is (or was) your perceptions of the change initiative influenced by the conversations you have (or had) with members in your work group.....(tick one)	<input type="checkbox"/> To a very great degree <input type="checkbox"/> To a large degree <input type="checkbox"/> To a degree <input type="checkbox"/> To less of a degree <input type="checkbox"/> To no degree
40. Is (or was) your perceptions of the change initiative influenced by the conversations you have (or had) with members of other work groups.....(tick one)	<input type="checkbox"/> To a very great degree <input type="checkbox"/> To a large degree <input type="checkbox"/> To a degree <input type="checkbox"/> To less of a degree <input type="checkbox"/> To no degree
Evaluating the change initiative	
41. Officially (senior management's opinion) is (or was) the change initiative or programme a success or failure? Why?	
42. What criteria does (or did) senior management use to determine if it is (or was) a success or a failure?	
43. In your opinion is (or was) the change initiative or programme a success or a failure? Why?	
44. What criteria do (or did) you use to determine if it is (or was) a success or a failure?	
45. In your view, how have things in your organisation changed as a result of the change initiative or programme?	
46. What activities did you feel helped the change initiative?	
47. What activities did you feel hindered the change initiative?	

<p>48. General Comments: Please feel free to write or add any comments about the change initiative or this questionnaire</p>	
<p>Confidentiality and Data Security</p>	<p>Again, thank you for your participation in this survey. Your anonymity and the confidentiality of your responses will be maintained. The results of the questionnaire will not be made public in any form that could lead to identification of participants; and finally, data obtained from the questionnaire will kept in a secure location at the University of New England and after a period of a maximum of five years the data will be destroyed.</p>
<p>Approval by Human Research Ethics Committee of the University of New England</p>	<p>This project has been approved by the Human Research Ethics Committee of the University of New England (Approval No., Valid to .././....)</p> <p>Should you have any complaints concerning the manner in which this research is conducted, please contact the Research Ethics Officer at the following address: Research Services University of New England Armidale, NSW 2351. Telephone: (02) 6773 3449 Facsimile (02) 6773 3543 Email: Ethics@management's</p>
<p>Consent</p>	<p>“Your decision to complete and return the questionnaires is taken as consent that you have read the information above and understand the procedures, that your questions have been answered to your satisfaction, that you understand that you don’t have to answer any question, that you may withdraw from the study by not returning the questionnaire, and that you have freely chosen to participate in this study. Should you choose to participate by responding and returning the attached questionnaires, please remove and keep this page for your own reference. I agree to participate in this study and that research data gathered for the study may be published, provided my name is not used. The return of the questionnaire indicates my freely given consent to be a participant in this research.”</p>

2. Purpose and commitment statement

Purpose of the study

Thank you for taking the time to take part in this interview. What you are being asked to consider is your experience as someone who is currently in, or who has within the last twenty four months, participated in or been affected by a departmental or organisational wide change initiative that was instigated and lead by one or more of your company's senior managers.

The aim of this research is to explore the role conversations play in determining how groups, and members of organisational groups, respond or react to a management lead change initiative. Please do not limit your replies to just impressions or events that took place in a formal organisational setting. You may include events or conversations that took place in informal or unofficial settings as well.

This project has been approved by the Human Research Ethics Committee of the University of New England (Approval No:HE04/185, Valid to:19/11/05).

My commitment to you

Your anonymity and the confidentiality of your responses will be maintained. The results of the questionnaire will not be made public in any form that could lead to identification of participants; and finally, data obtained from the questionnaire will be kept in a secure location at the University of New England and after a period of a maximum of five years the data will be destroyed.

Yours sincerely

Alan O'Neill

PhD Student New England Business School University of New England NSW 2351,
Australia aoneill2@pobox.une.edu.au Telephone: (61-2) 6772 2773

3. Interview consent Form

Interview Consent Form

I do of my own free will consent to take part in this interview conducted by Alan O'Neill, who is a PhD Student with The New England Business School, University of New England, NSW, Australia. I also give permission for the interview to be recorded solely for the purpose of transcribing comments so they can be used as research data. I understand the purpose of the interview is to collect information that will be used for a PhD research project that has been approved by the Human Research Ethics Committee of the University of New England (Approval No: HE04/185) and that the data gathered for the study may be published, provided my name is not used.

I also understand that I may withdraw from the interview at any stage and can do so by calling the interview to an end.

Signed by:

Name: _____

Signature: _____

Date: _____

Appendix B: University of New England's Human Ethics Committee approvals

1. Human Research Ethics Committee of the University of New England (Approval No:HE04/185, Valid to:19/11/05)
2. Human Research Ethics Committee of the University of New England (Approval No:HE07/019, Valid to:26/2/08)

**1. Human Research Ethics Committee of the University of New England
(Approval No:HE04/185, Valid to:19/11/05)**

From: "Fiona Prater" <fprater@pobox.une.edu.au>

Date: 19 November 2004 8:05:40 AM

To: "'Alan O'Neill'" <oneill2u@iprimus.com.au>

Subject: RE: HREC conditions for "A study of the central role of conversation...."

Dear Alan,

You have met the conditions listed by the HREC but I've just picked up a couple of things that ought to or could be included in the Information Sheet for Participants:

the project title, the fact that you are undertaking the research as part of your study for a PhD, an offer to answer any questions from participants and information on how participants might access results.

The Information Sheet should include the following:

This project has been approved by the Human Research Ethics Committee of the University of New England (Approval No:HE04/185, Valid to:19/11/05).

It would be preferable for all of the above to be included. When you have incorporated changes, I would appreciate a copy of the revised version for the file. An electronic copy is fine. Rather than hold you up just for revisions of the information sheet, I have listed your approval number below.

Your HREC approval number is: HE04/185, valid until 19/11/05.

The Human Research Ethics Committee may grant approval for up to a maximum of three years.

For approval periods greater than 12 months, researchers are required to submit an application for renewal at each twelve-month period. All researchers are required to submit a Final Report at the completion of their project. The Renewal/Final Report Form is available at the following web address: http://rs-nt-10.une.edu.au/Home/V_2_1/ecforms.html

The *NHMRC National Statement on Ethical Conduct in Research Involving Humans* requires that researchers must report immediately to the Human Research Ethics Committee anything that might affect ethical acceptance of the protocol. This includes adverse reactions of participants, proposed changes in the protocol, and any other unforeseen events that might affect the continued ethical acceptability of the project.

In issuing this approval number, it is required that all data and consent forms are stored in a secure location for a minimum period of five years. These documents may be required for compliance audit processes during that time. If the location at which data and documentation are retained is changed within that five year period, the Research Ethics Officer should be advised of the new location.

Regards,

Fiona

2. Human Research Ethics Committee of the University of New England (Approval No:HE07/019, Valid to:26/2/08)



RESEARCH SERVICES

Armidale NSW 2351 Australia
Telephone (02) 6773 2070, Fax (02) 6773 3543

HUMAN RESEARCH ETHICS COMMITTEE

MEMORANDUM TO: A/P M Jabri/A/P A Sheridan/Mr A O'Neill
New England Business School

This is to advise you that the Human Research Ethics Committee has approved the following:

PROJECT TITLE: The role of conversation and its influence on how organizational groups respond to management leadership change.

COMMENCEMENT DATE: 26/2/2007

COMMITTEE APPROVAL No.: HE07/019

APPROVAL VALID TO: 26/2/2008

COMMENTS: Nil. Conditions met in full.

The Human Research Ethics Committee may grant approval for up to a maximum of three years. For approval periods greater than 12 months, researchers are required to submit an application for renewal at each twelve-month period. All researchers are required to submit a Final Report at the completion of their project. The Progress/Final Report Form is available at the following web address: http://www.une.edu.au/research-services/ethics/hrec_pages/final.report.doc

The *NHMRC National Statement on Ethical Conduct in Research Involving Humans* requires that researchers must report immediately to the Human Research Ethics Committee anything that might affect ethical acceptance of the protocol. This includes adverse reactions of participants, proposed changes in the protocol, and any other unforeseen events that might affect the continued ethical acceptability of the project.

In issuing this approval number, it is required that all data and consent forms are stored in a secure location for a minimum period of five years. These documents may be required for compliance audit processes during that time. If the location at which data and documentation are retained is changed within that five year period, the Research Ethics Officer should be advised of the new location.

26/2/2007



Andrea Sjovall
Secretary

Appendix C: The field notes template

Appendix D: The online questionnaire and results

1. The online questionnaire
2. The results

1. The questionnaire



PhD Project: The Role of conversation in organizational change

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PhD Research Project



Page 1 - Heading

The aim of this research is to understand the role normal talk or every day conversation plays in management lead change, and to what degree normal talk or every day conversation influences the outcome of a change process.

The questionnaire is divided into 4 parts: 1) some basic background information on you; 2) information on the change initiative you will make your comments about; 3) your views of the change initiative in question; & 4) the results or outcome of the change initiative, if completed.

Page 1 - Heading

1) BACKGROUND INFORMATION:

The aim of the following questions is to give me some basic information on your current role etc., in the organization.

Page 1 - Question 1 - Choice - One Answer (Drop Down)

How many years have you been with the company?

- 0 - 1 years
- 1 - 3 years
- 3 - 5 years
- 5 - 10 years
- More than 10 years

Page 1 - Question 2 - Choice - One Answer (Drop Down)

What function or area do you work in?

- Sales / Customer Service
- Marketing
- Engineering
- Finance
- Human Resources (HR)
- Research and Development (R&D)
- Administration
- Legal
- Information Technology (IT)
- Manufacturing
- Operations
- Public Relations (PR)
- Other

What grade or level are you in the organization?

- CEO, Managing Director, President
- Director, Vice President (CFO, COO, CIO etc)
- Department Head
- Manager
- Supervisor / Team Leader
- Staff Member
- Other

If you are in a management role, how many people report directly to you?

- 1 - 5 people
- 5 - 10 people
- 10 - 15 people
- 15 or more people

How many layers of management are between you and the most senior person (CEO / MD etc) of your organization?

- 1
- 2
- 3
- 4
- 5
- 6
- More

Think about a management lead change initiative that you have been a part of in your organization within the last 12 - 24 months. What was the main focus or theme of the change initiative? You may choose more than one item but if possible select only the MAIN focus or theme.

- Improve Customer Service
- Introduce New Technology (new software or hardware)
- Produce Growth
- Enter New Markets
- Reduce Costs or Waste
- Change the Organization's Culture
- Improve Work Processes
- Restructure Departments

What, in your view, is (was) the change initiative or programme specifically seeking to achieve? Please rank from what you consider to be the most likely reason to the least likely (1 highest or first and 2 second etc..)

	1	2	3	4	5	6	7
Improve profit	<input type="radio"/>						
Improve customer satisfaction	<input type="radio"/>						
Cut costs	<input type="radio"/>						
Improve employee morale	<input type="radio"/>						
Eliminate problems	<input type="radio"/>						
Take advantage of market opportunities	<input type="radio"/>						

Page 2 - Question 8 - Choice - Multiple Answers (Bullets)

How were you made aware of the change initiative? How was it FIRST introduced to you?

- By e-mail
- During a workshop / training session
- During a departmental meeting
- By my manager face-to-face
- Informally from others
- Other, please specify

Page 2 - Question 9 - Yes or No

When you first heard about the new initiative were you encouraged to discuss and question it?

- Yes
- No
- Comment

Page 2 - Question 10 - Choice - One Answer (Drop Down)

How many sessions / meetings did you have with management to explore or discuss the new initiative before it was launched?

- None
- 1
- 2
- 3
- 4
- More

Page 2 - Question 11 - Choice - Multiple Answers (Bullets)

How would you define the informing process? You may select more than one response. Was it

- Told what would happen - one way communication
- Encouraged to ask questions but for clarification only
- Encouraged to challenge, critique and or to provide input into what was proposed
- Other, please specify

Page 2 - Question 12 - Choice - One Answer (Bullets)

How did your manager / supervisor respond or react to the change initiative when it was first introduced?

- Positively
- Neutrally
- Negatively
- Didn't care
- Other, please specify

Page 2 - Question 13 - Choice - One Answer (Bullets)

How did you respond or react to the change initiative when it was first introduced? How did you talk to others about the change initiative?

- Very Positively
- Positively
- Neutrally
- Negatively

- Very negatively
- Didn't care
- Other, please specify

Page 2 - Question 14 - Choice - One Answer (Bullets)

How did the other people in your work group respond or react to the change initiative when it was first introduced? How did they generally talk about it?

- Very Positively
- Positively
- Neutrally
- Negatively
- Very negatively
- Didn't care
- Other, please specify

Page 2 - Question 15 - Choice - One Answer (Bullets)

How did other work groups respond or react to the change initiative when it was first introduced? How did they generally talk about it?

- Very Positively
- Positively
- Neutrally
- Negatively
- Very negatively
- Didn't care
- Other, please specify

Page 2 - Question 16 - Open Ended - Comments Box

When you discuss(ed) the change initiative with your work group colleagues what is or was the main topic or topics of conversation about?

Page 2 - Question 17 - Open Ended - Comments Box

When you discuss(ed) the change initiative with your senior manager(s) what is (or was) the main topic or topics of conversation about?

Page 2 - Question 18 - Yes or No

Did the change initiative change your existing role in any way, and if so how?

- Yes
- No
- Comment

Page 2 - Question 19 - Yes or No

Did the change initiative change the primary purpose or goals for you or your work group, and if so how?

- Yes
- No

- Comment

Page 2 - Question 20 - Yes or No

Did the change initiative change company policy or rules, and if so how?

- Yes
- No
- Comment

Page 2 - Question 21 - Yes or No

Did the change initiative change behavioural norms, and if so how?

- Yes
- No
- Comment

Page 2 - Question 22 - Yes or No

Did the initiative change work processes or procedures directly in any way, and if so how?

- Yes
- No
- Comment

Page 2 - Question 23 - Choice - One Answer (Bullets)

Is (or was) your attitude towards the change initiative influenced by the conversations you have (or had) with senior management.....(select one)

- To a very great degree
- To a great degree
- To a degree
- To less of a degree
- To no degree

Page 2 - Question 24 - Choice - One Answer (Bullets)

Is (or was) your attitude towards the change initiative influenced by the conversations you have (or had) with your manager.....(select one)

- To a very great degree
- To a great degree
- To a degree
- To less of a degree
- To no degree

Page 2 - Question 25 - Choice - One Answer (Bullets)

Is (or was) your attitude towards the change initiative influenced by the conversations you have (or had) with members in your work group.....(tick one)

- To a very great degree
- To a great degree
- To a degree
- To less of a degree
- To no degree

Page 2 - Question 26 - Choice - One Answer (Bullets)

Is (or was) your attitude towards the change initiative influenced by the conversations you have (or had) with members of other work groups.....(tick one)

- To a very great degree
- To a great degree
- To a degree
- To less of a degree
- To no degree

Page 2 - Question 27 - Choice - One Answer (Bullets)

Does senior management think the change initiative or programme is a success or failure?

- A success
- To early to tell
- Don't know
- A failure (stalling, not happening, lacking support, etc)
- Other, please specify

Page 2 - Question 28 - Choice - One Answer (Bullets)

Do you think the change initiative or programme is a success or failure?

- A success
- To early to tell
- Don't know
- A failure (stalling, not happening, lacking support, etc)
- Other, please specify

Page 2 - Question 29 - Choice - One Answer (Bullets)

Do others below you think the change initiative or programme is a success or failure?

- A success
- To early to tell
- Don't know
- A failure (stalling, not happening, lacking support, etc)
- Other, please specify

Page 2 - Question 30 - Open Ended - Comments Box

What do you feel helps(ed) the change initiative to be successful?

Page 2 - Question 31 - Open Ended - Comments Box

What do you feel prevents or hinders(ed) the change initiative from being successful?

Page 2 - Question 32 - Open Ended - Comments Box

If the change initiative could have been done again, what would you suggest to be done differently?

Please feel free to write or add any comments about the change initiative or this questionnaire

Page 2 - Heading

Again, thank you for your participation in this survey. Your anonymity and the confidentiality of your responses will be maintained. The results of the questionnaire will not be made public in any form that could lead to identification of participants; and finally, data obtained from the questionnaire will be kept in a secure location at the University of New England and after a period of a maximum of five years the data will be destroyed.

This project has been approved by the Human Research Ethics Committee of the University of New England (Approval No HE04/185)

Your decision to complete and send this questionnaire is taken as consent that you understand the procedures, that your questions have been answered to your satisfaction, that you understand that you don't have to answer any question, that you may withdraw from the study by not returning the questionnaire, and that you have freely chosen to participate in this study.

Thank You Page

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Screen Out Page

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Over Quota Page

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Survey Closed Page

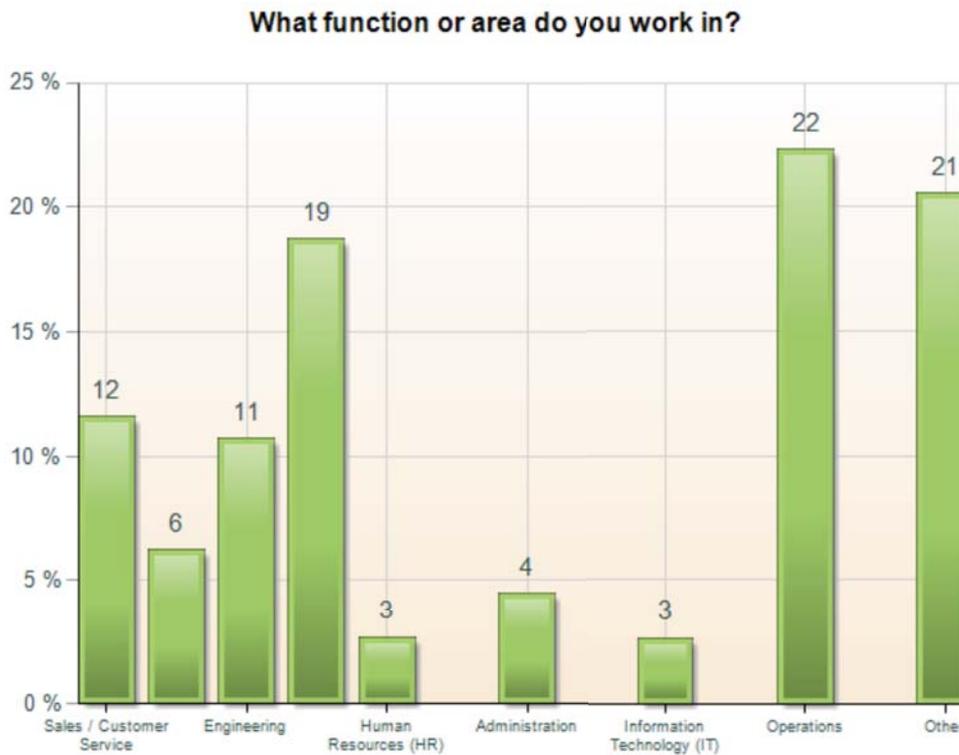
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2. The results (unedited)

Question 1:

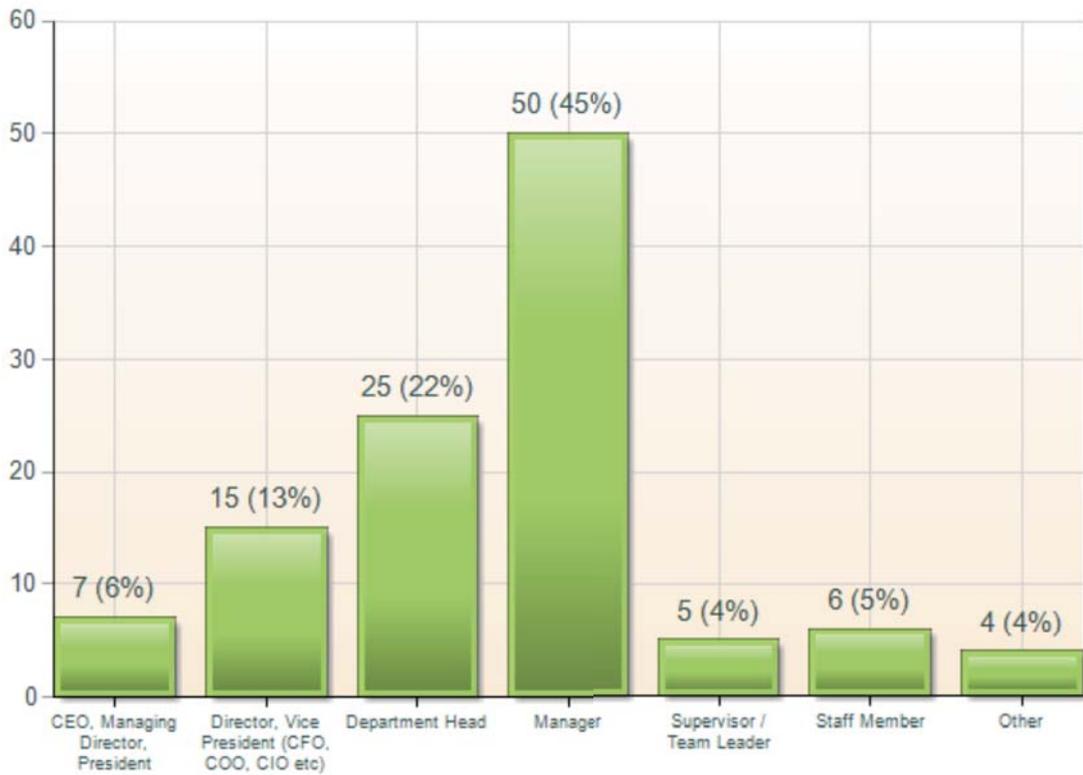


Question 2:



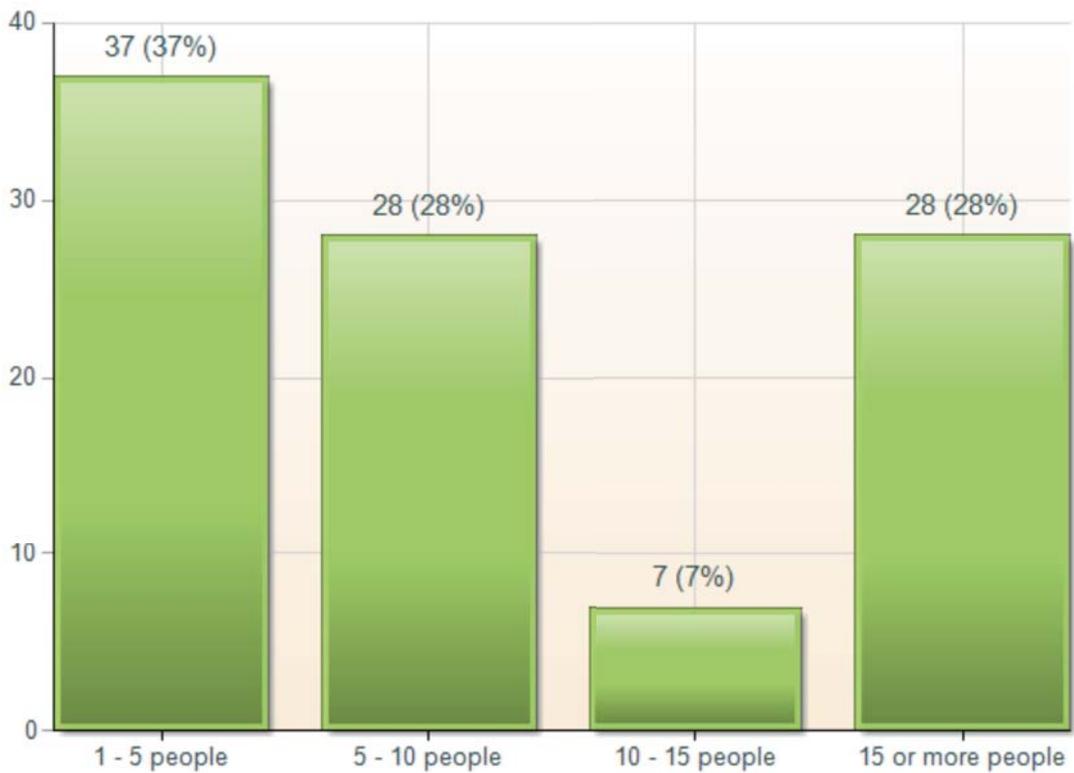
Question 3:

What grade or level are you in the organisation?



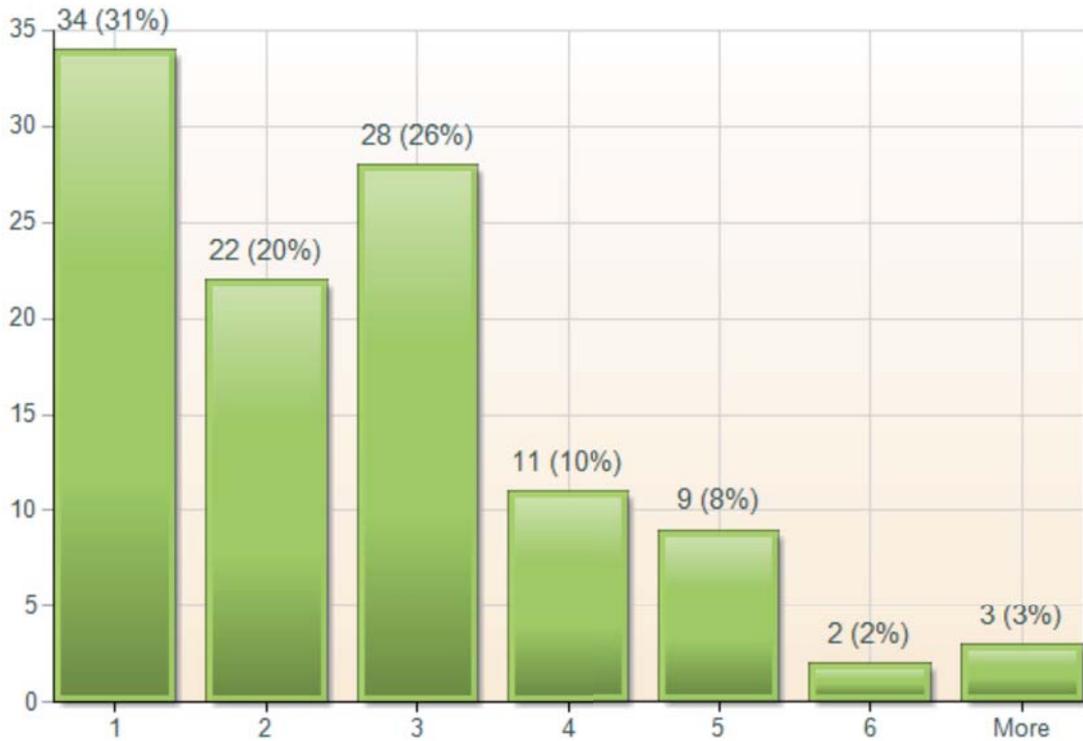
Question 4:

If you are in a management role, how many people report directly to you?



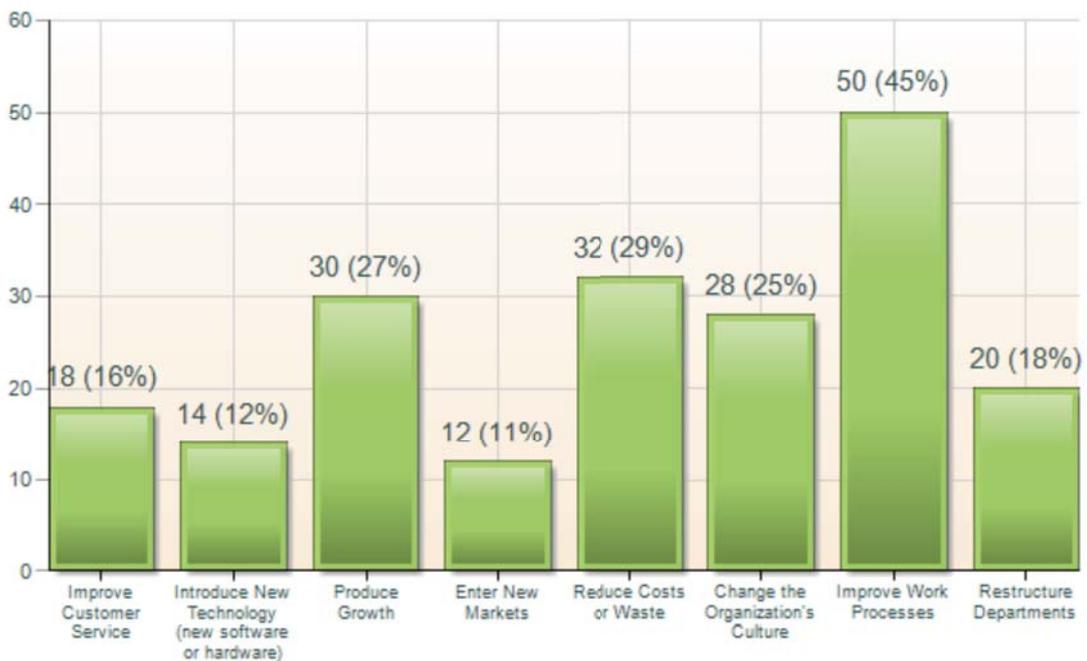
Question 5:

How many layers of management are between you and the most senior person (CEO / MD etc) of your organization?

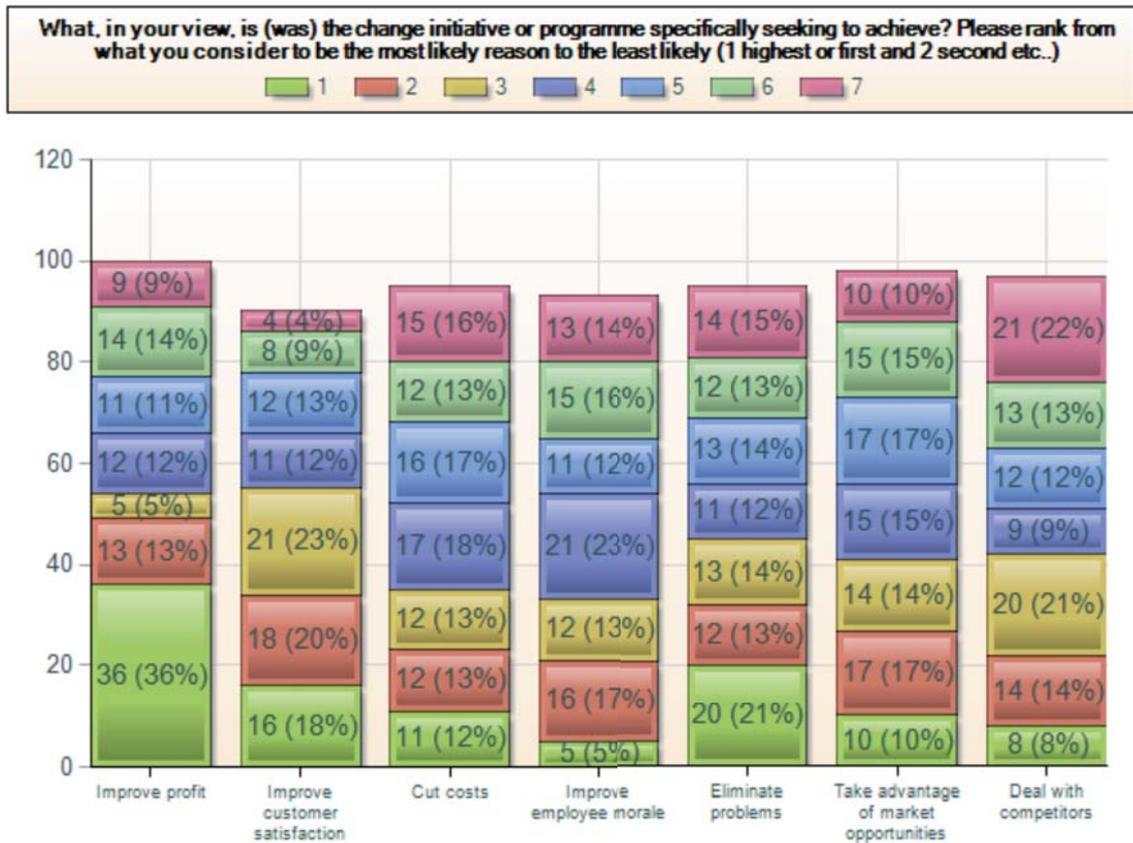


Question 6:

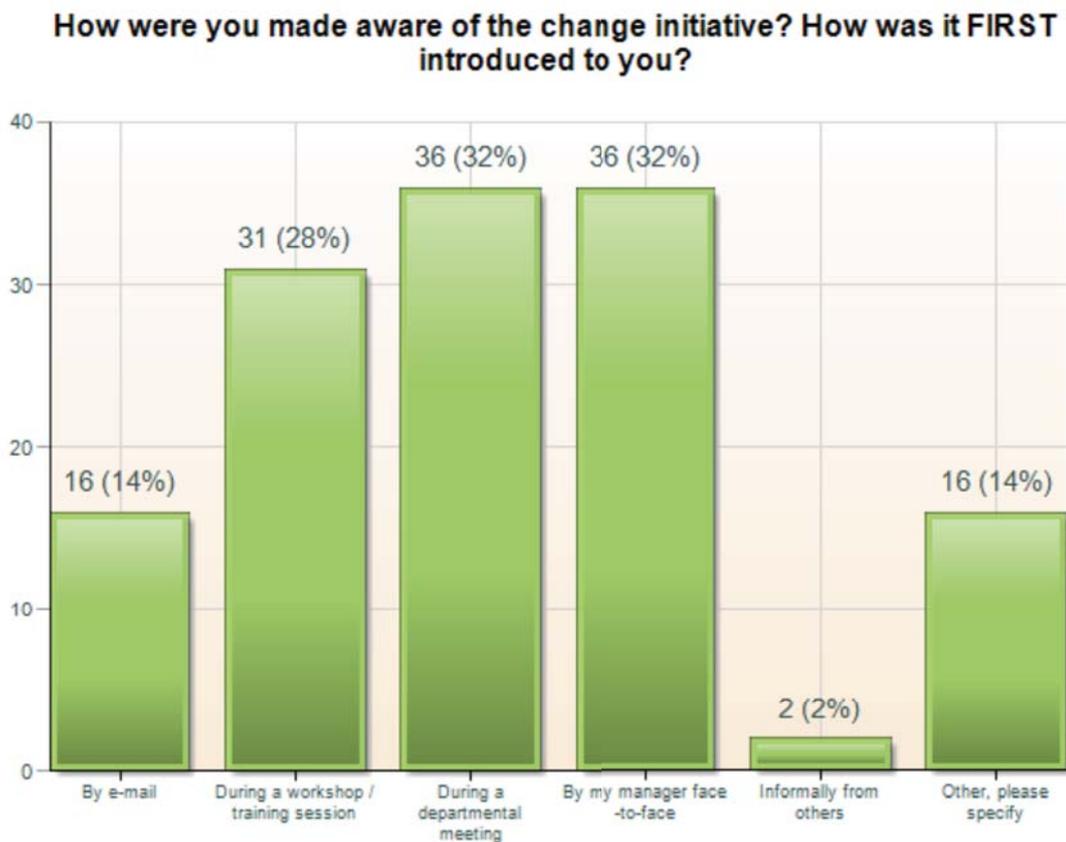
Think about a management lead change initiative that you have been a part of in your organization within the last 12 - 24 months. What was the main focus or theme of the change initiative? You may choose more than one item but if possible select only the MAIN focus or theme.



Question 7:

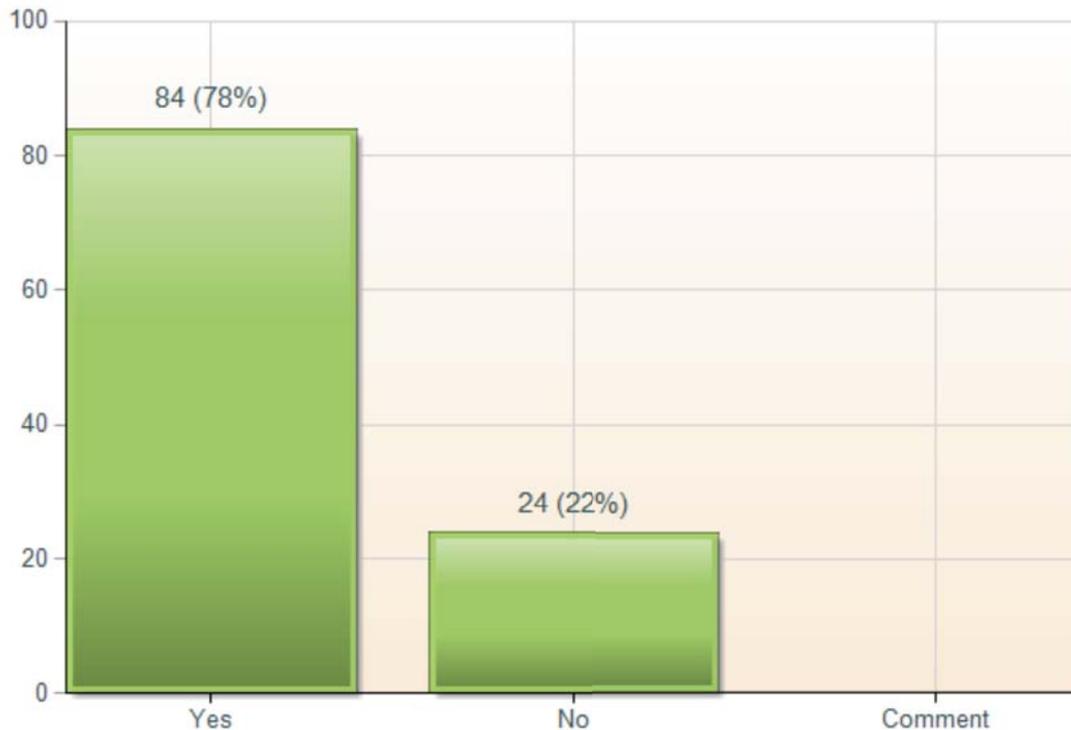


Question 8:



Question 9:

When you first heard about the new initiative were you encouraged to discuss and question it?



9. When you first heard about the new initiative were you encouraged to discuss and question it?

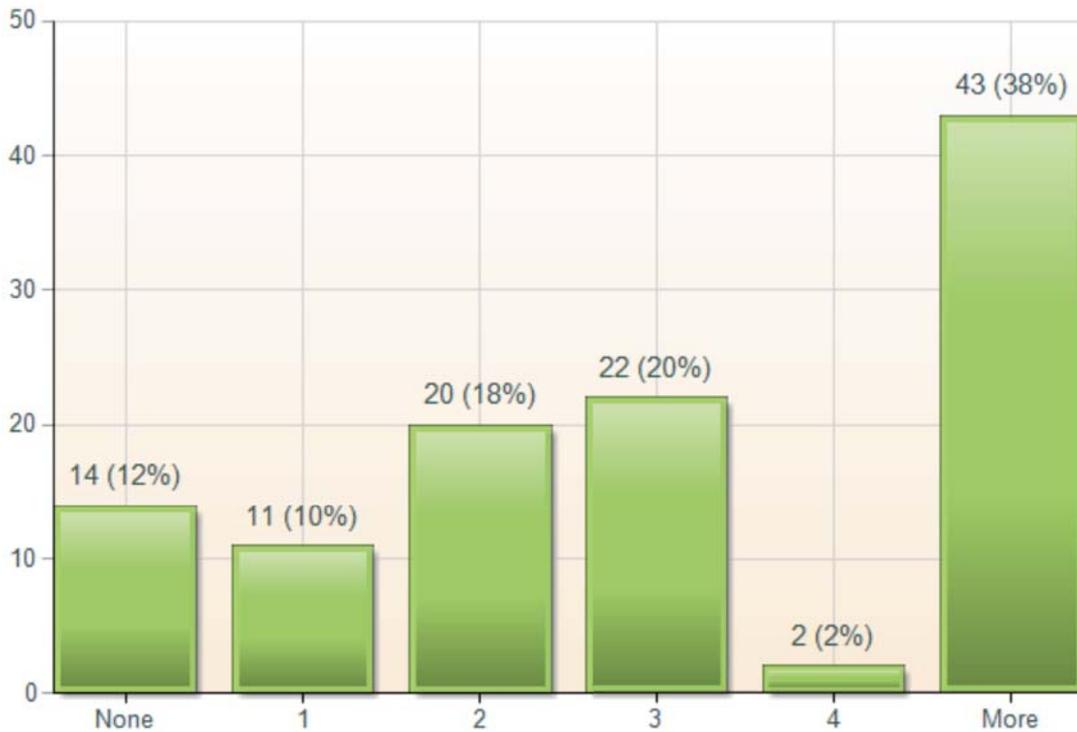
Response

- 1 We need to provide our feedback and thoughts against the change initiatives and have a proposal about how are we going to deliver the message to front line staff and also anticipating questions from them.
- 2 Sometimes yes but they are not really want to have further discuss or listen the comments about the new initiative
- 3 I was asked to share the view for the proposal.
- 4 It was important to understand what resource, target, timelines etc applied and ensure the goal/opportunity was clearly understood.
- 5 I had success with the change on another project and had self motivation to make the change more widespread in the organisation.
- 6 I have to understand the ultimate goal and also the procedures required
- 7 It was an order rather than discussion.
- 8 Felt it was another in a chain of safety initiatives
- 9 As CEO, I felt that cultural change to be the first priority. It embodies the entire non-formal way of work and behaviour.
- 10 discuss and design the system from concept through to completion

- 11 How, what and when.
- 12 We were allowed to question the detail but not question the overall rationale behind it.
- 13 I had chosen to form a project team involving the representatives from each of the different smaller operational units. It's to encourage participation from the frontline and to give them a sense of ownership. It's very important to get the frontline staff to buy into the proposed changes as they are the ultimate intended beneficiaries at the end of the change programme.
- 14 It was a change in strategy and personnel so this had to be thought through before explained and implemented
- 15 More information consolidated for further planning.
- 16 My involvement in the change could produce a result more favorable to my daily works and I would have chance to voice out my need.
- 17 Initiate was raise by me due to the drop in in one of my team's performance
- 18 discuss the true opportunity and see what are the challenges in the new space.
- 19 When mentioning about business growth, normally is asking for names of potential clients that we can approach, any other new business opportunities, etc.
- 20 Questioning is not widely accepted here.
- 21 I was involved in coordinating the initiative.
- 22 IT WILL HELP TO GENERATE A GOOD IDEA TO THE COMPANY.
- 23 What bottom line will prefer by the company.
- 24 Focus was more on the road forward as the investment decision was made by the GCE.
- 25 not necessarily to question the initiative itself, but to offer contributions on how to implement it
- 26 This already decided by the senior management.
- 27 We were given different perspectives of the initiative and encouraged to discuss, consier and contribute to the approach.
- 28 It is a good direction to help company going forward with big growth.
- 29 Consturctive debates weldoem in our organisaton.
- 30 I was told that I my portfolio could increase drastically, and to start thinking about the integration process.
- 31 what is the benefit for both company and employees.

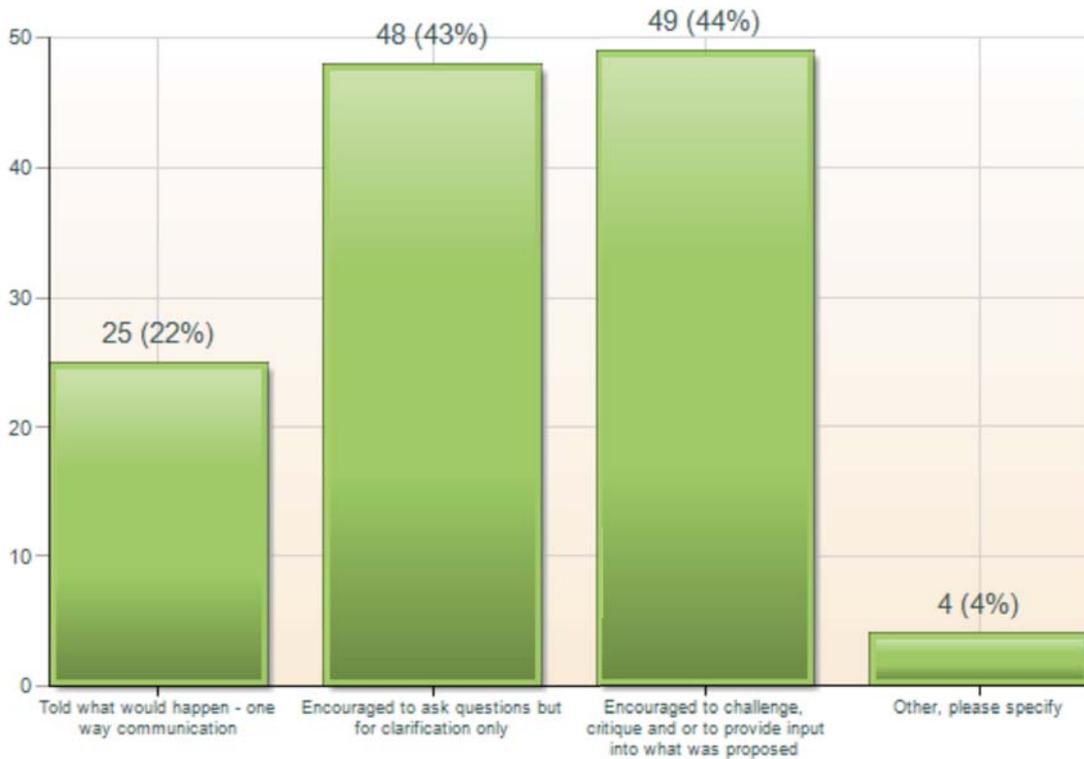
Question 10:

How many sessions / meetings did you have with management to explore or discuss the new initiative before it was launched?



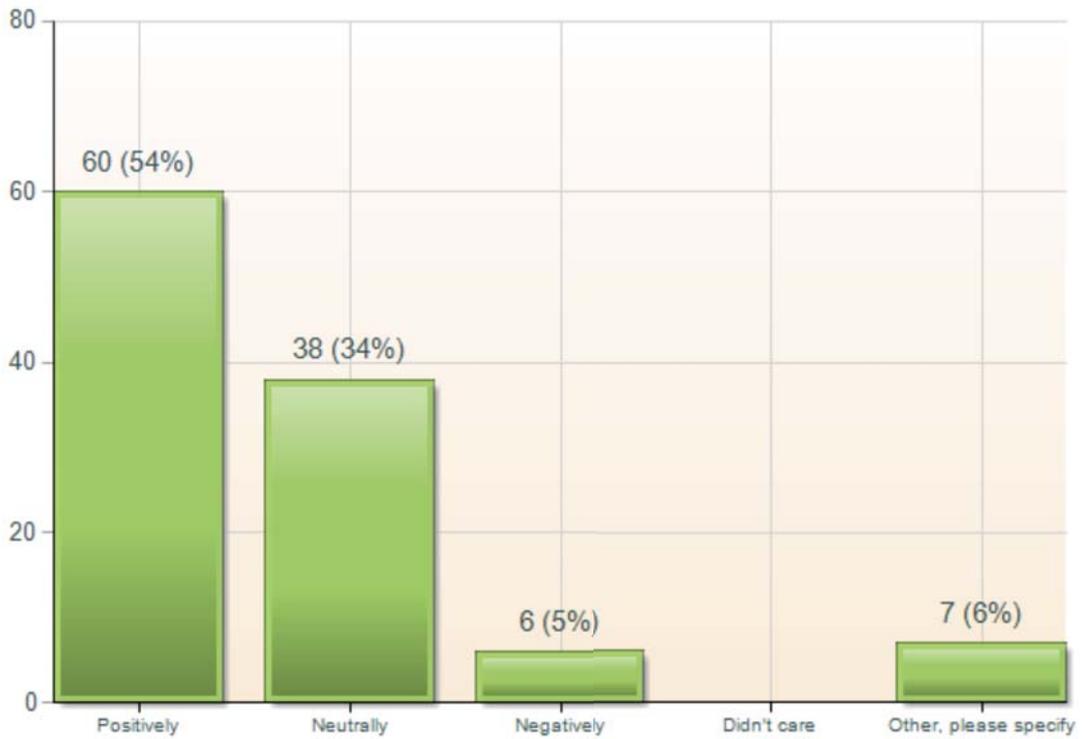
Question 11:

How would you define the informing process? You may select more than one response. Was it



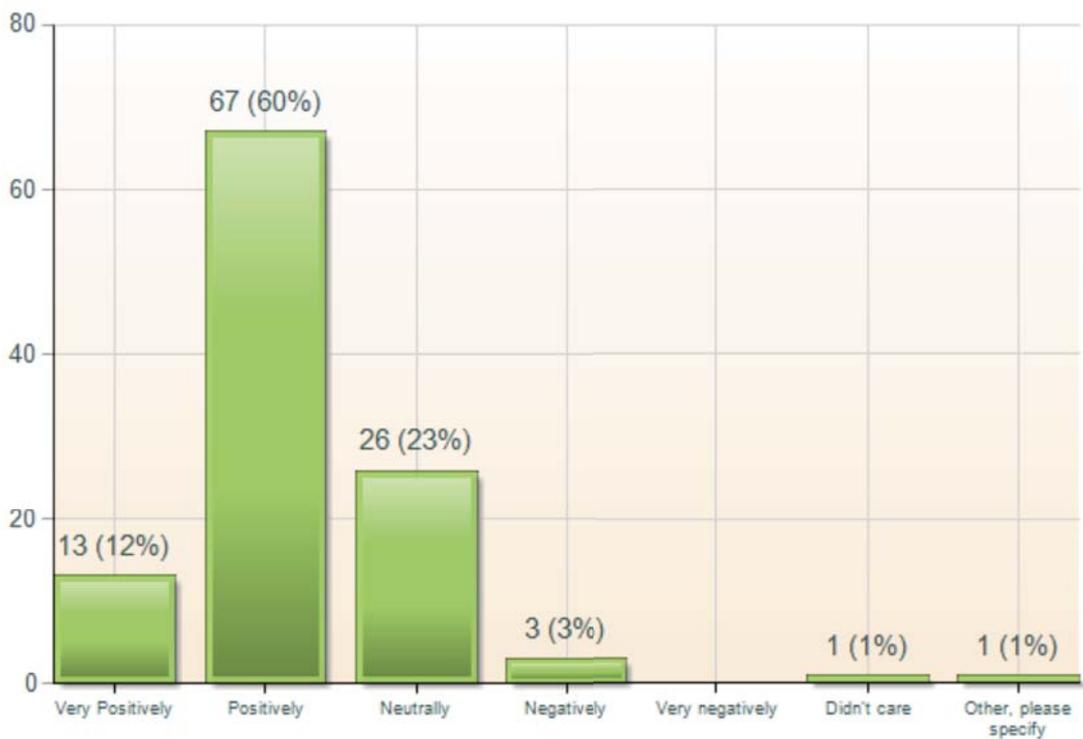
Question 12:

How did your manager / supervisor respond or react to the change initiative when it was first introduced?



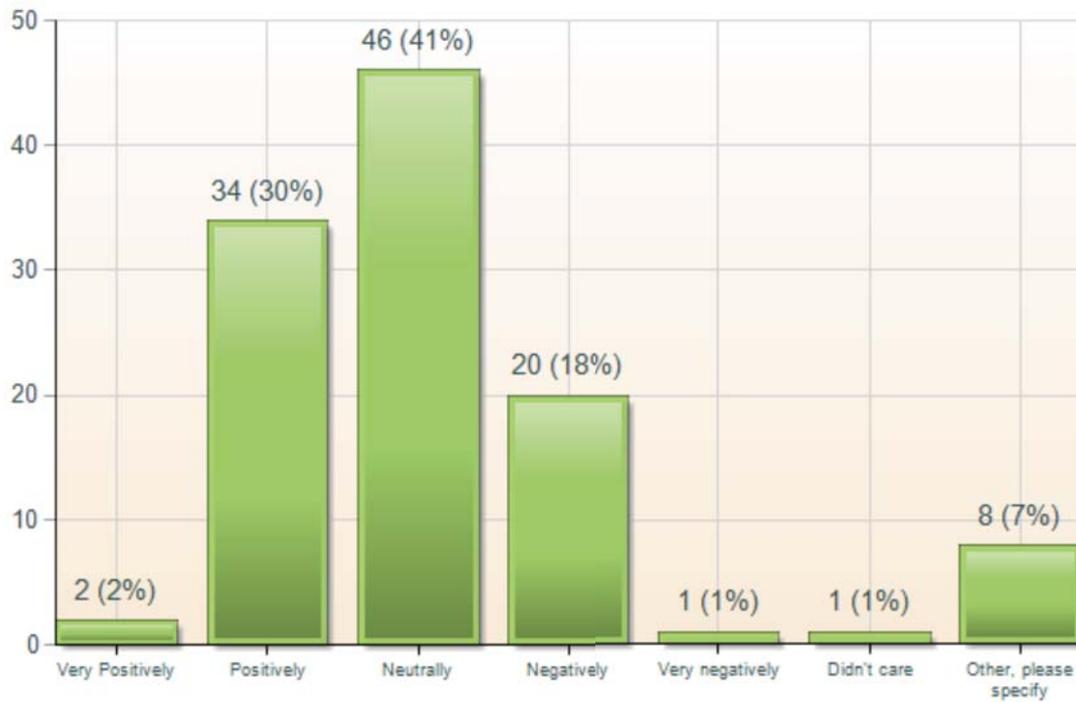
Question 13:

How did you respond or react to the change initiative when it was first introduced? How did you talk to others about the change initiative?



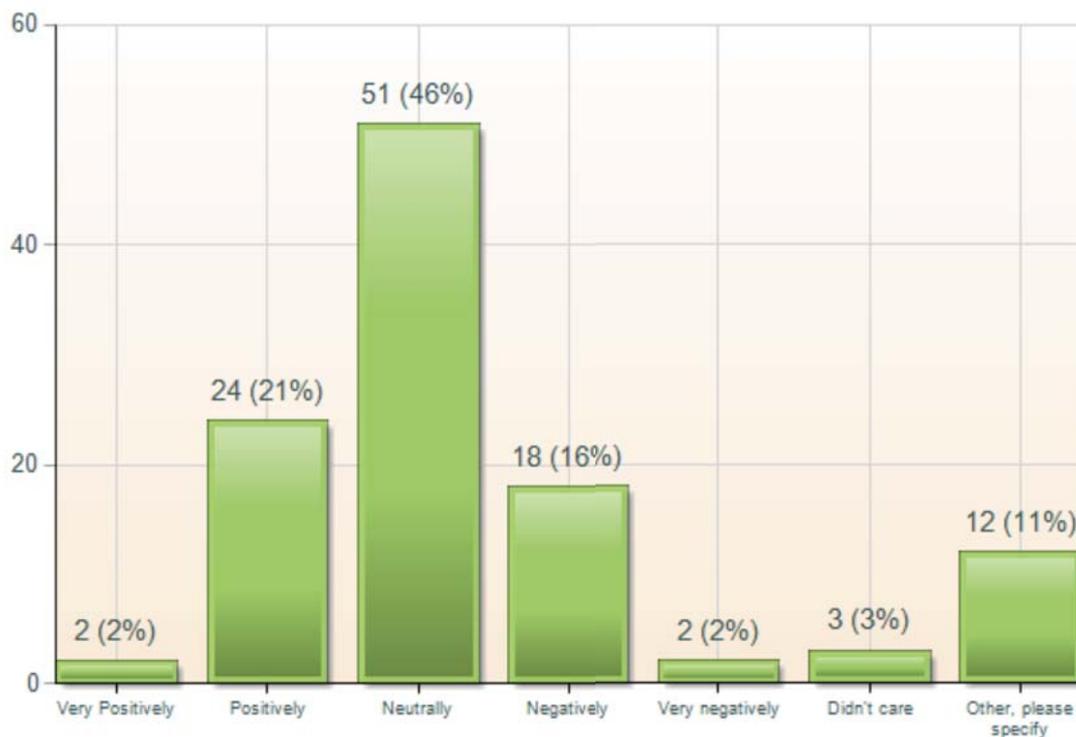
Question 14:

How did the other people in your work group respond or react to the change initiative when it was first introduced? How did they generally talk about it?



Question 15:

How did other work groups respond or react to the change initiative when it was first introduced? How did they generally talk about it?



Question 16:

16. When you discuss(ed) the change initiative with your work group colleagues what is or was the main topic or topics of conversation about?

Response

- 1 The main topic is to anticipate the reaction from the employees and what will they like or dislike about the change proposal.
- 2 Why change?
Benefit of the change.
- 3 Manpower & resource allocation
- 4 what must the department do to help the company achieve its goal
- 5 Zero Harm? What is it?
- 6 No spare time to handle
- 7 What was the existing problems? what are we going to achieve.
- 8 to find a simple and practical solution that can gain consensus
- 9 Why is it always our department involve in cost cutting but other department continue to spend.
- 10 Told what would happen, what is the company's future plan, and encouraged to ask questions.
- 11 What is the advantage for the changes?
- 12 Resource was a concern and what rewards applied if the targets were met.
- 13 - The rationale and significance for changes?
- How does change initiative directly impact our status quo in terms of work and our benefits?
- What are the pros and cons of change?
- 14 Right after the directive is received. It is repeated topic
- 15 Resistance to change from other departments some who viewed the changes more restrictive of their existing workflows. Some positive, some negative.
- 16 data source, level of detail
- 17 Mention about the reasons of change
- 18 Increased workload
- 19 how the change will affect them
- 20 never discuss, as the change initiative is quite clear for everyone
- 21 Impact on daily operation procedure.
- 22 The possibilities of the new market that we are targeting at.
- 23 Sharing the cases and resources

- 24 That the changes were either cosmetic or unreasonable and that the the goals/demands were too high and unreasonable
- 25 What implications the change might have to the organization
- 26 How cost cutting is necessary, but the extent seemed to have ulterior motive(s)
- 27 Response from competitors
- 28 Clarification on what changes are required and how to go about getting it carried out
- 29 The main topic is to improve the operation effectiveness in order to enhance the job satisfaction.
- 30 What does it mean for them when we bought in the new procedures, in terms of goals/objectives and extra workload involved.
- 31 How to improve safety
- 32 Achieving the challenge
- 33 A series of topics which were facilitated initially by a TP
- 34 Not aware.
- 35 concern over would the changes create more work or less
- 36 Process and implementation
- 37 Improving work safety and Zero Harm
- 38 how could we help.
- 39 Features of the new product. How to make it accepted by our customers thus benefit to sales.
- 40 how to implement
- 41 Successfully measuring performance and gathering data as a basis for decision making.
- 42 Some will support and some will hesitate to changes
- 43 What to do to make the initiatives more effective.
- 44 Getting the process right, how to make it work as there were different stage of group involved in the team.
- 45 increase paper work
- 46 How to increase growth to meet the target set by management.
- 47 Impact on efficiency and themselves
- 48 difficulty of implementation
- 49 Timeframe and individual workloads - which were significant.
- 50 I focused on the positive things that the project would bring e.g. make old and meaningless procedures redundant so as to save time and resources hence reduce some workload.
- 51 Reduce cost.

- 52 To strive for balance to implement the new initiative among ourselves and our front line colleagues.
- 53 Concern at the impact on clients and staff
- 54 The benefit of new initiative can generated to company .
- 55 Introducing concepts that have succeeded in similar environments. Better use of resources leading to better results
- 56 let's get on with delivering the goods
- 57 cost vs time
- 58 To improve efficiency and standardise processes and present information in meaningful manner
- 59 The aim of the change. What are their comments
- 60 The initiative really works ?
Affect their workload / role ?
- 61 mission impossible
- 62 work load
- 63 Survival for our business to do the right things now !
- 64 The potential problems that may affect their daily works due to the change
- 65 Enhancement in customer services
Cost saving
- 66 brief them initially before it was launched to seek any comments or better suggestion, if I was given the opportunity before it was launch.
- 67 Project plan, progress, what is expected from them.
- 68 How it will benefit them? Will be be more beneficial than previous?
- 69 Ability to cut overheads without impacting quality of service, helping people to identify areas of cost saving that may not impact customer service, getting people to think differently
- 70 Change in mindset towards work i.e. to take pro-active measures and responsibility in their job scope
- 71 Why we have such initiative.
- 72 What the problems were, how they had been caused
- 73 discussion on whether additional resources to be provided or not!?
- 74 WHAT WE SHOULD HV BETTER AFTER CHANGING.
- 75 How to reduce negative emotions in the team.
- 76 Whether the changes will work?
- 77 Reasons of entering new space and opportunities.
- 78 Delivering the message to alert their attention to explore any new opportunity whenever possible - can start from penetration, ask existing client for referral, etc.

- 79 The key elements of new vision, mission and values
- 80 cost cutting and eliminate head count
- 81 How to process to the next stage, i.e. what are the tasks and how to complete them.
- 82 How we could drive the changes when our resources are so tight.
- 83 Keen to know what they will be expecting with these changes.
- 84 The benefit from improving customer services.
- 85 The objectives of the initiatives and action plan proposed by top management
- 86 pros and cons of the change initiative
- 87 Issues arising out of the change need to be managed well
- 88 TO IMPROVE PRODUCTIVITY AND ENHANCE SAFETY.
- 89 Zero Harm Campaign and how the objectives of the campaign would be achieved.
- 90 I haven't talk or discuss with my colleagues for any change initiative.
- 91 What is the ultimate aim? What are the pluses and minusses? How are we going to make it happen?
- 92 Explain to them that we are facing the what probelm in the company.
- 93 1)Reasons for the need to change
2)Best ways to achieve it
- 94 It was how the change in this particular process will bring about better benefits and advantages for both the staff and customer.
- 95 how to make it happen, e.g. investment in resources, introduction of shared services in HR/IT/Finance to support store growth, upskilling the people, how quickly can we find store sites at a reasonable rental, store site strategy, adopt best practices from HK, increase the sources for tapping talent, campus recruitment, office space
- 96 front-line staff in general knew very little about it other than perhaps emails from MD to all staff providing updates on the initiative and were largely unaware of broader implications and significance of initiative and generally unconcerned that they had limited info about "senior issues"; middle-management however more inclined to feel surprised that they did not know more; in the latter cases discussion may have focused on why they didn't know more or why snr mgmt was not engaging them, while with others discussion may have focused on the pros/cons of various strategies for achieving the initiative (i.e. is this the right approach?)
- 97 Importance of the change, how the change can be made possible and what we can do.
- 98 How to achieve the change?
- 99 Why the need for the initiative and how we can do it together and how do we want to measure ourselves

- 100 a. Salary
b. Manpower shortage / allocation
- 101 It's good to the company. We need it. What actions can we take?
- 102 which aspect/area to zoom in first in the most effective and in the shortest time.
- 103 Purposes / objectives
- 104 Their involvements in the processes and schedules
- 105 Reasons for this change initiative and benefits of this change initiative
- 106 Pros and cons, what does it affect all stakeholders including work group members of course
- 107 All kinds of scenarios / problems that we could possibly think of and so that we can raise them up with the appropriate departments to get better understanding or solutions.
- 108 Work routines
- 109 Do we get fully supports from management or the Group ? and what is the benefit we will get from the change initiative?

Question 17:

17. When you discuss(ed) the change initiative with your senior manager(s) what is (or was) the main topic or topics of conversation about?

Response

- 1 How can we convince those parties who gains less benefit from the change initiative.
- 2 Why change?
Benefit of the change.
How to make it work
- 3 Profit & Loss
- 4 how the department can contribute to the company's overall goal
- 5 Implementation.
- 6 How to make it happen
- 7 How to best pool resources to multi-skill them and work cross-departments. Better utilization of resources during the economic tsunami
- 8 Why we need to change, and what is the expected result.
- 9 to find a simple and practical solution that can gain consensus
- 10 improve customer service and work process.
- 11 Mainly focus on plan to push up sales.
- 12 What is the practical way for the implementation?
- 13 What budget applied, non financial support availability and timelines

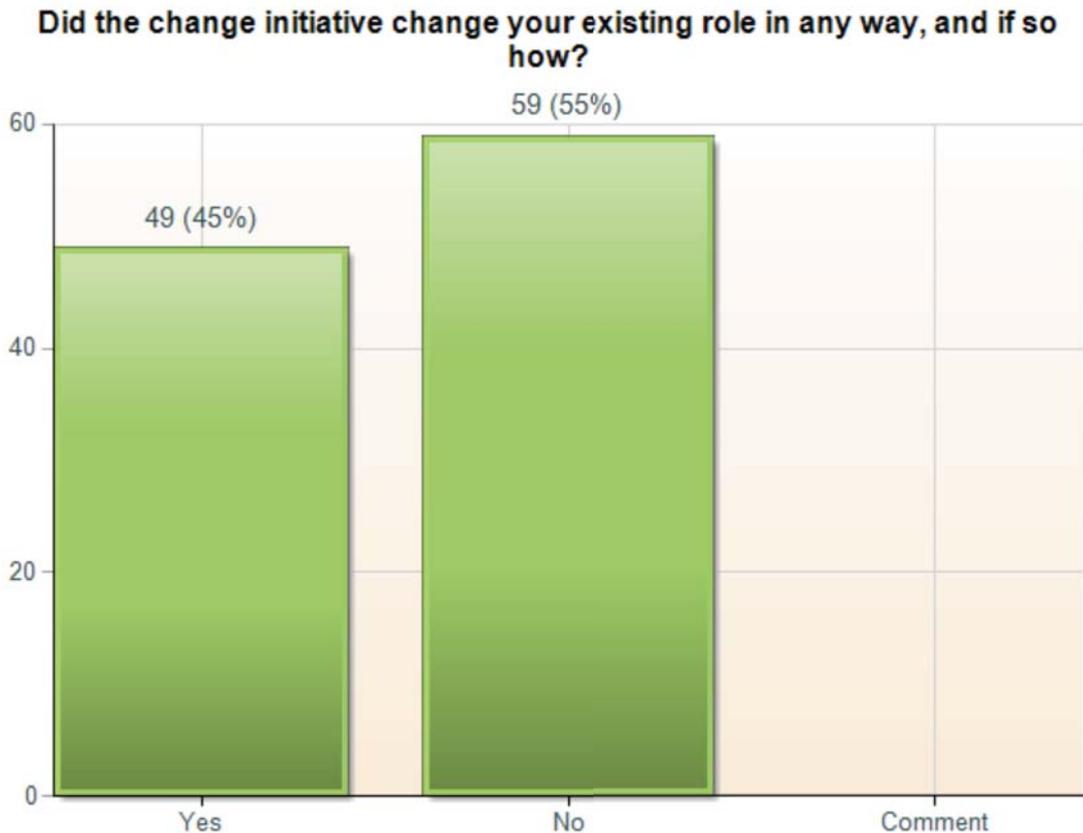
- 14 - What approach should be used to communicate change initiative?
 - Who will take responsibility to execute the initiative?
 - How does the action plan look like?
 - What are the driving forces towards changes and the constraints/ obstacles/ resistance/ reluctance against changes?
 - What are the staff reaction towards changes? How conflicts, resistance will be resolved?
 - How are the results after changes going to look like? How will results/ performance be measured and against which benchmark?
- 15 Also very fast after the launch of initiative and frequently covered during conversation
- 16 Generally senior management were fully behind the initiative because they could see there would be an improvement in safety and efficiency if the change was implemented effectively.
- 17 financial risk assessment
- 18 The effect and the mission
- 19 Improvement of professionalism in the department
- 20 why the change is needed
- 21 how to carry out the initiative
- 22 What benefit(s) the change will bring to the company or to the individual department.
- 23 The possibilities of the new market that we are targetting at.
- 24 Sharing the progress and difficulties
- 25 As above but also to try and find ways to meet the goals and convince teams to come around to them
- 26 Try to exchange the views on the initiatives and to explore the underlying thoughts of the initiatives
- 27 How to achieve the same or even more, with less resources
- 28 Long term sustainability
- 29 To clarify on the requirements and discuss which segments are not required/applicable
- 30 The main topic is about the resource management.
- 31 There wasn't a discussion.
- 32 How to improve safety
- 33 Must achieve the challenge
- 34 How to double the trading profit
- 35 Not aware.
- 36 cost and impact
- 37 Planning, timeline and process
- 38 Improving work safety and Zero Harm

- 39 how could we help.
- 40 How to make it accepted by our customers thus benefit to sales.
- 41 how to implement and how to monitor and control
- 42 What data would be useful for measuring performance and how it should be presented.
- 43 usually support but will turn demand to implement ASAP and so will lead to everything in hurry without enough time to think carefully in details and cause problems in implementation.
- 44 What tangible benefits the initiatives can bring to the company
- 45 How the process could minimise time, cost and how effective it is if it is followed through.
- 46 cost
- 47 To lower the initial target set as the economic climate wasn't good.
- 48 Increasing profile of the company in new markets and ability to increase profit
- 49 difficulty of implementation
- 50 Unrealistic deadlines given the size of the project and the manpower available.
- 51 The key deliverables such as most of the staff would be eventually multi-skilled and many of the work processes would be revamped so that operational costs, especially overtime expenditure could be lowered. In return, we should also expect an increase in both staff morale and the level of customer services.
- 52 Reduce cost.
- 53 How to achieve the goal with the existing level of resources without increasing the operation costs ?
- 54 Need to change the business model to build efficiency
- 55 The benefit of new initiative can generated to company and Cost analysis.
- 56 Deriving sustainable profit from our existing resources
- 57 let's do it
- 58 cost vs quality
- 59 To improve efficiency and standardise processes and present information in meaningful manner
- 60 Why change and how to change to make it success.
- 61 Any value to the company ?
- 62 have to accomplish the mission
- 63 how to balance between higher & lower level.
- 64 Cut control and lean process to get things done.
- 65 Relevant requirements, resources and timeline of implementation.

- 66 Enhancement in customer services
Cost saving
- 67 After I was informed by my senior manager.
- 68 The design of the overall structure, progress update, next steps.
- 69 Whether the change will motivate the staff? Will it work in long term?
- 70 Not impacting the quality of our brand or product. Realistic expectation on level of costs that can be saved.
- 71 N.A.
- 72 When and how it will be implemented.
- 73 What the problems were, how they would be solved
- 74 major discussions on future resource allocation to cater for business growth.
- 75 SAME AS NO. 16
- 76 How to deliver the message positively in spite of its rather negative nature.
- 77 First to understand how it would work then, what impacts would be to involved areas (people and results)
- 78 financial outlook and the opportunities in the market
- 79 Who, How, etc.
- 80 The key elements of new vision, mission and values
- 81 improve efficiency and high margin
- 82 taskforce strategies
- 83 Basically we focus on the objectives of the changes and expected outputs.
- 84 More on achievement of set targets.
- 85 The benefits from improving customer services.
- 86 The objectives of the initiatives and action plan proposed by top management
- 87 pros and cons of the change initiative
- 88 How to achieve the initiative effectively and efficiently
- 89 TO PROVIDE SUPPORTING RESOURCE.
- 90 Zero Harm Campaign and how the objectives of the campaign would be achieved.
- 91 How is the likelihood of the changes will be succeed? How long will the changing process take time?
- 92 Reported to the Senior that how to control do the cost saving and processing.

- 93 1) Objective of the change initiative
2) Roll out
- 94 It was to stress the importance of implementing this change in process.
- 95 clear growth targets (in terms of # of stores and locations) in the next 2 years, clear info about store clusters in various locations in China, setting up a Training Center in China HQ to support the massive demand on people development, hire a HR Shared Services Director, office space for additional headcount, budget to support recruitment and training
- 96 conversations with middle-managers addressed in answer to Q16 above; with highest levels of senior management, my personal discussions were more inquisitive - seeking to learn about snr management thinking and decision-making (e.g. why have you adopted this approach? have you thought about this approach? what about these potential cons x,y,z? etc.); in general I was not privy to discussions btwn the most senior levels of management and middle-management
- 97 What is expected and how we can go about it.
- 98 How to promote this change in the team?
- 99 How can we implement the initiative and acheive the objectives of the initiative
- 100 1. Change of position
2. Resources / Manpower Shortage
- 101 Do SWOT analysis, prepare marketing plan and set action plan to make it happen.
- 102 resources avaiulable, time frame, target, which areas to work on first
- 103 facts / findings / root causes
- 104 reporting progress
- 105 To work out an strategy to convince others for this change initiative.
- 106 Rationale, risks both upside and downside, benefits short to long term
- 107 The benefits of the initiative, and the timeline of completing each phase of the project.
- 108 Work routines
- 109 What is the improvement results we can get from the change initiatives?
how to achieve and what is the cost impact ?

Question 18:



18. Did the change initiative change your existing role in any way, and if so how?

Response

- 1 The change initiative is about my experience when I work in Schindler as HR manager, and it's my main role to launch such change.
- 2 more express my idea and influence people
- 3 I felt more directly responsible for results.
- 4 I was in the position of a trainee temporarily attached to the business unit hence change initiative did not impact on my existing role but provided me with more exposure and learning opportunities to be involved.
- 5 Attention has been shifted to cost cutting instead of work quality control whilst the two are not contradictory
- 6 I personally had to take on a "marketing role" to sell the idea amongst the company and encourage buy-in by skeptics.
- 7 More focus on risk assessment
- 8 I will switch from a general manager i.e. overseeing the entire P & L portfolio into a divisional head focus on new business
- 9 Change of work process and documentations
- 10 Try to be role model, and follow the change initiative

- 11 I was given more task on other projects
- 12 A lot more pressure on me from the necessary management actions of: directing, reporting, motivating, beating etc
- 13 It made things much harder all around
- 14 In the later stages I got more involved and started to positively contribute
- 15 My role has become more of a facilitator and coach. Lots of consultation and hearing feedback.
- 16 Bigger role and responsibilities by looking after more business unit.
- 17 Made me more focused on achieving the Zero Harm Target
- 18 affected my allocation of resources.
- 19 Became more involved with 'tangible' aspects of the business. Broadened scope of role away from pure finance.
- 20 It saves time for fire fighting on problems.
- 21 Increased responsibility
- 22 I became part of the change management project team
- 23 Substantial increase in workload during implementation - although with the aim of reducing departmental loads once the system was up and running.
- 24 Not really, although I was the project manager in-charge of the entire project, I still had a lot of day-to-day operational management duties to be fulfilled and the scope of the project did not get involved into the restructuring of the management team structure.
- 25 It changes the way I manage my businesses, but not my role as manager
- 26 Most time any change initiate may require in depth discussion with other dept to understand their concerns and resistance
- 27 Enhanced timing of receiving information in order to make decisions.
- 28 More initiative
- 29 I would be involved in solving out the problems happened in my team during the changes implemented in order to align our procedure with the new requirement.
- 30 I have to constantly remind and motivate them.
- 31 Delegated some of the authority down the hierarchy
- 32 It was a special project
- 33 MORE ROLE ON THIS JOB TO BE DONE
- 34 I was assigned into one of the key role involved into making the change
- 35 A little bit as will try to develop opportunity instead of previously which is more passive.
- 36 Become members of the working group
- 37 Matrix Reporting Structure, i.e. more than 2 immediate managers.

- 38 It shapes the way how we communicate with others (upwards/downwards). Since the changes, there are more communication channels made available for different levels. Yet we are still at some distance away from the more ideal mode i.e. a free way of expressing one's idea without any hesitation.
- 39 Partly to a certain extend.
- 40 More responsibility
- 41 Review the job desk and remove / change unnecessarily task.
- 42 I have to take on 2 full-time roles
 - continue as HRD, North Asia
 - take on the role of HRD, China as well
- 43 There was more importance placed in how safety issues are managed versus programme / financial constraints
- 44 Put me in a learning and searching mode to improve my own understanding and capabilities to handle the initiative
- 45 Based on my professional knowledge, get deep involvement and support to make the change initiative to be launched successfully.
- 46 I was doing my role in the normal conventional way . This change initiative has made me to think out of the box and influenced me to look for innovative solutions.
- 47 Taking on bigger role and responsibility and finally reward
- 48 I would have to manage 2 businesses with different system and start to understand the key differences so as to ascertain the required financial adjustments when it came to system integration.
- 49 There will be a modified sales structure.

Question 19:

Did the change initiative change company policy or rules, and if so how?



19. Did the change initiative change the primary purpose or goals for you or your work group, and if so how?

Response

- 1 We have the same goal to introduce the change initiatives from the beginning until it was launched.
- 2 be more careful.
- 3 Greater concentration on profitable growth.
- 4 Same ultimate goal, but the change should make the goal more achievable and more effective.
- 5 Maybe additional input into the initiative projects
- 6 Increased responsibility
- 7 Not in the beginning
- 8 Clarified what the financial target was and what investment in resource, products and services we needed to make to achieve it
- 9 Project management has become more of a team effort rather departmental efforts.
- 10 looking for higher success rate and bigger sales turnover
- 11 Made us to be more focused on achieving the Zero Harm Target
- 12 Encouraged inter-departmental collaboration.

- 13 It helps everyone in the team to see a common goals and follow through instead of everyone heading in different direction.
- 14 Mindset changes did take place when staff are now more aware of cost control measures within the department. Staff are also aware of the fact that in order to progress upwards, they MUST equip themselves with more than 1 type of skill.
- 15 Get their support and cooperation.
- 16 It had increased our workload and responsibilities to carry out the new requirement. Pressure increased for our work group.
- 17 Slightly as we have to measure the results regularly.
- 18 The goal remains in maximising productivity with a balance on staff welfare
- 19 The project was new
- 20 It would purposely make better chance to achieve goals but certainly challenging.
- 21 changing the mindset and buying into the new initiative
- 22 Specific targets were set for future performance.
- 23 Some of the approaches I took earlier had to be relooked.
- 24 GOOD TEAMWORK AND CONTRIBUTION IS REQUIRED.
- 25 It's not about just maintaining market share but how can we see what is the actual need from the customer. If we fail to do so, sooner or later our market share will be taken by our competitor.
- 26 The process is sucessfully while we are follow the company objective.
- 27 It has helped to reduce on customers complaint and satisfaction.
- 28 -more than half of my time is dedicated to building the management infrastructure and the HR function in China, using external hires to quickly uplevel HR competencies, working and pushing Operation to work closely with HR to attract, develop and retain talent, etc
-several HK focused employees were asked to work with me to support China's growth
-as a result, clients in HK and Taiwan received less attention and support from me
- 29 somewhat (change is taking place more slowly in this regard due to underlying organizational culture), e.g. focus on and perceived importance (or recognition of importance to senior management) of producing new business (winning new clients) vs. retention/maintenance of existing business (i.e. "doing my existing job well") communicated first by top management to middle-mgmt/divisional directors - in terms of coming changes in compensation/bonus structure (i.e. towards more variable-compensation linked to new biz production, and then (in some cases) communicated by divisional directors to front line staff (e.g. "we won't just get a bonus anymore for doing what we've always done")
- 30 We have to make decisions with that initiative in mind - sometimes we have to make changes to the current way of doing biz

- 31 Though no change of the primary purpose of my work group, we offer constructive actions quickly, support proactively.
- 32 higher goal
- 33 The Change initiative introduced was to have Zero Harm Culture in the company. After the aggressive implementation of this scheme, the accident rate has been reduced considerably.
- 34 Common goals always
- 35 The work group was excited yet worried about the integration as that involved changing the existing procedures / the way of doing business.
- 36 There is no change in the primary purpose, but bring the better results.

Question 20:

Did the change initiative change company policy or rules, and if so how?



20. Did the change initiative change company policy or rules, and if so how?

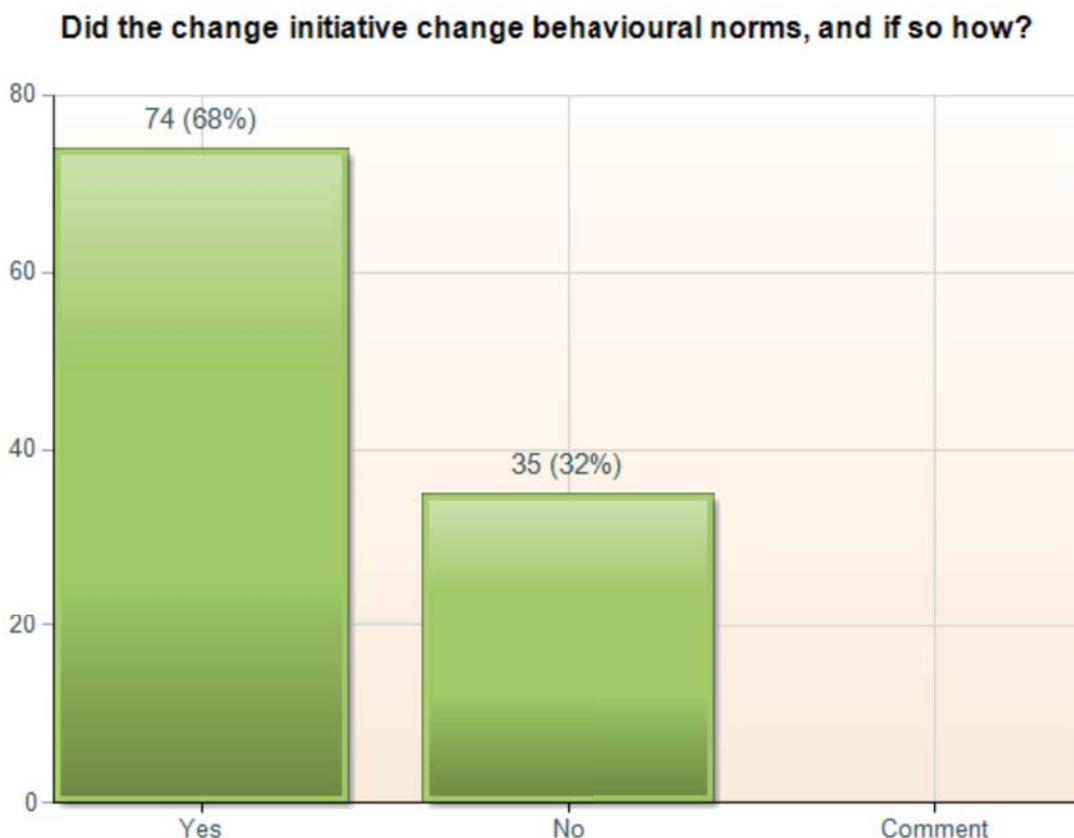
Response

- 1 As this change initiatives is about the medical benefits and hospitality benefits entitlement for the employees, hence, it had changed the existing rules.
- 2 enhance Safety Policy.

- 3 It is more on the standard operating procedure in my department; it changes the way we doing, not deeply involve on company policy.
- 4 A new department or set up to suit the new Norm.
- 5 Revised procedure is being implemented concurrently to accomodate the change.
- 6 The change will affect the ownership i.e. from an Joint-ventured to 100% held by a single owner
- 7 reduce expenditure, tighter cost control
- 8 The change brought changes on various types of operational procedures, some are simplified while others are modified.
- 9 There must be an attached policy or rule change when change happens, to in line with the operational requirements.
- 10 Safety was made number one priority
- 11 Safety policies
- 12 The Company policy
- 13 Joint effort and joint responsibility. Less finger pointing.
- 14 created more structure for the NI business to follow
- 15 Safety is the top priority and is even more important than short/medium term profitablity.
- 16 - Cost saving: travel policy, etc.
- Work processes: more concern about safety
- 17 restructure work process and roles
- 18 No really, as those changes were more or less linked with operational issues, and less to policy and regulation issues.
- 19 Some adjustment on benefit related policy.
- 20 specific areas were highlighted
- 21 The staffs have to learn more and take more initiatives.
- 22 Certain areas in the original policy and procedures need to be revised in order to cover the new (normally additional) requirements.
- 23 Part of the ERP Project is to formalize and document all policies surrounding company processes. During the exercise, we re-examine existing policies and adapt new ones.
- 24 Company rules did not change, but the profit margin has to be slimmer than before.
- 25 Just a different way, of which it is taken as a better way
- 26 New contracts with major suppliers.
- 27 Some HR policies have been reviewed and updated.
- 28 only change the organisation structure

- 29 Generally, every layer in the organization must have the same goal, by adjusting their paradigm of their job and responsibility.
- 30 but the initiative shifted quite a bit of senior management attention and time to China. The same is also true for HR.
- 31 not significantly in terms of "rules and regulations", but certainly in terms of how accountability (profit and loss) will be allocated (among certain divisions/directors that were from a structural point of view more support centers) moving forward; significant impact on accounting and budgeting procedures as a result of the structural change of the organization - so that performance/growth can be measured in terms of the new org structure
- 32 More stress on Safety. Safety was highlighted as the No.1 business priority.
- 33 To make the change initiative to be implemented successfully, the related company policies are changed under the group discussion and move out unnecessary barriers.
- 34 New Safety Policy has been issued to all and every one is briefed about this change in approach.
- 35 No change in company policy

Question 21:



21. Did the change initiative change behavioural norms, and if so how?

Response

- 1 As in the past, the previous HR officer had made some wrong processing of medical expenses approval, hence, we need to redefine the definition of the entitlement and announce to public again and reeducate them.
- 2 outgoing and concern/care others
- 3 not at once but it will eventually, because people need to think and act differently
- 4 gradually paying more attention.
- 5 Use different approach and angle to see our future
- 6 It may people aware of the need to change and adapt to the changing business environment brought about from the economic tsunami
- 7 Co-workers understand more on the role and responsibility; pay more attention on health and safety in their work.
- 8 As least all colleagues know what is going on and would cope with the change.
- 9 We need to train a group of new testers which increase their responsibility level.
- 10 Encouraged people to sell and open up to one another.
- 11 More conscious towards cost
- 12 The new procedures are aimed at improving people's behaviour to safely achieve the procedure's objective.
- 13 green initiative has reduce office paper usage
- 14 The changes brought work habit change or use of other work tools to accomplish the task.
- 15 We not only sell passenger cars, but also taxis.
- 16 More open discussions and sharing of knowledge among team members
- 17 People had to start thinking about performance objectives and creating new business opportunities
- 18 It's a major agenda in change initiative. People's behavioural norms will be changed, in general, from quantity to quality.
- 19 people more stressed and up tight. Seemed discrepancies were more frequent
- 20 Fusion of goals between two BUs and hence better cooperations
- 21 The staff are more mindful of the items that they would be observed & assessed on.
- 22 The change initiative encourages teammates to increase sharing and improve their ownership of work.
- 23 As the initiative went on, it got drilled into the organization and started the change process. People started to think in new ways.
- 24 It is the main initiative of the policy to change behavioural norms. A slow and steady process

- 25 Neutral or negative elements started seeing that there were alternative products or services that we could embrace and be successful at
- 26 Teamwork behaviour is expected.
- 27 Safety initiatives always take priority.
- 28 - Work processes: more concern about safety
- 29 Not complete yet. Too early to tell how it will change behaviour.
- 30 It makes people more positive and confident in their roles and themselves.
- 31 staff are more aware of industrial change and new requirements
- 32 implementation is still in progress
- 33 The new system required the team to learn how to operate it and change existing practices.
- 34 From my personal observation, staff are in general more aware of and concern about their own "contributing values" towards the department. On one hand, they may try to work harder to try to prove that they've something to offer / contribute, but sometimes they may behave rather "too" cautiously as they don't want to make any mistakes which could warrant any disciplinary actions (including termination) during an economic downturn.
- 35 Increased focus of senior staff on value added consulting service as opposed to admin
- 36 2nd tier staff were given more responsibility and report direct to local manager
- 37 require consistency amongst various depts colleague to share common target set but project level
- 38 Staff are trained to "multi-task"
- 39 For those initiative to improve risk controls, the change would enhance people awareness of controlling risk.
- 40 The change of organization culture such as " Make Safety Personal " would change the staff behaviour in order to improve safety performance
- 41 Many staff in my department had been with JOS for over 10 years and doing the same thing over and over. They never question their current practices and natural to resist changes.
- 42 More competition and more awareness created
- 43 It was noted that people would not recommend new initiatives if it involved a requirement to spend money as they thought it would be declined,
- 44 Individuals will discuss their action plan, implement them and provide feedback of the outcome.
- 45 It required greater diligence than before
- 46 All staff need to be more aggressive to get more business.
- 47 NEED TO BE MORE ACTIVE ON THE WORK AND BEAR MORE RESPONSIBILITIES

- 48 Traditional methodology got impacted. It affected long-service people as they had to as well change to cope with it, which to someone a burden
- 49 Be more innovative and creative
- 50 It is encouraging if the company win new businesses which generate a good income. Sometimes is a driver to other teams in achieving something.
- 51 Employees should act more pro-actively to contribute the success of the company.
- 52 The work force is more clear on the company's objectives/visions and they did not show much discontent to the policy changes that the company has made during the past 12months.
- 53 Some took it as something new & move forward to comply.
- 54 Staff in the servicing department provided better services.
- 55 More sharing / brainstorm between different departments / format operation teams
- 56 Delegate the work not supposed to be done by one's level
- 57 Challenged line management to re-think & re-engineer the way they plan and operate in terms of delivering safety.
- 58 Work faster and more effective
- 59 Teh staff is more confident when doing with that nature of complaints as they know that we have a certain process in place.
- 60 -a good thing is the change is pushing the CEOs of the business units to be more open to a shared services model when it comes to HR, IT and Finance -the initiative also provided an opportunity to some employees who managed to rise above the growth challenge and shine
- 61 again, taking place slowly; initial resistance giving way towards acceptance and support once reality sets in that the changes are going to take place
- 62 Through many steps of awareness, education, high visibility management involvement, safety was integrated (to a large extent) into the behaviour of staff and workers
- 63 A little bit due to we launched a series of campaign to promote the change.
- 64 We have to be more collaborative across functions and depts and even business units
- 65 Through communication, education, training and goal setting, people follow the rules and work on the directions.
- 66 the way of marketing / prospecting
- 67 All staffs have to change their mind set towards this initiative. It is all depend on the behaviour of individual staff to accept the change.
- 68 mind set change to become more open since change initiative yield benefits
- 69 Some personnel became "friendlier" to the new management team. Lower level employees were worried as they could no longer do what they had been doing for the past few years

Question 22:

Did the initiative change work processes or procedures directly in any way, and if so how?



22. Did the initiative change work processes or procedures directly in any way, and if so how?

Response

- 1 As all expenses had to be approved by manager level, before it was sent to the Finance Department and also need to track record of the outstanding hospitality expenses in a monthly basis. There are no procedures set in the past.
- 2 to eliminate problem areas in existing work processes and make them more efficient
- 3 method statement and risk assessment.
- 4 Multi-skilling staff brought about different approaches in service delivery
- 5 The key is the people mindset, we change them by providing suitable training in work.
- 6 Meetings and reviews became more targeted and productive.
- 7 Although the fundamental procedure is unchanged, the new change is aimed at simplifying implementation.
- 8 template for analysing risk created
- 9 The working and reporting procedures should be altered
- 10 Change in documentation requirement

- 11 more electronic report instead of hardcopy reports
- 12 The change did result with numbers of procedures modification. Therefore, many staff need to change the work habit in order to cope with the new procedure.
- 13 Tried a few different methods before choosing the most efficient way
- 14 Some reporting lines and senior level roles were changed
- 15 review on the current procedure and to revise, when necessary
- 16 Processes / procedures change are not the key focus of the initiative. Although this will have to be changed to make us more efficient, this is left to phase 2 when phase 1 is settled.
- 17 Certain practices/habits that did not conform to the work process audit had to be stopped.
- 18 To review and enhance the workflow.
- 19 It changed the morning work cycle, by introducing a safety portion in the beginning of each day.
- 20 We needed to and are still developing more efficient ways to deliver the new products and services utilising IT and leveraging the market
- 21 Decision making has become more consultative.
- 22 introduction of clear concise rules for the management of projects
- 23 A new safety assessment was launched
- 24 more work to do
- 25 More reporting and admin work for Key Performance Indicators.

The procurement process moved from a paper to an electronic system.

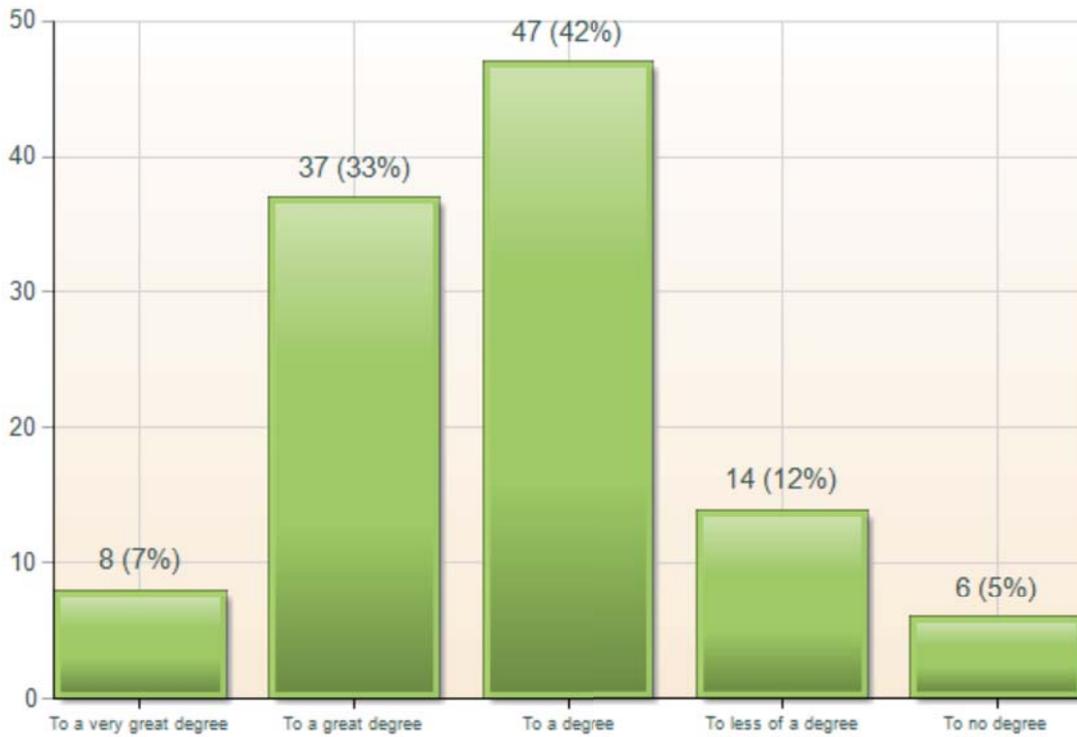
- 26 simplify the work processes
- 27 It minimised lost of documents and this helps in lost of time in getting task complete without going round seaching for the lost documents.
- 28 procedures get more systematic, and events are properly recorded.
- 29 We would need to drive traffic from internal customers such as via service centre instead of depending on the public.
- 30 senior and middle ranking workers are to stop doing low level administrative tasks
- 31 Although not changing the overall role of the team, the initiative was to implement a new system - the primary tool for our department.
- 32 Yes of course, much of the old and outdated work processes had been eliminated or at least be redefined. E.g. time chops were something of the past, since one can easily retrieve the records of the actual event time directly from the system, the procedure in putting time chops on every piece of Air Waybill had been eliminated.
- 33 Automation of many processes, elimination of certain processes

- 34 redirecting our focus to the expected goals
- 35 at times it requires cross over of duties but still maintain core responsibility
- 36 Enabled people to receive information quicker and in a better format so that it could be used more effectively.
- 37 Tighten the manpower and resources, deny the clients' requests when it was not in contract.
- 38 More efficient
- 39 involve more in controlling resources which was delicated another team before
- 40 some may eliminate redundant procedures but some may add on workloads. It is not uncommon that some people may overdo it due to misunderstanding of the change rationale.
- 41 Some additional procedures are added to the operation
- 42 The ERP project will change the work processes of almost every aspect of the company.
- 43 Some administrative procedure have to be changed to accomodate the new initiative
- 44 People were encouraged to actively ask for discounts on procurement whereas in the past we were more lazy in this regard. Energy efficiency become a bigger topic due to the long term benefits. Reallocation of money from expenses to gowing the business.
- 45 Re-assigning work to individual members
- 46 Some old processes which weren't being followed became enforced, and some new processes were introduced
- 47 SET UP THE ACTION PLAN FOR EVERYBODY TO FOLLOW
- 48 New processes or procedures resulted job reallocation to ensure the resources of changes however, as well opened more rooms to improve
- 49 eliminate cettain procedures
- 50 A new computer programme was introduced to control process.
- 51 Deployment of resources have been tighten up and monitored on an continues basis. Basically poeple have to work a bit harder and smarter than before.
- 52 In some areas.
- 53 The servicing staff changed some of their work.
- 54 To streamline some intermediate processes to increase the efficiencies
- 55 Change in term of reporting
- 56 certain processes or procedures will be centralised and done by a pool
- 57 Design and planning processes need more emphasis on the elimination of risk at source.

- 58 Make sure that we always have ready stock for customer. Previously, some branches still using "indent" policy. Since this indent way was proven not preferable for the customer, then the inventory management definitely must be revamped.
- 59 New work processes had to be introduced to cover areas that were not looked at previously.
- 60 We had to involve the help of our aftersales and admin staff to ensure that the process loop is closed.
- 61 -China HR becomes more proactive to engage with line management, particularly Operation
 -regional guidelines/work processes were set up to facilitate collaboration between the regions and China HQ
 -Property department in a business unit was asked to rise to a different level by providing their services to all shared services in China
- 62 yes, but again gradually (for some changes) and in the process (for others); e.g. gradually - directors of regional product groups (vs. country managers) starting to view their divisions more as individual businesses with P&L accountability; in the process - one initiative attempting to identify allocation of time/work activity at all levels of the organization with objective of freeing up more time for brokers to go out and get new business (will take time before I am able to comment on the outcome of this initiative and resulting changes to work processes)
- 63 Safety became a central focus of all processes and procedures.
- 64 Actually, some ideas had been made to improve the work process.
- 65 The initiative has to be incorporated into the daily routine and priority given to it
- 66 Communication with related departments and make necessary adjustment with the aim to launch the change initiative successfully.
- 67 rethink existing processes and what new processes/procedures make things work efficiently
- 68 This initiative affects the work process directly as more emphasis is on safety than progress. All staff to ensure safety is not compromised for the sake of progress and profit.
- 69 normally streamlined processes and procedures, improved efficiency or reduced wastage
- 70 Operations procedures were changed, business strategies were changed too.
- 71 Work process partially automate
- 72 Yes, because there will be new process or procedure needed.

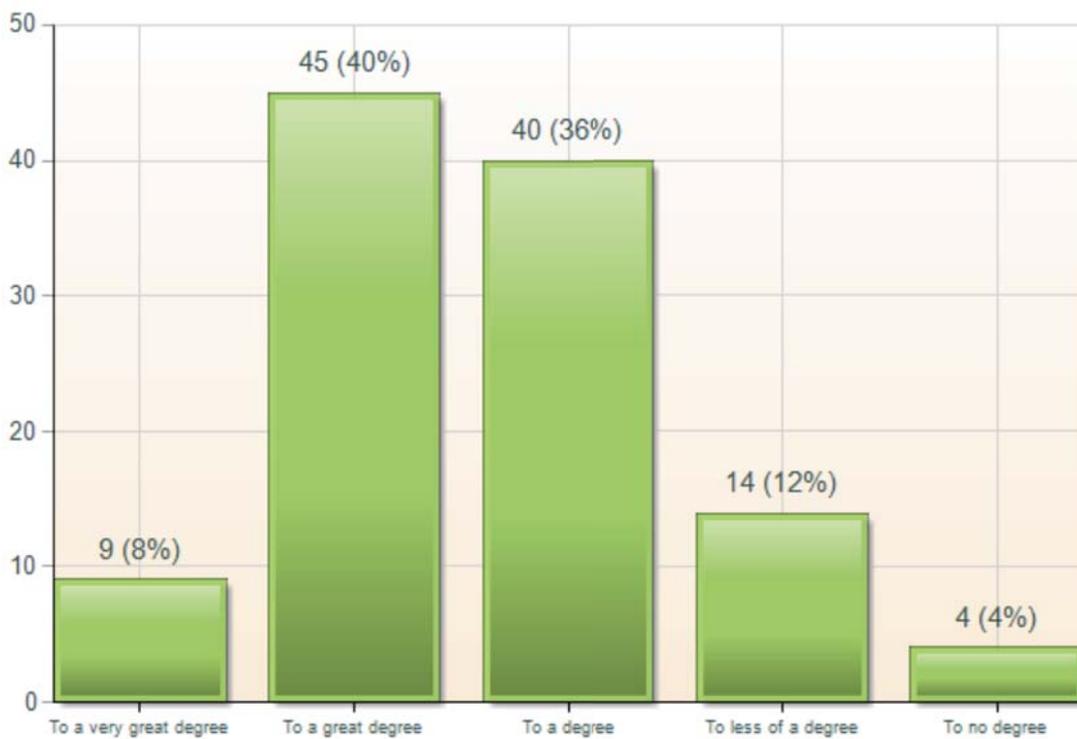
Question 23:

Is (or was) your attitude towards the change initiative influenced by the conversations you have (or had) with senior management.....(select one)



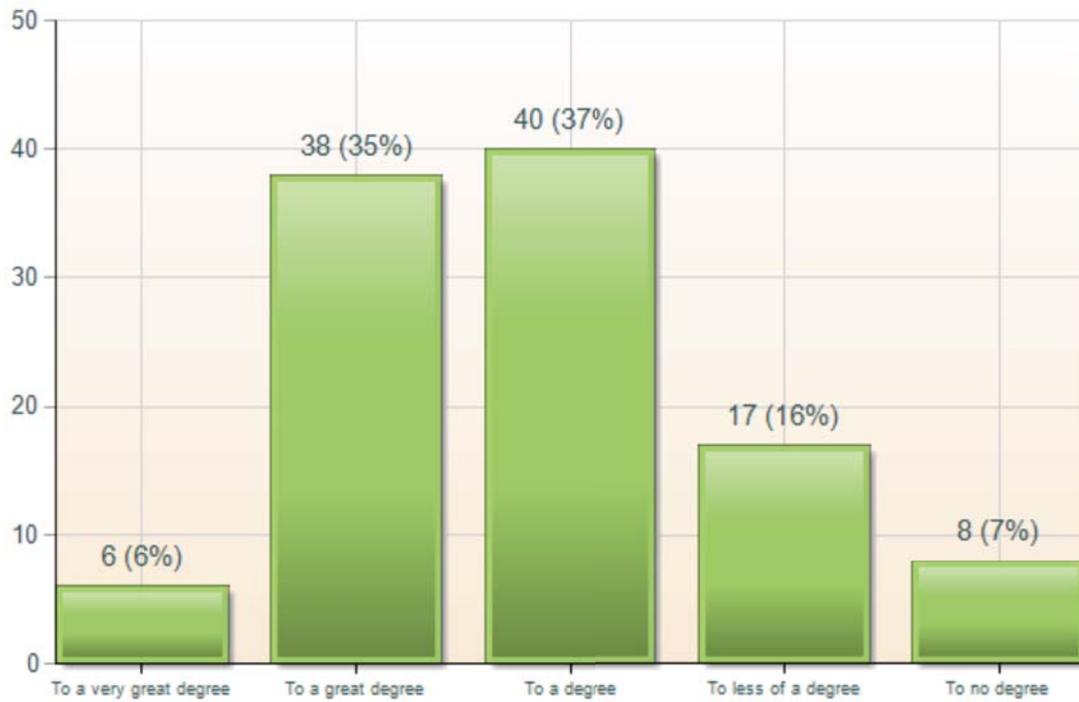
Question 24:

Is (or was) your attitude towards the change initiative influenced by the conversations you have (or had) with your manager.....(select one)



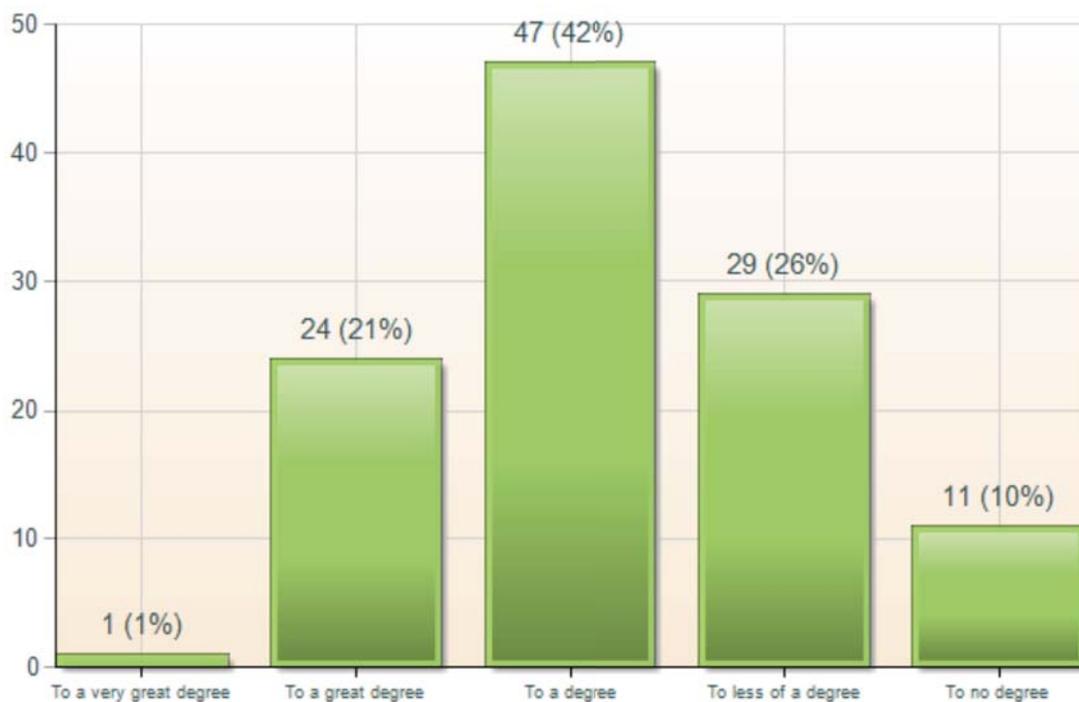
Question 25:

Is (or was) your attitude towards the change initiative influenced by the conversations you have (or had) with members in your work group.....(tick one)

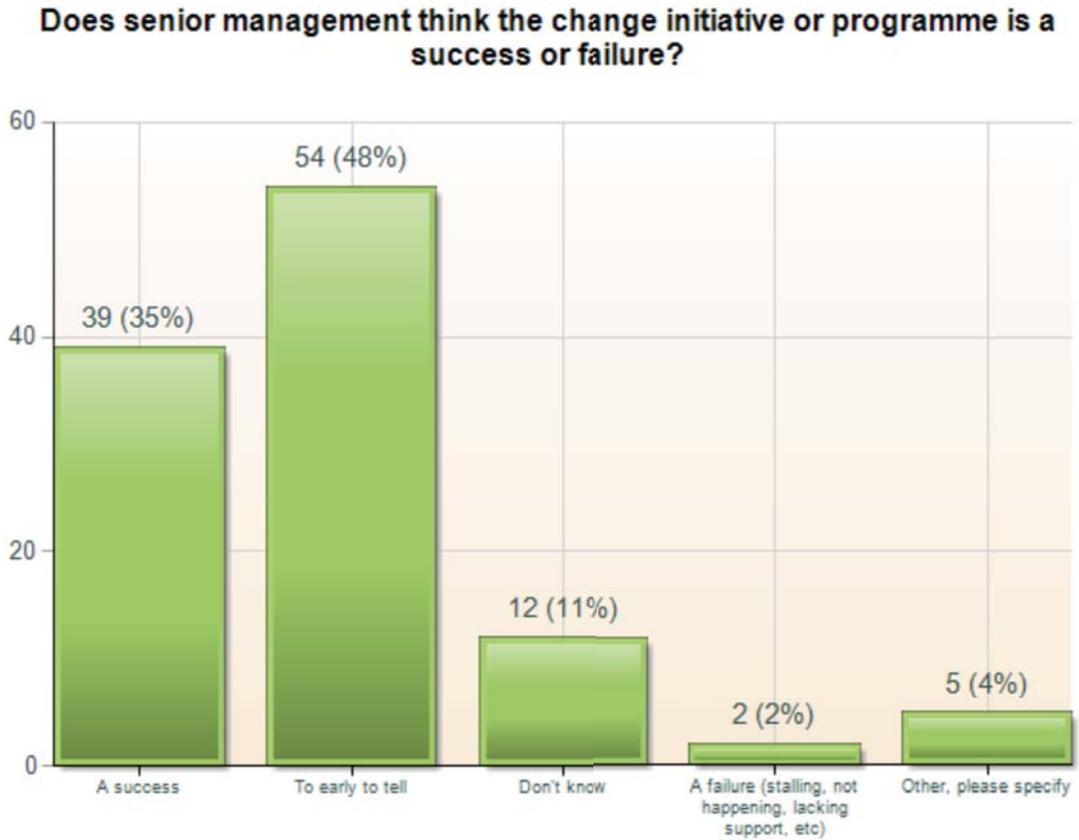


Question 26:

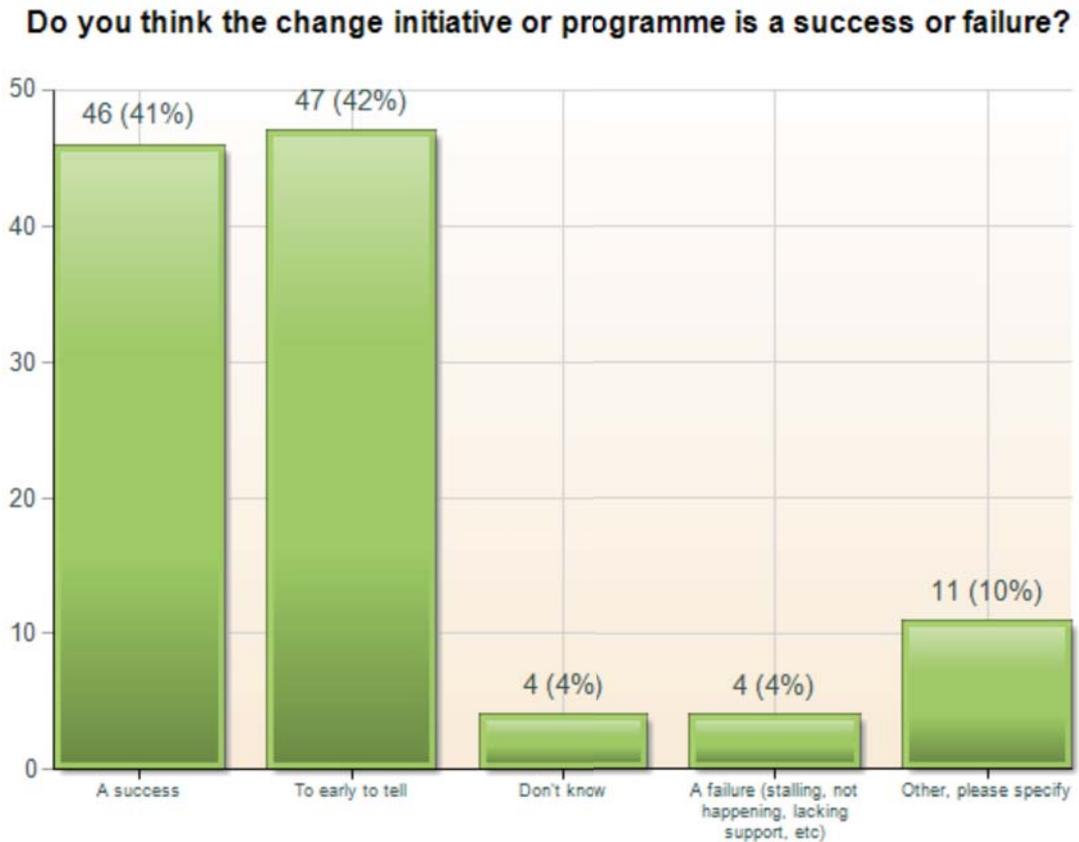
Is (or was) your attitude towards the change initiative influenced by the conversations you have (or had) with members of other work groups..... (tick one)



Question 27:

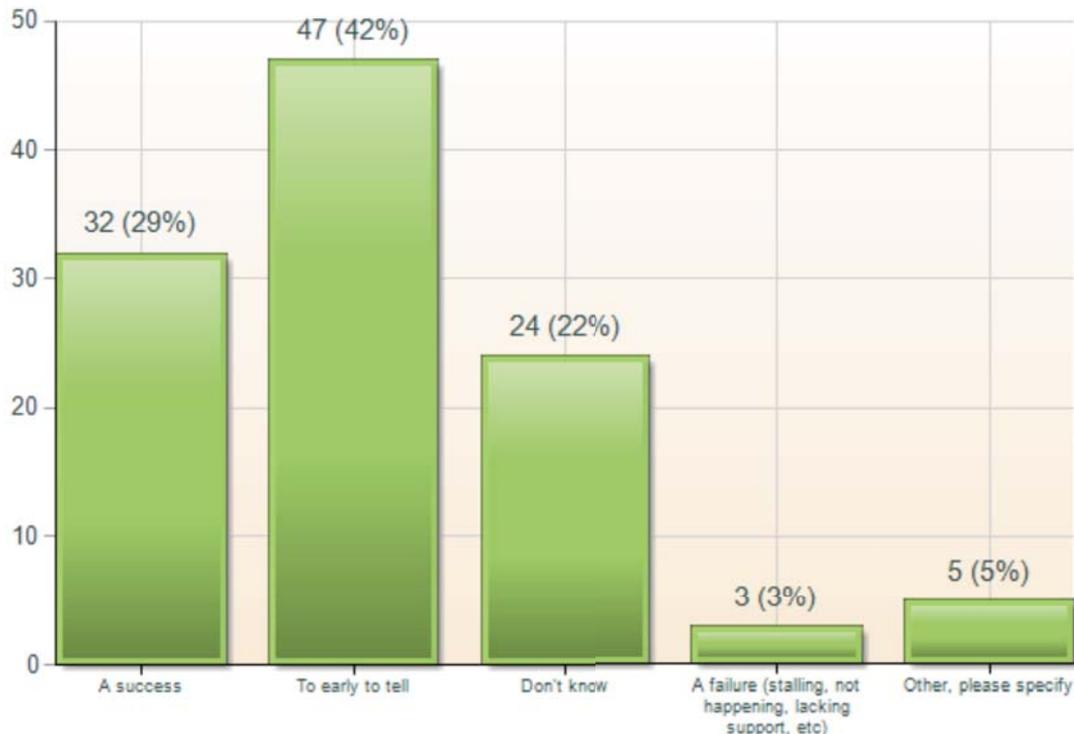


Question 28:



Question 29:

Do others below you think the change initiative or programme is a success or failure?



Question 30:

- 1 We have many communication sessions with the Employees Union and also some informal one-to-one chat between some influential supervisors of frontline staff before launching the rules, procedures and initiatives.
- 2 TRUE
- 3 open minded
- 4 Clear goal and purpose, communication, commitment, follow-up
- 5 Top Management commitment.
- 6 To see the real benefit/outcome contributing to the business
- 7 The current economy. The initiative has always been in the pipeline for years. However, during prosperous times there were many that felt 'why fix it if it's not broken'. When the economy impacted our business significantly, change HAD to happen and people saw their jobs at risk, so many followed the initiative mainly for their own sake. Having said that, the initiative is a good one that should have been adopted earlier before the financial crises.
- 8 Management support.
- 9 Easily understood by relevant parties
Information must be shared readily to all parties
- 10 how the message deliver across to the receiver end. If the receiver felt that the initiative is beneficial to them, the initiative will be successful.

- 11 I would work with all colleagues towards the company goal.
- 12 Support, confident and firm attitude
- 13 New staff attitude was biggest positive although we missed our goals.
- 14 - Top management support
- Staff support
- Effective communications with staff on the scope of changes, reasons for changes and the direct impacts of changes on their work-related benefits
- 15 ongoing and continuous focus
- 16 Constant encouragement and marketing the benefits
- 17 The attitude from all members involved are critical to the success
- 18 thorough discussion with all stakeholders
- 19 top down change approach
- 20 Excellent. Proud of the team who assist in implementing the changes.
- 21 Good relationship with customer.
- 22 Being open to different ideas and resources
- 23 Diluting the role played by the old guard and giving new people a chance
- 24 clear goal and goal congruence via communication
- 25 External factors & facing reality
- 26 Too early to tell if this is successful.
- 27 Top down message & included it in the KPI of each centre's performance
- 28 be open, be respectful with others and focus on the result and agreed objectives
- 29 The continuous pushing and support from top management
- 30 - Promotion by Senior Management
- Effective Communication
- Measurable
- 31 It reflects the opportunities in Asia, it is IT focussed, It is sticky and profitable
- 32 communication and openness about the benefits and the problems caused by the changes
- 33 Positive mindset and adaptation
- 34 Continuous reminding and obn the job improvement ob safety
- 35 Repeating the message many times using different media at different occasions.
- 36 Communication channels to deliver management's objective/ aims, also for other stakeholders to share their concerns and opinion.
- 37 the change is better than before

- 38 Solid support from senior management.
A clear need for change.
- 39 support from top management
- 40 If people are willing to follow through the changed.
- 41 senior management must support the initiatives
- 42 NA
- 43 Positive attitude and hands on management approach. Previous experience in handling such changes
- 44 clear objectives, united top management support towards achieving the objective, aligning up team members towards the objective
- 45 Senior management determination to force it through.
- 46 Support from my direct boss whom I made him the project sponsor. Effective communication from start to finish. Give credits to the project team members for their efforts and contributions.
- 47 Pushed from top to bottom in company.
- 48 The overall economic situation
- 49 Still in process
- 50 good quality of communication and benefit analysis.
- 51 Encouragement, early adoption. Communication. Repeated. Ensuring stated actions are implemented
- 52 top-down directive and incentives
- 53 Colleague at all levels to understand and appropriate goal set out at project level
- 54 Clear communication of the objectives and outcomes expected
- 55 motivation and solid supports. 2 ways communications.
- 56 Leadership of senior management
- 57 strict order
- 58 To discuss & to get buy in instead of 1 way instruction.
- 59 Up & Down support and more beneficial to them after implemented.
- 60 Adequate consultation and involvement of the user in setting the change implementation plan
- 61 To give a clear picture and reasons to all staff members regarding the change through some briefing or workshop.
- 62 It needs to allow time to make the change initiative work and avoid suggestion of too many change initiative to be made at one time or within a short period of time.
- 63 Clear communication and more focus on management objectives

- 64 Explaining the reason behind the initiative.
External market conditions helped people understand.
Demonstrating to people that we were trying to cut cost so that money could be freed up to actually grow the business. It wasn't all about bottom line profit.
- 65 communicating positively i.e. allowing others to air their problems, listen to their suggestions and get them to buy in on the proposed method
- 66 I, as a coordinator, coordinate between the top management and frontline staff.
- 67 Constant following up; Support from senior management; Sensing ownership of the change
- 68 More support from both senior management and full support from front line staff
- 69 BETTER FUTURE
- 70 Clear Vision, objectives and guidelines
- 71 R&D on consumer behaviour and expectation
- 72 Team work and the attitude of the leader can drive a positive result.
- 73 Let employees know the rationale behind the change initiative.
- 74 Clarity and determination.
- 75 Clear objectives and responsibility;
Strong leadership from senior management
- 76 Proactive communications with different levels of team.
- 77 Engaging the right person for the right job.
- 78 Communicate clearly to all staff.
- 79 support from the senior management
- 80 Not complete yet but it would be attitude and mindset
- 81 GOOD COMMUNICATION, PLANNING.
- 82 Needs to be driven and properly supported by Top Management
- 83 No comment
- 84 1. Solid and reliable research about the impact of this changes.
2. Gather other companies' experiences. Learn from the other companies experiences.
3. Positive mindset of all layers in the organization
4. Synergies between all departments in the organization.
- 85 1) Clear direction by management
2) Effective communication
3) Two way dialogue
- 86 The strong support from my management and the need for change.

- 87 Business - regular review sessions yield opportunities for corrections and improvements
Training - built and opened a center to provide planned training to frontline staff, strengthened bench strength, regional training plan finalised and deployed, direct dialog with BU HR and Operation to enhance course materials and partnership model
HR overall - increased opportunities for HR in the 2 BUs to work with each other as well as Training, thus enabling transparency in info and best practices sharing, opening up of day-to-day communication, and strengthening of working relationship. Also, closer partnership with the CEOs and Operation departments.
- 88 communication with multiple layers of staff (to leverage on different market knowledge (among staff) identify unforeseen obstacles, build support); recognizing gap (if any) between current skill sets of staff management and those needed to achieve the change and manage the "changed" organization, and providing training (and possibly bringing in new staff) to close that gap
- 89 Top management commitment, there is benefit for all, though financial consideration may have been behind the change initiative, it appeared to be largely driven by high ideals and there was continual reinforcement (even when there were a few setbacks) to further the change by Senior Management.
- 90 To involve more people to discuss the initiative in early stage so that to earn more buy-in and more support during the launching time.
- 91 Alignment of everyone's goals and an initiative that can be seen to drive growth and profits
- 92 To seek more research and surveys from the working level to the management level.
- 93 Teamwork, works on the same direction, everyone's contribution, clear goal to follow
- 94 clear direction, clear communication, commitment
- 95 good planning / positive attitude / morale
- 96 see the project is important and bring benefit to all
- 97 Change of mind set is important. More briefing to be conducted to ensure all are aware of the reasons for the change and the benefits due to this change.
- 98 Communication and review
- 99 The top management's determination to carry out the change.
- 100 Commitment by involved colleagues
- 101 The change towards a new hope and improvement

Question 31:

31. What do you feel prevents or hinders(ed) the change initiative from being successful?

Response

- 1 Some employees who always thinks that the company will not treat them well at the beginning and they'll need some time to understand the implication behind and also peer group influence before they can totally accept the launch of the change initiative.
- 2 How to follow through your change initiative
- 3 own advantages
- 4 "the-good-old-days"
- 5 lack of motivations.
- 6 Too much changes or adjustment on the requirements or objective of the new initiatives.
- 7 People afraid of leaving their comfort zone.
- 8 People think it is additional workload and just complicate the normal working process.
- 9 Excessive complexity
Stakeholders are not engaged on a timely basis
- 10 Receiver attitude.
- 11 No.
- 12 Resources
- 13 Lacking quality R&D prior to change and reluctance to administer certain tough decisions.
- 14 - Ambiguous communications with staff to resolve their resistance against changes
- Unfavourable management support
- Invalid reasons for changes
- 15 without sufficient following through
- 16 Negative people, persons who are not receptive to change because they have been doing things the same way for too long.
- 17 Communications and caring manner from the senior managment
- 18 lack of stakeholder buy-in
- 19 committment from the employees
- 20 The resistance to deal with new things.
- 21 Market competition.
- 22 Maybe did not communicate with the direct supervisor frequently
- 23 The old guard and practices that have always been that way. "In the past we did...." kind of attitude to everything. No forward thinking.

- 24 vague goal and those hidden agendas
- 25 Nothing, it was achieved
- 26 Too early to tell if this is not successful.
- 27 Lack of incentive/discussion with the staff on the ground to motivate them.
- 28 too strict to the details, and lack of understanding of the feelings from the teammates.
- 29 Not all levels in the organization are comitted to the change
- 30 - Setting unachievable targets
- Not giving the tools to achieve
- 31 Individuals who will not or can not see the benefit of challenging what they have been doing for 10+ years and making the necessary change
- 32 Trust of people and buy-in from middle management.
- 33 acceptance by the end user
- 34 People did not understand the objectives and necessity of change initiative
- 35 The mentality of the staff(front line staff such as foreman) from the perevious decade
- 36 Work introduced to the already very tight schedule of everybody.
- 37 Roll-out initiative without properly informed, communicate with the stakeholders.
- 38 the change is no benefit at all
- 39 Apathy.
- Fear of change and a potentially increased workload.
- Distrust of interference with personal fiefdoms.
- 40 human behaviour
- 41 It's hard to break the culture and old practise that is cultivated.
- 42 too much consideration on costs issue and stressing heavily on returns
- 43 Current economic climate resulting in poor buying sentiments.
- 44 Nothing. Our company is flexible
- 45 failure to achieve buy in from the top management ranks on the objective, failure to commit dedicated and competent resources to the initiative, failure to lead the middle management ranks towards the objective, decentralising the initiative to the business units without enough centralised support or additional resources
- 46 Lack of open communication between senior staff and those who are actually tasked with doing the work.

- 47 Difficult to separate project work with day-to-day operational issues which led to some delays in achieving the project milestones. Manpower constraint and lack of resources.....staff already had to work a lot of overtime yet required to participate and give input to the project.
- 48 Negative feelings from staff.
- 49 Attitudes of existings staff
- 50 Accurate pre analysis and communication.
- 51 Resistance to change. Fear of exposure to failure
- 52 fluid communication and consultation
- 53 people's mindset and resistance to change work pattern of preference
- 54 Mind setting.
- 55 Staff behaviour
- 56 real ops need
- 57 Short term action. For those work for long term, not able to get their buy in.
- 58 People and their traditional / selfish mindset
- 59 When people are told to something they don't buy. The direction of change must be top down but the details or how to change should incorporate the views from bottom.
- 60 Don't set target to a very high expectation result as if the result is too far from expectation, people would feel that this initiative is another failure and might see the future proposal is only another fantasy.
- 61 Barriers of flexibility in giving monetary incentives
- 62 People's personal views/perceptions.
A reluctance to challenge their own work processes and to think differently.
Assumption that cost containment impacts the product quality.
- 63 personal objective that differs from the teams objective
- 64 None.
- 65 Lack of simplicity in changes, lack of discipline (laziness) by implementors, lack of ownership of changes by implementors
- 66 Inconsistent thoughts and targets from middle managerial staff
- 67 PEOPLE DO NOT REALLY WANT TO CHANGE AND TAKE NO ACTION
- 68 People behaviour changes
- 69 Changing mindset and moving out from the comfort zone.
- 70 Negative thinking and without support from the top.
- 71 Lack of communciation and understanding
- 72 Lack of information and going to fast

- 73 people tend to resist changes;
Complicated systems / structure - hard for junior staffs to see the full picture.
- 74 The negative mindset of group of experienced staff who do not want to make any changes and the company has to count on these group to lead the less experienced ones.
- 75 staff taking changes unwillingly. The usual resistance employees give when talking about changes.
- 76 Lack of communications between management and staff.
- 77 management support
- 78 Attitude and mindset
- 79 POOR COMMUNICATION AND PLANNING.
- 80 lack of genuine support /understanding and buy-in from Top Management
- 81 No idea
- 82 1. Not enough data and research
2. Skeptic mindset from senior management
3. Weak synergies between related departments.
- 83 While we reduce the cost then will affect the services standard with our client.
- 84 1) Poor communication
2) The attitude of 'do what I tell you' rather than explaining 'why you have to do it'
3) Local culture
- 85 Staff fear of change (uncertainty)
- 86 Business growth is much faster than people growth. Talent shortage, inadequate competencies across the organization to support the fast growth, the company's non-readiness to pay market pay (particularly frontline jobs) due to cost/profit/sales considerations, staff too overworked to have time for self development to meet the escalating demands of the business, no disciplined training of frontline staff until 2H 2008, leadership new to the business and to China (therefore have to go through learning curve)
- 87 have seen how communication can also hinder change and prove a stalwart (or death) to the initiative, i.e. some situations may call for less democratic-style leadership; challenge appears to be in finding the right balance between the two and recognizing that some people are not going to get on the bus
- 88 Lip-service, perception that there is hidden agenda or ulterior motives, lack of benefit to participate / to make it a success.
- 89 No direct result or benefits could be seen.
- 90 Different skill levels of the work group to undertake the initiative, thus coaching time has to be given
- 91 The decision-making and action-plans implemented by the top management level.

- 92 The challenge of complexity from the market demand, the sufficient support from the Group/ factory.
- 93 has not been unsuccessful - but to expedite it, talks or briefing session by assigned personnels help greatly. the rest of teh team mates, especially those in the lower ranks or not from main office may not have fully grasped or appreciate the essence of the plan.
- 94 behavior of resistance to change / no clear plan or objective
- 95 don't care attitude
- 96 It is again the behaviour and the mind set of people to accept the change.
- 97 misunderstanding
- 98 Suspicions between the existing and the new management team; limited sharing of information.
- 99 Colleague unable to appreciate the rationale for change
- 100 The change initiative is not clear purposes, guidance and new hope

Question 32:

32. If the change initiative could have been done again, what would you suggest to be done differently?

Response

- 1 If the medical expenses policy can have better coverage to certain part of employees, it will make a better balance between employees who benefits more or less.
- 2 Good Planning
Communication (two way)
- 3 must find the right & key persons at the beginning
- 4 CEO Forum plus CEO Blog to kick off.
- 5 To start one unit by one unit
- 6 More discussions with floor staff educating them strongly on the purpose and reasoning and encouraging feedback.
- 7 no comment
- 8 To involve all parties who are affected by the initiative.
- 9 More or less the same for a back-up team.
- 10 A better training programme
- 11 Recognition of resource needs to be harsh, decisions of a tough nature need to be actioned not merely discussed/delayed.
- 12 more or less the same
- 13 Requires key buy-in from certain senior managers to push their team to implement.

- 14 To be more decisive and to share more information with the all parties concerned
- 15 Obtain more feedback before implementation
- 16 more informal communication with the people at the ground level, so everyone knows whats going to happen
- 17 Nothing differently, as the current change initiative is quite good
- 18 To implement at different time (eg from Aug to Oct) when workload is less heavy.
- 19 We could have looked at it and started earlier.
- 20 Will have more team discussions and speak to supervisors more, to prevent overlapping work
- 21 Gain a budget break for 12 months and change out the old guard right from the start. Message is clearer that way.
- 22 communication is crucial
- 23 Much more openness about the savings achieved versus the savings needed.
- 24 Will do this at good times rather than bad times
- 25 More involvement with the lower level staff to get buy in for the project
- 26 Aware the limitation and spend more time to adapt to it and to prevent the negative impact.
- 27 More dialogue with middle management and frontline supervisors
- 28 none
- 29 Increased communication
- 30 Essentially the same.
- 31 more end users in the original design and planning stage
- 32 Yes
- 33 No better suggesstion as what my company doing is the best approach
- 34 Look more closely at the practicailty of the work introduced more carefully.
- 35 To make the initiative process more transperant, or may be update the progress in internal magazines/ intranet, etc
- 36 the advantages and benefits of the changes must be clearly informed
- 37 The initiative could have been moved along faster.

Greater communication with a wider body of stakeholders (as opposed to only those directly involved) to explain the purpose and usefulness of the initiative would have helped.
- 38 to get people to "buy-in" in the first place.

- 39 To break through some die hard old management culture in our direct reports that may hinder some of the changes as they are so comfortable in the old school practise.
- 40 not sure
- 41 NA
- 42 Nothing
- 43 ensure better developed case on the resourcing the project in time, effort, money and technology
- 44 Establish clear timelines in advance. Encourage user participation at all stages of the project.
Clearly designate tasks to individual teams.
- 45 I could have delegated more responsibilities and tasks to my peers so that I could put more time and energy to get things done within the agreed timeframe.
- 46 N/A.
- 47 Still in process
- 48 Know-how acquisition.
- 49 Implemented more quickly
- 50 a blend of consultation and directives
- 51 workshop/discussion on awareness on project delivery and target to be organised at earlier stage to all levels but also need constant reminding
- 52 Nothing
- 53 To review periodically the benefits and what results have been achieved. Find out the pro and cons during the change and try to know why.
- 54 Get the group buy in, plan for short, mid & long term target instead of just short term.
- 55 Form a panel to draw others team support. It is easy to implement the plan.
- 56 To have the assumptions been challenged and tested by consulting more people potentially been affected.
- 57 Put much more focus on supervisory staff.
- 58 Yes
- 59 Not yet complete
- 60 More leeway to give higher and more incentives
- 61 More emphasis on communicating amongst the team on performance/ achievements on the initiative. After initial communicaiton and monitoring there has been little praise/recongition.
- 62 no comments at this moment as still monitoring the situation
- 63 Nil.

- 64 Pilot to be run on small number of affected groups for longer; Greater persistence in following everything up from the beginning; The changes to be sold to the responsible parties from the beginning;
- 65 A Road Show about the future company direction from senior management level to front line staff
- 66 done in the formal way and check in regular basis for the action plan
- 67 Senior mangement should think twice before making their decisions and better communication would definitely help a lot.
- 68 Larger involvement of managers, who at later stages involved a aparts of the change initiative, before execution of it
- 69 Yes. Conduct R&D in detail prior entering the new space.
- 70 Need strategic planning, to be more aggressive and keep a closely diagloue/relationship with potential client.
- 71 Nil
- 72 To provide more information and obtain more feedback from staff (top to bottom)
- 73 Wider communication across the whole company to obtain support from other departments.
- 74 Would have started the buy in process for those experience staff more earlier.
- 75 First of all, restructure the management level for effectiveness.
- 76 More frequent communication with staff not in the servicing departments.
- 77 Before the commencement of change initiative, a formally communication of the initiative by senior management for better understanding of the change.
- 78 No comment at this stage
- 79 USING SMART THINKING APPROACH.
- 80 Ensured Top Management were all in agreement of the objectives, deliverables and road-mapping for implementation of the campaign.
- 81 Nil
- 82 First of all, how to make all the related parties commit to what they have been decided and what they have to do.
Secondly, senior management must be able to support things such as facility, give attention to the ongoing process,and socialize to all layers in the organization.
- 83 I would like to strengthen the communications with our staff and our client.
- 84 More dialogue to discuss the change initiative
- 85 None

- 86 -overhire (from CEO level to 2 levels down) to minimize growing pains
 -spend money (wisely) to make money (someone told me: You pay peanuts to hire monkeys. You pay \$\$ to hire humans.)
 -spend money to build infrastructure (IT, HRIS, Training School, Payroll system, merchandising system, store system, etc) to enable the rapid growth
 -do what's right for the company, don't yield to the personal preferences of the BU CEOs
- 87 too early to say, but closely observing
- 88 Initial introduction of change initiative could have been better planned so that the management who are conveying the message could have demonstrated more involvement & buy-in (rather than as just passing down something that came to them from higher management)
- 89 As mentioned above, to involve more people in the initiative discussion.
- 90 More specialised skills needed. More coaching. More involvement of our customers.
- 91 We have to get the fully support and resources engagement from our top management level.
- 92 When company has a Brand leadership, it win on mutiple dimensions. Brand evolves over time to meet the changing needs of the marketplace. Work with Group and get support to make the change initiative successful.
- 93 briefing and training sessions on "know-how" to be arranged much earlier for teh rest of the team
- 94 change the project manager, if possible
- 95 No, The present approach is doing well.
- 96 more communication
- 97 I won't suggest it to be done differently, but perhaps over a slightly longer period to allow for smoother integration.
- 98 A more formal team make up
- 99 I would suggest the changes more agressively by setting the time frame of success target faster.

Question 33:

33. Please feel free to write or add any comments about the change initiative or this questionnaire

Response

- 1 I think for multiple choice questions, which got a line to fill in comments of "Others, pls specify", do not have enough space.

For questions 12-15, which asked about the response of positive or negative from different group of people, I think we need to have one more choice that is "Partially positive and partially negative", as this is a very common phenomenon for a change initiative to be launched.

- 2 no comment

- 3 Initiative are always done for the sake of the company or department. At the end of the day, the people that execute the initiative do not get to share the gain.
- 4 It is good to align something around worldwide to protect the company goodwill.
- 5 We were looking to expand a small existing account in an a\untapped country in Asia. Regulatory presures and long term staff reluctance to changed meant even with new colleagues the traction was never obtained and the project failed.
- 6 No one likes to come out from his comfort zone. However every one likes to be successful and needs encouragement
- 7 The change is the new taxi business that we went into about 2 yrs back. We are trying to further exploit the potential of this business.
- 8 I found the questionnaire a bit confusing to be honest. Since I am the MD a lot of the actions come from me and so references to "my manager'supervisor" were tough to 'contextualise' (?).
- 9 communication is crucial
- 10 Could have been better handled, in particular when it directly affects staff and families etc.
- 11 Change is good, which helps to make the team members be responsive, agile and focus to the vision and objective of the organisation.
- 12 At the start it felt like yet another safety campaign, but thanks to the continous pushing and support from top management during the last 2 years (it would not go away, as "normal" initiatives). The start was a bit slow, but as it went on, more and more people got convinced that it actualy worked.
- 13 Questionnaire not strictly tailored for CEO level but I have tried to answer as best as I could.
- 14 the question on function in the organisation should include "management"
- 15 The change initiative may be seen as successful in achieving its primary aim, but the system was a stop-gap measure and is due for replacement soon, and so in my view, its success is limited.
- 16 I wouldn't mind revealing myself, this is Jason Tsang, and I hope that all the data and feedback given in this questionnaire would be useful in determining the outcome and recommendations of this research.
- 17 N/A.
- 18 No
- 19 Considering the fast tarck/pace requires from the current assignment, it is a constant challenge to work with an evolving dynamics especially when a set target at a project level needs to be consistently maintained amongst individual objectives.
- 20 Straight forward to say. Change is equal to Benefit / Survival

- 21 not only need to pay great attention to prepare for the change but also how we maintain it and fine-tune it after implementation. Otherwise, we cannot guarantee its continuity.
- 22 Nil.
- 23 This particular project was in an environment where things require rigorous checking and re-checking. Once this was fact realized and implemented, progress was much more effective. Of course, the ownership of the changes left more sustainable shifts in mindset later on in the project, however this seemed secondary to the persistent monitoring.
- 24 nil
- 25 I can see better picture of how to look into change(s) of organization in company and even personal life
- 26 Nil
- 27 Change should be made in a reasonable way, especially when dealing with head count. Management should not only look at the future but also the past (the contribution from experienced staff). Also, some hidden benefits or costs should be well understood before making any change.
- 28 Organisation should not make changes for the sake of changing. The purpose of a change has to be defined clearly & disseminated to all levels. Is important to deploy capable managers to a team so that the staff are motivated & the company will progress due to the staff positive feel to contribute more than expected.
- 29 Employee morale should be taken care of
- 30 HELP US TO THINK THE IMPORTANCE OF CHANGE.
- 31 I feel that this questionnaire hit the important point. Alan has made this questionnaire is just nice to understand by the participants.

The way I looked at change initiative itself is something about how we can change someone's mindset. Changes can be found starting from ourself, family, our company, our country and the largest is this world (e.g. Global Warming, nowadays people bring their own bag to carry groceries. Which, this attitude were very rarely 10-20 years ago.

And the homework is how can we effectively communicate this change initiative to others?

- 32 Very useful can let me know review the performance from the past.
- 33 no additional comment
- 34 A charismatic leader at the head of the change initiative who walks the talk and is felt to be open to feedback from & communication with people across different levels will prove extremely helpful in making the change initiative a success. Of course the factors that I have stated earlier that make it succeed and that hinder its success are still relevant.
- 35 Every company or people should have the room for the improvement. There is no doubt we need to get the full involvement of the management.

- 36 Change is a fact of life. We can either lead change or have it thrust upon us. The way to handle change is important. This questionnaire somehow help to think further for how to handle changes with more effective ways.
- 37 Attitude of the manager and sub-ordinates are key to success in change initiatives. The difficulties are to get people to think more as they often said "tell me what you want", instead of thinking "is that change help us all".
- 38 No Comments. In fact this questionnaire has prompted me to think again of the change initiative launched by the company few years ago.