

Table of Contents

Abstract	2
1. Introduction	3
1.1 The need for change.....	3
1.2 Change and leadership	3
1.3 Different occasions of change.....	4
1.4 Team perspective of leadership	5
1.5 Problem statement	6
1.6.1 Less successful organisational change processes	6
1.6.2 Successful organisational change processes	7
1.7 Aim of the study	9
1.8 Purpose	9
1.9 Research questions	9
1.10 Method.....	9
2. What are the characteristics of the occasions that can be distinguished?.....	10
2.1. The basics processes of change.....	10
2.2 Different types of changes and their characteristics	11
2.3. Characteristics of leadership.....	13
3. What are the characteristics of an empowered team?	15
3.1 Team empowerment and leadership	15
3.2 Job dimensions and organisational characteristics of team empowerment	16
4. The impact of team empowerment on organisational change in practice.....	18
4.1 Characteristics of case studies	18
4.2 Case study review	18
4.3 The case of Zeta	20
4.4 The case of Legend Manufacturing Ltd.	23
4.5 The case of change management in Aboriginal organisations	27
4.6 The case of a Finance Department of a US city government.....	31
5. Cross-case analysis.....	36
6. Conclusion	38
7. Discussion.....	39
8. Appendix	41
9. References.....	42

Abstract

We live in a dynamic world in which organisations need to be adaptive and flexible. For this reason, many organisations make use of empowered teams more often. Therefore, team empowerment has become a more well known concept in existing literature. This literature however often lacks empirical evidence. Very often team empowerment is also depicted as the holy grail in organisational change. But is team empowerment always the key to successful organisational change?

This paper reviews multiple case studies in which three different types of organisational change are described. It also explores the impact of team empowerment on these three changes. Therefore, the following research question is drawn up: *In what occasions does empowerment of teams contribute to successful organisational change?*

Based on a literature study on successful organisational change three facilitators are formed to assess the level of success of the organisational change in the case studies. Furthermore, literature study is conducted to search for different change-categorisations. These can be used to differentiate the different types of changes in the case studies. Afterwards, characteristics of different types of leadership and the job and organisational characteristics of empowered teams are formulated based on literature study.

Four case studies of organisational change were reviewed. The organisations that were described in the case studies were: *Zeta* (China), *Legend Manufacturing Ltd.* (China), *Apunipima Cape York Health Council* (Australia) and *A city-government finance department* (US).

An individual case study review and cross-case analysis showed that team empowerment has a positive contribution to organisational change when this takes the form of developmental and transformational change, whereas it does not have a positive contribution to organisational change when it takes the form of transitional change. This conclusion shows that team empowerment is not always the key to successful organisational change. Further research could use different case studies to examine the impact of team empowerment on organisational change more extensively.

1. Introduction

1.1 The need for change

Change is a concept of which men are familiar with since the beginning of its kind. Change is often studied in an organisational context, as organisations need to change in the rapidly changing world to ensure their long-term survival. By adapting to dynamic environments through change, organisations can achieve competitive advantage; they can work on new technologies and work on things in a new way (Porter, 2008). This concept of organisational change can be found in literature from hundreds of years ago, such as 'The prince' by Niccolò Machiavelli (Machiavelli & Viroli, 2008) and in more recent literature, such as 'The Theory and Practice of Change Management' by John Hayes (Hayes, 2014).

In most of this existing literature concerning organisational change and strategic change management, it is said that effective leadership is required for change to be successfully introduced and sustained (Gill, 2002). When an organisation is about to undergo change, the affected stakeholders may experience the process of change differently. These stakeholders often don't consist of one uniform group with uniform interests. According to Scott and Jaffe (1988) some people tend to move through the change process rather quickly, while others may become stuck or experience multiple transitions at once. When this occurs, resistance against organisational change could arise (Bovey & Hede, 2001; Dent & Goldberg, 1999; Ford, Ford, & D'Amelio, 2008). According to Coghlan (1993) resistance is a natural part of the change process and is to be expected. This resistance however can act as roadblocks to change within organisations. Besides people becoming stuck in the change process and experiencing multiple transitions at once, another facilitator of resistance to change is conflicts of interest. For change to be successful and sustained these conflicts between stakeholders need to be dealt with and solved. One example of a conflict of interest between stakeholder groups can be found at the airline KLM. Several austerity measures were suggested by KLM in the beginning of 2018 that would result in an increase in work pressure of the cabin crew (Leijten, 2018). The cabin crew consisting of 9.500 employees were against these measures and were prepared to strike. This would result in almost no flights of KLM taking off from the airport of Schiphol. In reaction to this potential strike the airliner KLM reversed some of these measures. This resistance from the cabin crew against the austerity measures at airline KLM is yet but one real life example of how stakeholder resistance can act as a roadblock to change and needs to be dealt with in order for change to take place.

So, there are multiple explanations why change is not taking place or is not occurring as quickly as expected. A way for change to be successful and sustained however is to prevent this resistance to change. Leadership could be one of the ways to prevent this resistance from happening and thus be a solution to the problem of change initiatives failing. (Anderson & Anderson, 2010; Gill, 2002; Todnem By, 2005).

1.2 Change and leadership

As said earlier, in most literature it is said that effective leadership is required for change to be successfully introduced and sustained (Gill, 2002). Kotter (1990) states that in order to minimize risk of organisational failure and keep the current system operating, management is needed. But when change occurs it requires a new system, which in turn demands leadership. 'Both leaders and managers may have involvement in establishing direction, aligning resources, and motivating people', as cited in Kotterman (2006, p. 14). Managers try to maintain order, stabilize work and organize resources, whereas leaders seek to develop new goals and align organisations and they produce potential for dramatic change, chaos and even failure. As Kotter (2008) stated, when change occurs leadership is demanded. According to Hooper and Potter (2011), as is cited in Gill (2002, p. 310), leadership of change means 'developing a vision of the future, crafting strategies to bring that vision in reality [and ensuring] that everybody in the organisation is mobilising their energies towards the same goals'. Leadership however can be carried out in multiple ways.

The most returning styles of leadership in literature are: transformational, transactional, laissez-faire (B. M. Bass, 1997; Hayes, 2014; Hersey, Blanchard, & Johnson, 2007; Judge & Piccolo, 2004; Penava & Šehić, 2014). Beginning with the leadership style of laissez-faire. Laissez-faire can be classified as a non-leadership dimension, as it is the total absence of leadership. Leaders are absent when needed, hesitate in taking action and avoid decision making (Penava & Šehić, 2014). Laissez faire leadership will not be discussed further in this paper, as the dimensions of transactional and transformational leadership are considered relevant to the success of organisational change (Eisenbach, Watson, & Pillai, 1999). Therefore, only the dimensions of transactional and transformational leadership will be discussed in the paper.

Burnes was the first one to come up with the concept of transactional and transformational leadership (1978). These two leadership styles differ in terms of what leaders and followers offer one another. The transactional leadership style is based on the leader's power to reinforce its followers for their successful completion of the bargain (B. M. Bass, 1997). This bargain between leaders and followers is necessary to establish what is being exchanged and whether it is satisfactory (Hollander, 1986). Transactional leadership therefore focusses on the proper exchange of resources, supervision, organisation and performance. Leaders using this leadership style promote compliance through both rewards and punishments. On the opposite side of the continuum lays transformational leadership. Transformational leaders work together with their followers to enhance motivation, morale and job performance. They motivate their followers to do more than they are originally expected to do. Transformational leadership is especially relevant in the context of organisational change according to Holten and Brenner (2015). The transformational leadership style 'is an appropriate leadership style for dealing with organizational change' (Holten & Brenner, 2015, p. 4). Transformational leadership will often have a better influence on organisational change than transactional leadership, as transformational leadership is a leadership style in which employees are encouraged to generate creative ideas for complex problems and participate in organisational decision making according Bass (1997). According to Myers (1993) workers who can help define their own goals and who participate in decision making have a higher job satisfaction. This concept of participation of employees in decision making and defining their own goals is known as empowerment, which is an important feature of transformational leadership (Conger & Kanungo, 1988).

Besides empowering individual employees and letting them define their own goals or participate in decision making, empowerment of employee teams is also possible and it is the key to real organisational change according to Bennis (1999). Kark, Shamir & Chen found that there is a positive relationship between transformational leadership and followers' empowerment (2003). Besides the positive relationship between transformational leadership and empowerment, research has shown that transformational leadership can be linked to various aspects of team performance (Atwater & Bass, 1994; Kahai, Sosik, & Avolio, 2000; Waldman, 1994). These aspects include among other things decision-making skills and team innovation processes. Empowerment of employee teams through transformational leadership can as a result decrease resistance and can therefore increase organisational commitment and support to change (Kirkman & Rosen, 1999; Savery & Luks, 2001). Change however can occur in different ways, and therefore empowerment of teams is not always a certainty to increase support to organisational change. It can even be doubted whether the impact of team empowerment is always positive on organisational change. In this paper different case studies will be reviewed to examine the impact of team empowerment on organisational change.

1.3 Different occasions of change

Change in organisations can occur in many ways and the impact of team empowerment might not always be positive. It might thus not always be suited to implement. It is therefore important to differentiate between different occasions of organisational change. To illustrate, two examples of organisational change are (1) restructuring the entire organisation and reducing the workforce or (2) a minor modification of basic operating procedures within a production plant. Both are examples of

organisational change. However, restructuring an entire organisation or a minor modification are two completely different processes in terms of the impact on organisational strategy, time length of the change process, employee retraining and supplier and buyer relationships. It can be seen that not every organisational change is the same and different circumstances regarding change might apply for organisations.

In this paper, these different occasions are distinguished by the change-categorisation of Ackerman (1986) because of its strong and clear division between different types of change. In this framework change can be divided in three types: developmental, transitional and transformational, each with its' own characteristics. Besides the change-categorisation of Ackerman the leadership styles in the case studies will also be reviewed. As it has been said, transformational leadership will often lead to teams being more empowered and will increase the likelihood of successful organisational change. Therefore, the process of leadership from a team perspective in times of organisational change also plays an important role in the reviewed cases.

1.4 Team perspective of leadership

As has already been discussed leadership plays an important role in the process of organisational change and many literature reviews (Choi, 2011; Penava & Šehić, 2014) and case studies have been conducted (Johannsdottir, Olafsson, & Davidsdottir, 2015; SEO et al., 2012) on this topic. In many of these case studies however large surveys were conducted to look at leadership during organisational change from a manager's perspective (Herold, Fedor, Caldwell, & Liu, 2008; Parry & Proctor-Thomson, 2002). This manager's perspective is often solely focussed on individual leadership characteristics and behaviours. However, following the statement of Bennis (1999) that empowered teams are the key to real change, the team perspective of leadership during organisational change is vital for change to succeed and sustain.

Although a lot of research used the manager's perspective as starting point, this also yields some interesting insights. According to Bennis (1999, p. 1) 'A shrinking world in which technological and political complexity increase at an accelerating rate offers fewer and fewer arenas in which individual action, top-down leadership, suffices'. Leaders who are familiar with diversity and cultural differences are the best hope for long-term survival and success. Battilana, Gilmartin, Sengul, Pache and Alexander (2010) researched the relationship between managers' leadership competencies and the likelihood that they will emphasize the different activities involved in planned organizational change implementation. They say that 'there is growing evidence that change agents' leadership characteristics and behaviours influence the success or failure of organizational change initiatives' (Battilana et al., 2010, p. 1). The research was based on large surveys conducted under 89 clinical managers and the results suggested significant, but different relationships between effectiveness at task-oriented and person-oriented leadership behaviours and change implementation activities. Even though this research yields interesting conclusions, it is mostly focused on the manager's perspective of leadership during organisational change, excluding the important team perspective. Another example of literature regarding leadership during change is the research of Herold, Fedor, Caldwell and Liu (2008) who focussed on the effects of leadership on commitment to change of employees. Their findings were based on surveys under 343 employees in 30 organisations. One important finding of them was that followers' commitment to change was stronger when transformational leadership was executed. This is also an interesting conclusion, but also in this research the managers' perspective was used as a starting point. These two examples show that existing literature easily forget or even neglect the important team perspective of leadership.

1.5 Problem statement

Employee and team empowerment are well-known concepts in the existing literature (Erkutlu & Chafra, 2012; Jiang, Flores, Leelawong, & Manz, 2016), however the concepts are often solely used in theoretical models or studies concerning large surveys. The expected way how empowerment could benefit change within organisations is often described, but mostly lack empirical evidence. Testing these assumptions and looking at the contribution of team empowerment to change in different occasions is not done very often, but is certainly useful. The problem is thus that there is not much literature about the contribution of empowerment of teams on organisational change in different occasions. However, it is useful to see in which occasions team empowerment benefits change and in which occasions it doesn't. These results can be used to support future change initiatives. The question however remains what can be considered as less successful or successful organisational change.

1.6.1 Less successful organisational change processes

To see in which occasions team empowerment doesn't benefit change it is important to go a little bit deeper into the concept of less successful organisational change processes. What are the reasons why some organisational change initiatives fail?

There has been a lot of research regarding the process of organisational change which has resulted in many theories, perspectives and approaches. As Brown & Eisenhardt stated in *Competing on the Edge* (1998) that developing technology, changing needs of stakeholders and economic pressure result in organisations worldwide modifying the way they do things. However, with so much literature and knowledge available for managers who operate in very dynamic organisational environments, how is it still possible that so many change initiatives fail to deliver? Balogun and Hailey (2008) even say that around 70 per cent of all change programmes fail. These change initiatives often require huge investments in energy, time and resources, which are lost. It is therefore not more than logical to discuss research focussed on why organisational change initiatives sometimes fail. Discussing some organisational processes that facilitate less successful organisational change can give us an insight to what extent the organisational change in the reviewed cases can be considered as successful or less successful.

Griffith (2001) states that change management involves one of three different kinds of things, or a combination. These three things are a programme, specific actions for bringing about change and a set of skills associated with these actions. Griffith argues that change management fails in these three dimensions because the choices are illusory and there is no standard procedure for successful change management. Beer, Eisenstat & Spector discussed that change efforts do not produce change because 'many senior managers think change will occur through company-wide training programs and that employee behavior is changed by altering a company's formal structure' (Beer, Eisenstat & Spector 1990: cited in Washington & Hacker 2005, pp. 401, 402). Kotter (1995) also discussed some relevant reasons why change efforts fail in organisations. Kotter suggests that there are eight other important reasons why change efforts fail in organisations. The first reason refers to not creating enough sense of urgency for change. Reason number two is not having a powerful guiding coalition to support the change, in terms of titles, information, expertise, reputations and relationships. Having a powerful guiding coalition not only consists of top management, but other organisational members also need to be included. The third and fourth reason why transformation efforts fail according to Kotter is that often a vision is lacking or the vision is not communicated enough throughout the organisation to support successful change. The other four reasons refer to: not removing obstacles to the new vision, no systematically planning, creating short-term wins, declaring victory too soon and no sufficiently anchoring changes in the corporation's culture (Kotter, 1995). All the previous discussed reasons can thus give us some insight to what extent the organisational change in the reviewed cases can be considered as less successful.

1.6.2 Successful organisational change processes

Several causes have been discussed, which can result in less successful organisational change. It is therefore also necessary to discuss several organisational processes which facilitate successful organisational change. This to make a distinction, to a certain extent, between successful and less successful change in the reviewed cases.

One study by Oakland and Tanner (2007) was aimed to 'examine the apparent gap between often seen approaches and 'best practice', the output being a helpful framework to support future initiatives' (Oakland & Tanner, 2007, p. 1). Their study resulted in the organisational change framework, that could be an aid if organisations are about to go through a change programme or wish to improve their chance of success during a process of change (Oakland & Tanner, 2007).

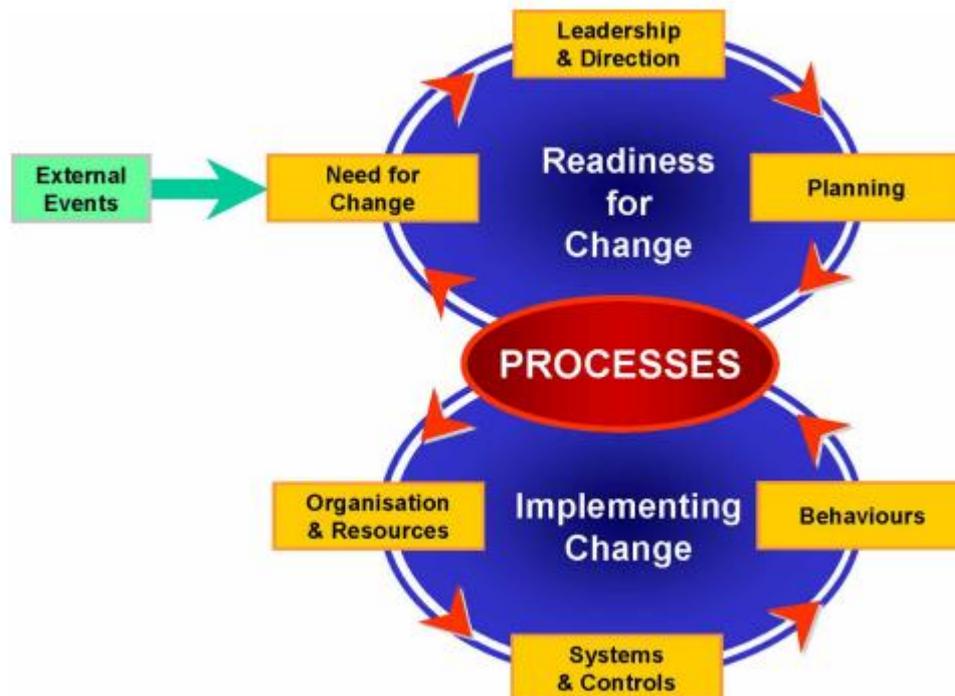


Figure 1: The Organisational Change Framework by Oakland & Tanner (2007)

The organisational change framework consists of two interacting cycles: (1) readiness for change, and (2) implementing change. The first step for organisations to be ready for change is 'to understand what the key drivers for change are, inside or outside the organisation, in order that the need for change may be understood and articulated to focus the stakeholders' desire for change' (Oakland & Tanner, 2007, p. 16). Here clear and consistent leadership and direction are going to play an important role, to turn the need for change into expectations. After the leader set the expectations and targets, robust planning should occur to let the people focus on strategic objectives. The next step in the framework consists of entering the circle of implementing change. This circle is, as Oakland & Tanner stated, 'a rich tapestry of potential failure – a minefield for the unsuspecting' (Oakland & Tanner, 2007, p. 16). The first step to facilitate successful change should be to focus on organisational processes. These processes drive the way the organisation and resources work. 'Performance measures and technology then support the organisation's Systems and Controls' (Oakland & Tanner, 2007, p. 17). All of the above drives behaviour of employers and employees in an organisation. It is because of their behaviour that the organisational processes work. And after the step of behaviour, the organisational change framework thus returns to processes again. Oakland and Tanner state that world-class organisations are following the two interacting circles and inner processes of organisational framework and achieve world-class performance and results (2007). Based on the organisational change framework, it can be said that having a process-centred

approach increases the likelihood of successful organisational change. Oakland & Tanner found that defining and documenting organisational processes is of importance to fully establish process ownership and governance (2007). The means for process deployment used by organisations included 'workshops, the intranet, training sessions, and one-to-one coaching' (Oakland & Tanner, 2007, p. 9). A process-centred approach also includes 'the need for leaders to translate the high level strategic change into operational terms' (Oakland & Tanner, 2007, p. 14). Adopting a process-centred approach would also result in a change in behaviour, as the processes in an organisation drive behaviour. As noted in the previous section many senior managers think that employee behaviour can be changed by simply changing the formal structure within the organisation or by providing training programs which are company-wide (Beer, Eisenstat, & Spector, 1990). However, Oakland & Tanner showed that by using a process-centred approach an organisation can increase its' chance of successful organisational change.

Besides having a process-centred approach, Oakland & Tanner came up with another finding in their research which is important for reviewing the selected cases regarding successful and less successful change. Their finding was that 'performance measurement has a key role in supporting change' (Oakland & Tanner, 2007, p. 14). These performance measurements are seen 'as critical to assessing the levels of performance both before and after the change, and to provide a control during the change' (Oakland & Tanner, 2007, p. 14). The organisational change framework provided by Oakland & Tanner can give us some insight to what extent the organisational change in the reviewed cases can be considered as successful.

The studies done by Griffith (2001), Beer et al. (1990) and Kotter (1995) are only a small part in the current literature focussing on the failure of organisational change. In this paper however the reason stated by Kotter (1995): not having a powerful guiding coalition will undermine the chance of successful organisational change, is particularly important. This since in most of the available case studies regarding organisational change, the topics of leadership support and stakeholder support for change are described. The presence of a powerful guiding coalition gives us some indication whether or not the change can be considered as less successful, based on the research done by Kotter (1995). A powerful guiding coalition will thus be functioning as one of the facilitators for successful organisational change in the reviewed case studies.

Oakland & Tanner (2007) provided some insights in facilitating successful organisational change via their organisational change framework. One of their most important conclusions was that to increase the chance for change to be successful a process-centred approach needed to be adopted. This process-centred approach is cyclical as is displayed in figure 1. Eventually processes need to be at the centre of the change. In most of the available case studies it can be derived what kind of approach towards change is adopted: a process-centred change or a non-cyclical change. Because of this a process-centred approach will also be one of the facilitators for successful organisational change in the reviewed case studies. Besides adopting a process-centred approach, Oakland & Tanner also stated that performance measurements needs to be present in times of organisational change. These measurements are critical to asses performance before and after the change (2007). They provide a control during the change. Having these performance measurements are also central for the success of organisational change in this paper.

Briefly summed up again, there are several facilitating processes for organisational success based on previously conducted research regarding organisational change (Beer et al., 1990; Griffith, 2001; Kotter, 1995; Oakland & Tanner, 2007). The facilitators used to assess the extent of success of successful change in the reviewed case studies are: (1) a powerful guiding coalition, (2) a process-centred approach, (3) performance measurements before and after change.

1.7 Aim of the study

The aim of this paper is to provide an overview of empirical studies in which empowerment of teams in changing organisations is central. Eventually a conclusion in what occasions empowerment of teams contributes to successful organisational change will be formulated. This is done by reviewing existing case studies and other relevant literature regarding team empowerment and organisational change. It is expected that the impact of team empowerment on organisational change is not always positive.

1.8 Purpose

The findings of this paper should contribute to the field of managing organisational change by comparing several case studies of organisations which have undergone change, and using other relevant articles from scientific literature. It will fill a perceived gap in the existing literature by collecting and comparing empirical evidence of the concept of team empowerment in organisational change. By reviewing multiple case studies about team empowerment, we hope to obtain a better understanding of empowerment in different occasions of change from a team perspective. It is expected that team empowerment sometimes benefits change, and sometimes hinders change. By understanding and explaining how empowerment can contribute to successful organisational change, managers can use this new insight in facilitating and sustaining change in organisations and therefore make optimal use of empowerment of teams. It is thus expected that team empowerment doesn't contribute to successful organisational change in every type of organisational change.

1.9 Research questions

In what occasions does empowerment of teams contribute to successful organisational change?

1. What are the characteristics of the occasions that can be distinguished?
2. What are the characteristics of an empowered team?
3. In which cases is there a positive contribution of empowerment of teams regarding change?

1.10 Method

In this paper the contribution of empowerment of teams in successful organisational change in different occasions will be reviewed. This will be done by comparing multiple case studies concerning organisational change, but the case studies differ in the occasion in which this change takes place. For this research the method of case study review is especially chosen to look at the contribution of empowered teams on change. Using literature based on large surveys from a managers' perspective would be in contrast with the previous made statements that a team perspective should be adopted to look at organisational change.

After an individual case study review a cross-case analysis will be conducted. By comparing multiple case studies concerning empowerment of teams but under different occasions, an understanding and explanation will be concluded in what occasions empowerment of teams contribute to successful organisational change.

2. What are the characteristics of the occasions that can be distinguished?

2.1. The basics processes of change

As has been discussed in the introduction, change in organisations can occur in many ways and thus change management also differs in each occasion. In order to classify the different types of change occurring in the case study review we first go back to the basic definition of change management and discuss a simple approach to organisational change provided by Lewin (1951). We use this definition and approach as a foundation for the rest of the paper in which several change-categorisations and approaches will be discussed. Each type of change in the different change-categorisations has its own characteristics. It is however of importance not to lose track of the basic processes that all the different occasions have in common.

Change management, as has been defined by Moran and Brightman (2000) is ‘the process of continually renewing an organization’s direction, structure, and capabilities to serve the ever-changing needs of external and internal customers’ (2000, p. 1). This process of change is vital for the survival of organisations. According to Okumus & Hemmington (1998) successful change management is a necessity to survive and succeed in the highly competitive and evolving environment of today.

Even though successful change management is a necessity for organisations today, most change attempts are often not very successful. Most of change projects are not successfully implemented because of difficulties and obstacles faced during the change process. Bovey & Hede (2001) say that the failure of many large-scale corporate change programs can be traced directly to employee resistance. ‘This resistance occurs because change involves going from the known to the unknown’ (Coghland 1993; Steinburg 1992; Myers & Robbins 1991; Nadler 1981: cited in Bovey & Hede 2001, p. 534). This processes of going from the known to the unknown, was firstly described by Lewin (1951) in his three-step theory of change. According to this model organisational change does not have to be a complex process. Lewin suggested that successful change requires a three-step process that involves unfreezing, moving and refreezing.

In the first step of the three-step theory, which consist of unfreezing the existing situation or the status quo, problems could arise. Resistance under employees could be a problem, as individuals seek a comfortable level of arousal and stimulation and try to maintain that state (Nadler, 1981). Going from the known into the unknown could be tense for employees. During a merger, employees may experience uncertainty about the impact on their work unit and their job role in the organisation. There may also be occasions that change agents get so excited about a new change, that they bypass the feelings, attitudes, past input or experience of other employees (Kritsonis, 2005). The second step of the three-step theory consists of moving from the old existing situation towards a new situation, the change itself. In this second step there are three actions that can support in moving: ‘persuading employees to agree that the status quo is not beneficial to them and encouraging them to view the problem from a fresh perspective, work together on a quest for new, relevant information and connect the views of the group to well-respected, powerful leaders that also support the change’ (Kritsonis, 2005, p. 2). The final step consists of refreezing the new situation. If the situation is not being refrozen it is likely that change is short lived and the old situation will return after some time. Refreezing occurs by balancing forces that influenced the change and the new equilibrium.

In the three-step theory there are two forces at play: driving forces and restraining forces. Driving forces facilitate change because the employees of organisations are pushed in the desired direction. The restraining forces however obstruct change because the employees are pushed in the opposite direction. Lewin argued that the removal of restraining forces, a pull strategy, increases commitment of employees more than the increasing the driving forces that could facilitate change, a push strategy. The effects of these forces eventually promote or inhibit the change (Kritsonis, 2005).

2.2 Different types of changes and their characteristics

As said earlier not every change is the same and often change is not as simple as it is depicted in the three-step model by Lewin (1951). The types of change that could occur can therefore be categorized. Linda Ackerman Anderson (1986) has discussed the three most occurring types of organisational change. These three types are defined as developmental, transitional and transformational change (Ackerman, 1986). Each of these three types of changes have their own corresponding characteristics regarding: (1) degree of pain felt, (2) primary motivation, (3) degree of threat to survival, (4) gap between environmental needs & operations, (5) clarity of outcome, (6) impact on mindset, (7) focus of change, (8) orientation, (9) level of personal development required and (10) how change occurs.

The first type of change is developmental change and has been described as ‘the *improvement* of an existing skill, method, performance standard, or condition that for some reason does not measure up to current or future needs’ (Anderson & Anderson, 2010, p. 34). Developmental change can be seen as the simplest type of change. The aim of the change is to do better in a certain area and there is a clear end-goal, prescribed against a standard, at the start of the change. With developmental change there is little if any impact on the mindset of employees or employers and the change occurs through training, skill development, communications and process improvement.

Transitional change is more intrusive and replaces existing process with something new and is therefore more complex than developmental change. The primary motivation of transitional change is to fix a problem, the clarity of outcome is designed against criteria and the change occurs through a controlled process and support structures. Transitional change also has little if any impact on the mindset. Comparing the degree of pain felt throughout the organisation between developmental change and transitional change, it can be said that it is higher for the latter one.

The most complex and least understood type of change is transformational change. ‘Transformation is the radical shift from one state of being to another, so significant that it requires a shift of culture, behaviour, and mind-set to implement successfully and sustain over time’ (Anderson & Anderson, 2010, p. 39). The primary motivation of transformational change is either survival or prosperity of the organisation and the clarity of outcome is not initially known. The outcome emerges or is created through trial and error and continuous course correction. One of the main differences between transformational change and the other two types of change is that transformational change forces a shift in the mindset behaviour and culture within the organisation. The old mindset and/or business paradigm must change to ensure successful organisational change. Therefore, transformational change also requires a high level of personal development. The three types of change categorized by Ackerman, and its corresponding characteristics can also be found in the appendix, Figure 3.

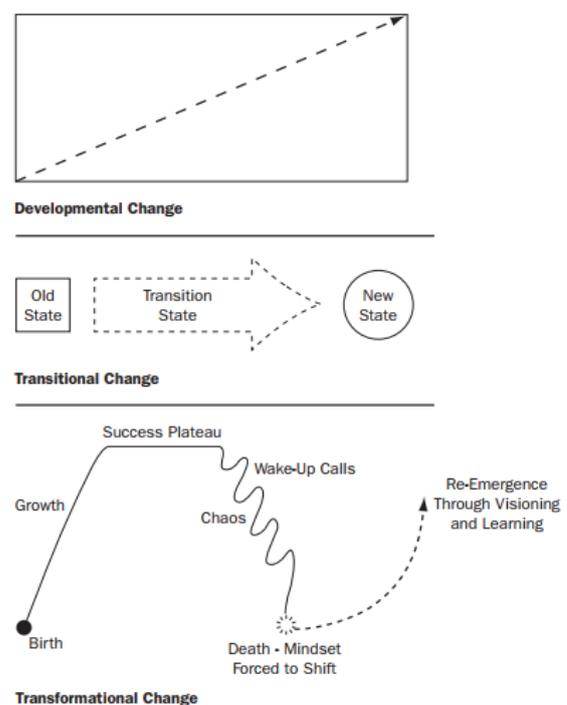


Figure 2: Three types of change by Ackerman (1986)

Senior and Fleming (2006) also categorize different types of change, but their categorisation of types of change differ from the categorisation made by Ackerman (1986). Whereas Senior and Fleming consider the rate of occurrence of change an important characteristic in their categorisation,

Ackerman didn't use this characteristic. Senior and Fleming (2006) have three categories of change characterised by the rate of occurrence, how it comes about, and scale. The first characteristic of the change, according to Senior and Fleming, identifies the main types of change by rate of occurrence. This rate of occurrence can be discontinuous and incremental. *Discontinuous* change is defined as 'change which is marked by rapid shifts in either strategy, structure or culture, or in all three' (Grundy 1993: as cited in Todnem By 2005, p. 317). This rapid change could be the result of major internal or external problems. Todnem By (2005) says that the discontinuous change is still employed in recent change initiatives, but among authors there is consensus that discontinuous change does not last.

The other type of change based on the rate of occurrence is *incremental* change. When incremental change occurs, individual parts of an organisation deal with one problem and one objective at a time (Burnes, 1996). This occurs separately. Incremental change can also be subdivided between smooth and bumpy incremental change (Grundy, 1993). With smooth incremental change, change evolves slowly at a constant rate and in a systematic and predictable way. Smooth incremental change is however seen as an outdated approach to change, as change in the world of today is often not systematic and predictable. In contrast with smooth incremental change, there is also bumpy incremental change. Bumpy incremental change consists of periods of relative peace which are being punctuated by acceleration in the pace of change (Grundy, 1993; Holloway, 2017). Periods of peace punctuated by acceleration in pace of change is defined by Burnes (2004) and Balogun and Hope Hailey (2008) as punctuated equilibrium. Incremental change can be thought of as *continuous* change, but there is one difference between these two. With incremental change individual parts of an organisation deal with one problem and one objective and continuous change is change that is corporate wide.

The punctuated equilibrium is also discussed by Hayes (2014), but in contrast to the types of change categorized by Senior and Fleming (2006) Hayes states that organisations experience only two types of change: incremental change and transformational change. The definition that Hayes gives to *incremental* change is change that 'occurs during the relatively long periods of equilibrium and is associated with the extrapolation of past trends, doing things better, and securing efficiencies' (2014, p. 55). *Transformational* change is described by Hayes as change that 'occurs during periods of disequilibrium when the organisation, because of the effect of inertia and a failure to recognize the need for change, becomes so misaligned with its external environment that it cannot continue as before' (2014, p. 55). Comparing these two types of change to the urgency of change, it can be concluded that with incremental change the urgency for change is relatively low, as incremental change is all about doing things better and securing efficiencies. Vice versa it can be concluded that with transformational change the urgency for change is relatively high, as the organisation cannot continue as before in order to ensure their survival.

Looking at the types of change characterized by rate of occurrence provided by Senior and Fleming and the two main types of change characterized by Hayes (incremental and transformational) there seem to be similarities. Discontinuous change according to Senior is a rapid shift due to major internal or external problems and transformational change according to Hayes is a change that is necessary as the organisations cannot continue as before because of misaligned with its external environment. A summary of the types of changes by Senior and Fleming (2006) can be found in Appendix 1, table 3.

Besides the categorisation of change by Ackerman (1986) and the types of change categorized by Senior & Fleming (2006), an even further subdivision can be made as another dimension is given by Nadler (1995). This dimension consists of proactive and reactive change. Combining this dimension with incremental and transformational change, results in four types of change. *Tuning* consist of incremental change and is proactive. There is no immediate requirement to change and it tends to be initiated internally to make minor adjustments to maintain alignment between internal elements and between the strategy and external environment (Hayes, 2014). *Adaption* is a response to a pressing external demand for change. One reason of pressing external demand could be competition.

Adaption involves doing more of the same, but doing it better to remain competitive. *Reorientation* involves a redefinition of the organisation to anticipate future opportunities or problems. In some cases, in which reorientation takes place, the need for change is not obvious for all and it could be hard for the change agents to create a sense of urgency and gain widespread acceptance of the need to prepare for change. *Re-creation* involves transforming the organisation fast to ensure the survival of the organisation. All basic elements of an organisation are transformed fast and simultaneously. The categorisation by Nadler (1995) can be found in the appendix, table 4.

To conclude, there are many different theories and perspectives on the topic of organisational change. Ackerman (1986) states that there are three types of changes: Developmental, transitional and transformational. These three types of change differ from each other regarding the: (1) degree of pain felt, (2) primary motivation, (3) degree of threat to survival, (4) gap between environmental needs & operations, (5) clarity of outcome, (6) impact on mindset, (7) focus of change, (8) orientation, (9) level of personal development required and (10) how change occurs. Senior and Fleming (2006) use besides the characteristics of how change comes about and the scale of change also the characteristic of the rate of occurrence of change. Given the first characteristic of rate of occurrence Senior and Fleming categorize three types of change: discontinuous, smooth incremental and bumpy incremental change. Of which the first one is marked by rapid shifts in either strategy, structure or culture, or in all three and the latter is characterised by periods of relative peacefulness punctuated by acceleration in the pace of change. Hayes (2014) gives, compared to the previously discussed categorizations of changes a relatively easy distinction between two types of change. One type of change is being categorized as incremental change and the other type as transformational. This categorization of change is based on whether the change occurs during long periods of equilibrium or during periods of disequilibrium. Nadler (1981) provides another dimension for a categorization of change. The dimension of proactive and reactive change. Given this dimension, Nadler comes up with four types of changes. The types of changes belonging to proactive change are tuning and reorientation, whereas adaption and re-creation belong to reactive change.

In this paper the different types of change in the case studies will be characterised by the change-categorisation given by Ackerman (1986). The characteristics for developmental change, transitional change and transformational change will therefore be used to differentiate the case studies. The change-categorisation by Ackerman (1986) allows for a strong distinction between the different types of changes in the examined case studies. This because the characteristics corresponding to each type of change are clearly formulated and are rated on scale size.

2.3. Characteristics of leadership

Leadership is an important factor to consider in the context of organisational change. The leadership style used by change agents in times of change influences the possibility of success of the change initiatives. Leadership is also a reason for organisational change sometimes being unsuccessful, often because the inadequate leadership style is used by change agents (Gill, 2002). Higgs (2003) claims that leadership which is supportive and facilitative is more relevant to the success of change. Looking back at the properties of transformational leadership it can quickly be concluded that this is the appropriate leadership in times of change, because it leads to more empowered teams. Knowing this, how is it possible that leadership is still sometimes a reason for organisational change to be unsuccessful? Therefore, a clear distinction between transformational and transactional leadership is needed. A clear distinction is also needed to review the leadership styles used in the case studies as these leadership styles influence the likelihood of success of organisational change and the extent of team empowerment. Transactional and transformational leadership differ in the types of dimensions each leadership style has. Transactional leadership has three dimensions and transformational leadership has four dimensions.

The three dimensions of transactional leadership consist of contingent reward, management by exception (active) and management by exception (passive) (B. Bass, 1985). The contingent reward dimension refers to the constructive transactions of leaders with followers (Judge & Piccolo, 2004). This means that there are both clear rewards and punishments between the leader and followers. The other two dimensions are active management by exception and passive management by exception and the difference lies in the timing of the intervention by the leader when corrective actions are necessary. 'Active leaders monitor follower behaviour, anticipate problems, and take corrective actions before the behaviour creates serious difficulties' (Judge & Piccolo, 2004, p. 756). Passive leaders on the other hand wait with corrective actions, until problems arose because of the follower's behaviour.

Transformational leadership consist of four dimensions; charisma, inspirational motivation, intellectual stimulation and individualized consideration (B. Bass, 1985). Leaders can behave in admirable ways, which can result in follower identifying with the leaders. These leaders are so called charismatic leaders and they appeal to followers on an emotional level. A vision articulated by leaders can inspiring and appealing to followers, this is called inspirational motivation. 'Leaders with inspirational motivation challenge followers with high standards, communicate optimism about future goal attainment, and provide meaning for the task at hand' (Judge & Piccolo, 2004, p. 755). Leaders with inspirational motivation therefore motivate and inspire followers. The dimensions of intellectual stimulation refer to leaders who encourage followers to be creative, innovative and approach old problems and situations in new ways (Penava & Šehić, 2014). The last dimension of transformational leadership is individualised consideration, which refer to leaders being there for special needs of each follower in terms of development and achievement.

The property of transformational leadership that is of most importance in this paper is that it often results in teams being more frequently used. The four dimesions of transformational leadership will not only result in teams being used more often. The teams are also encouraged to be creative, innovative and approach old problems and situations in new ways, as stated by Penava and Šehić (2014). It can be said that transformational leadership would lead in teams slowly become more and more empowered.

In this paper the transformational leadership style is rather important as transformational leadership allows for teams becoming more empowered. The dimensions of transformational leadership, as discussed earlier, will be adopted and searched for in the reviewed case studies.

[3. What are the characteristics of an empowered team?](#)

Present-day organisation need to be adaptive and flexible. Many of these organisations therefore make use of empowered teams more often (Maynard, Gilson, & Mathieu, 2012). The concept of empowerment is far from new and has been a concept central in many theories and researches which stress its importance in organisational change (Erstad, 1997; Gomez & Rosen, 2001; Kappelman & Richards, 1996; Perkins & Zimmerman, 1995). 'The underlying belief of those advocating empowerment, whether in the 1940s, 1970s, or today is that empowerment initiatives enhances employee performance, well-being and positive attitudes' (Maynard et al., 2012, pp. 1231, 1232). As has been discussed earlier, transformational leadership results in teams being more frequently used in organisations. Besides teams being more frequently used, they also become more empowered when transformational leadership is used in an organisation.

When reviewing the case studies and assessing the extent of team empowerment it is of importance to know what team empowerment exactly is and what is necessary to facilitate successful empowerment of teams.

[3.1 Team empowerment and leadership](#)

Team empowerment has been discussed from various perspectives and several definitions of empowerment have been formulated in literature. One of those definitions is that empowerment of teams is the transfer of traditional leadership responsibilities to team members (Rapp, Gilson, Mathieu, & Ruddy, 2016). These traditional leadership responsibilities were first the responsibility of an external leader. According to Hayes (2014), the key leadership tasks that leaders need to perform in order to ensure successful change are; sense making, visioning, sense giving, aligning, enabling, supporting, maintaining momentum and sustain the change. According to Rapp et al. (2016), in empowered teams the role of leadership now becomes facilitative and focussed on developing team's motivation and ability to assume responsibility for their own work processes. Wellins et al. (1990) say that empowered teams have the responsibility to 1) organize, control, staff and monitor themselves; 2) assign member jobs; 3) plan and schedule work; 4) make task-related decisions and 5) remedy customer, team, and quality-related problems. Empowering leadership also includes leaders of employee teams sharing their power or allocating more responsibility and autonomy to their employees. This could be done through enhancing the meaningfulness of work; involve employees in decision making and providing autonomy from bureaucratic constraints.

There are multiple sources of leadership however and thus team leadership can have multiple sources. Team leadership can be classified along two dimensions, locus of leadership and formality of leadership (Morgeson, DeRue, & Karam, 2010). With locus of leadership, internal or external leadership is meant. People who believe that they can influence outcomes are classified as internal, while people who believe that outcomes are only determined by external forces are classified as externals. The formality of leadership can be classified as either formal or informal. Formal leaders are leaders who are in an official power position in the organisational structure. Informal leaders however are leaders who are not in official power positions, but are recognized as leaders nevertheless. The theory of distributed leadership further reinforces the recognition that teams often have multiple sources of leadership (Rapp et al., 2016). This theory recognizes that multiple individuals can influence organisational members, and that therefore all organisational members, employee or manager, must accept that they have a leadership role to play. As teams often have multiple sources of leadership this also affects the way change takes place. In transformational change there is not only one change agent. 'Every person affected by the change is a change agent, to the extent that his or her personal involvement in reframing contributes to a successful outcome, supplemented by involvement in structural and other changes' (Chapman, 2002, p. 18). This personal involvement in organisational change results to the whole system being involved.

3.2 Job dimensions and organisational characteristics of team empowerment

To assess the extent of team empowerment in the reviewed case studies four job dimensions will be used. These four job dimensions of team empowerment consist of: potency, meaningfulness, autonomy and impact (Kirkman & Rosen, 1999). *Potency* is described as the collective belief of a team that it can be effective. It differs from self-efficacy, as is the case with individual level-empowerment. Potency refers to team performance and generalized effectiveness, whereas self-efficacy refers to individual specific task performance. *Meaningfulness* refers to a team experiencing its tasks as important and the direct effect that team member have on the experiences of meaningfulness of other members. *Autonomy*, as is said by Kirkman and Rosen (1999, p. 59), 'is the degree to which team members experience substantial freedom, independence and discretion in their work. The important decisions, are thus decided and taken by team efforts. *Impact* refers to the interaction between team members and between the team members and other organisational members. This interaction enables the gathering of more information than an individual could gather alone. In the context of the four dimensions, empowered teams seem to be corresponding to self-managing teams. However, 'Self-management is most analogous to only one of four empowerment dimensions, autonomy' (Kirkman & Rosen, 1999, p. 59), while with team empowerment the four dimensions are related, and likely to be mutually reinforcing.

Besides the job dimensions of team empowerment provided by Kirkman and Rosen (1999), there are also four organisational characteristics that characterize organisations in which empowered teams are active. These organisational characteristics are also important for reviewing the case studies when assessing the extent of team empowerment.

As teams become more and more empowered, and are supposed to be leading themselves, why do formal external team leaders still exist? Even though distributed leadership takes place within teams (Rapp et al., 2016) external team leaders could actually facilitate the extent to which teams can feel empowered. As the role of an external team leader has changed to a more supervisory role, they 'delegate responsibility, ask for and use employee input, and enhance team members' sense of personal control' (Kirkman & Rosen, 1999, p. 60). This can successfully contribute to three dimensions mentioned earlier; meaning, impact and autonomy. When external team leaders use the ideas of team members, team members should experience more potency. Letting team members set their own performance and output goals will create more autonomy and potency, as these goals can be adjusted by the team members. This also contributes to the dimension of meaningfulness of these goals, as team members participate in creating them.

Another facilitator of team empowerment are production/service responsibilities. When employees assume ownership for the completion of finite units of work, develop and train quality improvement practices and set production schedules and standards, they have high production/service responsibilities. These production/service responsibilities are affecting the dimension of meaningfulness and autonomy. Letting team members participate in production scheduling and job assignments gives them more meaning and more autonomy. Quality control also affects potency, as team members can adjust their work and can therefore increase potency. The dimension of impact is also affected by production/service responsibilities, 'team members who make job assignments have a demonstrable impact on the work flow of other members' (Kirkman & Rosen, 1999, p. 60).

Team-based human resources should also facilitate and enhance team empowerment, according to (Kirkman & Rosen, 1999). Cross-training, training for team jobs or jobs of other teams, results in higher team flexibility and meaningfulness (Hackman, 1987) and team members having a significant impact on their organisation (Manz & Sims, 1993). Being able to carry out a wider variety of jobs also gives employee more experience of autonomy (Susman, 1976).

Social structure, finally facilitates empowerment of teams, as an individual's sense of personal involvement increases when the individual belongs to a support network (Crozier, 1964).

Increased legitimacy and participation in networks enables team members to experience higher level of potency (Guzzo, Yost, Campbell, & Shea, 1993) and meaningfulness of team task (Hackman, 1987).

Kirkman and Rosen (1999), tested the relationship between the job and organisational characteristics and team empowerment. The four dimensions: potency, meaningfulness, autonomy and impact, were used in a regression equation. They found that team empowerment was significantly related to external team leader behaviours, production/service responsibilities, team-based human resources policies and social structure. This means that experiencing empowerment by teams is facilitated by all of these organizational characteristics. Another important result was that team empowerment is largely based on the dimension of autonomy. The dimension of autonomy is thus particularly important in the case study review.

Based on the findings of Kirkman and Rosen, the job characteristics (dimensions): potency, meaningfulness, autonomy and impact will be used to characterize empowered teams. The organisational characteristics will also be used to characterize organisations in which empowered employee teams are active and empowerment of employee teams is facilitated.

4. The impact of team empowerment on organisational change in practice.

4.1 Characteristics of case studies

In the previous sections the characteristics of (1) change, (2) team empowerment and (3) successful and sustained organisational change have formulated. These characteristics are needed to review the impact of employee empowerment on organisational change. Here they are summed up once again:

(1) Characteristics of change:

- Categorisation by Ackerman (1986) of developmental, transitional and transformational change
- Characteristics of transformational leadership and transactional leadership

(2) Characteristics of team empowerment:

- Job characteristics (dimensions) by Kirkman & Rosen (1999):
 - Potency
 - Meaningfulness
 - Autonomy
 - Impact
- Organisational characteristics:
 - External leaders
 - Production/service responsibilities
 - Team-based human resource policies
 - Social structure

(3) Facilitators for successful and sustained organisational change:

- Powerful guiding coalition supporting change
- Process-centred approach
- Performance measurement before and after the change

4.2 Case study review

In this paper four case studies concerning organisational change will be reviewed. For each case study the previously formulated characteristics of change, leadership, team empowerment and the facilitators for successful and sustained change will be reviewed. Once these characteristics have been determined for each case a conclusion will be drawn. In these conclusions it is described how team empowerment had an impact on the organisational change.

Several case studies concerning organisational change and empowerment were identified during the preliminary research period. The total number of case studies relevant for this paper however was small. Random sampling within this small number of case studies was not a viable approach. Thus, for the selection of the case studies in-depth familiarity of each case was needed.

The focus in this paper lay on typical case studies. As stated by Seawright & Gerring, 'the typical case is well explained by an existing model, the puzzle of interest to the researcher lies within that case' (2008, p. 299). The aim of using these cases is to explore the causal mechanisms of phenomena within those case studies in a cross-case relationship or analysis (Seawright & Gerring, 2008). This cross-case relationship or analysis may lead to several conclusions.

The first search criteria formulated for the selection of the case studies was that the case studies couldn't date before the year 2000. This is because a lot of research is still being conducted on organizational processes and change management. It ensures that the descriptions of the case studies deviate not too far from more recent developments within this area.

The next criteria for the case study selection was that each case study should also include the presence of (a form of) empowerment during the change period. The result of this criteria was that

only case studies were selected which included the word 'empowerment' in their titles or abstract. Because this paper focusses on the role of empowerment in organisational change, the case studies used should mainly focus on empowerment.

After the two search criteria specified above an in-depth familiarity of the remaining case studies was needed. At least one facilitator of successful organisational change (specified in section 1.6.2) needs to be present in the case study to make an assumption about the level of success of the change.

Based on the extent of case description and the search criteria discussed above, four case studies were relevant and used in this paper. The case studies that will be reviewed in this paper are:

- (1) A case of process-based organisational change in Hong Kong (Davison & Martinsons, 2002).
- (2) A case of organisational culture change in SMEs in the Hong Kong Manufacturing industry (Chu, 2003)
- (3) A case study about change management in Aboriginal organisations (McEwan, Tsey, McCalman, & Travers, 2010)
- (4) A case study about employee empowerment, action research and organisational change in a finance department of a US city government (Wooddell, 2009).

4.3 The case of Zeta

Davison & Martinsons (2002) published a case study about the office of Zeta established in Hong Kong, China. The international accounting firm has about 200 employees, and had appointed a new Chief Information Officer shortly before the change project commenced in 1997. The newly appointed CIO was an UK graduate and had become responsible for Zeta's business processes. He was also responsible for bringing the firm into the information age. To bring the firm into the information age, the CIO started a project shortly after his appointment. The project focused on the re-engineering of the firm's customer billing process. A project team was created which consisted of six team members who were all nominal representatives of their units. The team fell under the guidance of the CIO. Meetings were organized by the CIO in an assertive fashion. During these meetings team members had the freedom to investigate new ideas, critique the existing billing process and discuss ways in which it could be improved (Davison & Martinsons, 2000). During the six-months project a Group Support System (GSS) was used to encourage team member participation and content facilitation in face-to-face meetings. The GSS was 'designed to empower group members to freely and actively participate in meaningful discussions' (Davison & Martinsons, 2002, p. 49). The eventual aim of the change in the case of Zeta was thus to improve the existing customer billing process through team work and team empowerment.

For this case study three scientific papers have been found all concerning the change occurring at Zeta in 1997 (Davison & Martinsons, 2000; Davison & Martinsons, 2002; Davison & Vogel, 2000).

4.3.1 Characteristics of change: Zeta

Looking back at the characteristics of change-categorisation developed by Ackerman (1986) Zeta underwent a transitional change period with an action research process model during its six month period of change. This action research process model consisted of 11 cycles according to the action research process model. The stages in this model are diagnosis, planning, taking actions, evaluations and specifications of lessons learned. During these six months these cycles included activities such as 'brainstorming and discussion of ideas, suggestions about process redesign and votes on issues in attempts to build consensus' (Davison & Martinsons, 2002, p. 50). Even though the primary motivation for change was concerned with improving the customer billing process, which corresponds to the characteristic of developmental change, the customer billing process was re-engineered. This means that the characteristics of transitional change are also present in this case; even more present than the characteristics of developmental change. The change was project-oriented and focussed completely on the redesign of the customer billing process. This means that the customer billing process changed from an old state to the new state. This clarity of outcome was not complete unknown, neither was it designed against a set of standards. Instead it was designed against a set of criteria. Thus, it can be concluded that Zeta underwent a time process of transitional change.

4.3.2 Characteristics of leadership: Zeta

Looking back at the characteristics of the different types of leadership, it can be concluded that the CIO tried to carry out a transformational leadership style. This leadership style namely includes that leaders works together with their followers to enhance motivation, morale and job performance. As can be found in the case, 'The CIO led the project in an assertive fashion, directing discussions but also encouraging team members to investigate new ideas, critique the existing billing process and suggest how it could be improved' (Davison & Martinsons, 2002, p. 50). As has been discussed in section 2.3, transformational leadership consists of four dimensions: charisma, inspirational motivation, intellectual stimulation and individualized consideration. The CIO is trying to succeed on the dimension of intellectual stimulation by encouraging team members to be creative, innovative

and approach old problems and situations in new ways. Team members 'should feel empowered to be as radical as they liked in re-engineering the billing process' according to the CIO (Davison & Martinsons, 2000, p. 4). The CIO also tries to succeed on the dimension of individualized consideration by handing out text books about business process re-engineering, however he fails at guiding and training them on how to exercise their new power. Eventually a shift towards a more transformational approach to leadership can be seen as Davison discussed that team members 'were no longer required to make individual choices about what to do (Davison & Martinsons, 2002, p. 51).

4.3.3 Characteristics of team empowerment: Zeta

The CIO is trying to empower the team members and participate them into decision making. Considering the formulated characteristics of team empowerment, which consisted of job characteristics and facilitating organisational characteristics, the effort to empower the team members is failing and hinders the project. The team members are not reaching their potency, because guidance and training on how to exercise their new power is lacking. This resulted in the team members not fully contributing to and participating in the project. Because team members were not fully contributing and participating this gave them the illusion that they were not using their time usefully. Little interest was shown in the project by team members and they viewed the responsibility of the project that of the CIO, and not their own. All results of the empowerment effort, are in contrast with the job characteristics: potency, meaningfulness, autonomy and impact, and the organisational characteristics of production/service responsibilities; which are considered important for successful empowerment and successful contribution to change. Several of the organisational characteristics present at Zeta hindered the empowerment effort and therefore the change effort. The CIO saw himself as some sort of external leader with an assertive leadership style, but the team members still saw the CIO as the leader of the project, and carrier of the responsibilities. 'Team members indicated little interest in the project as a whole, believing that the reengineering was the CIO's responsibility, not theirs' (Davison & Martinsons, 2000, p. 4). In the case study nothing can be found or derived about team-based human resources or the social structure.

4.3.4 Facilitators of successful and sustained change: Zeta

Considering the facilitators of a successful and sustained change, a few conclusions about the success of the transactional change at Zeta can be made. A facilitator in this paper for successful organisational change is that the change needs to have a powerful guiding coalition. The CIO at Zeta is fully in favour of redesigning the customer billing process at Zeta. As noted however, a powerful guiding coalition does not only consist of top management and needs to include other members of the organisation. In the case study it became clear the team members of the project were not interested in the project. This indicates that they were not part of a powerful guiding coalition supporting the change. The team members not being part of supporting guiding coalition thus indicates that the project can be considered as a less successful change project. Another facilitator for successful change however is that a process-centred approach needs to be adopted. In the case of Zeta a process-centred approach is adopted, as the project is focussed on the customer billing process. This facilitator indicates that the change occurring at Zeta is a successful organisational change. The third facilitator concerning successful change indicates that performance measurements need to be present to assess performance before and after the change. In the case study on Zeta no information is found about performance measurement about the customer billing process before and after the change. Thus, it cannot be concluded whether or not this facilitator is satisfied or not.

4.3.5: Impact of team empowerment on the organisational change: Zeta

When reviewing the literature available about Zeta, it can be concluded that the empowerment of the team members of Zeta did not have a positive contribution towards the transitional organisational change. The CIO believed that empowerment of the team members would result in the team members working effectively and introduce radical redesigns for the billing process. However 'none of the team members had been given similar authority or responsibility previously' (Davison & Martinsons, 2002, p. 52). The job characteristics of team empowerment were not achieved in the attempt by the CIO to empower the team members. Eventually a disempowerment of the team members had to be taken place to maintain the project's progress. The empowerment attempt by the CIO was even described as becoming enslaving at some point during the six-months process and began hindering the project's progress. Team members found it difficult to escape, once co-opted into the project group (Davison & Martinsons, 2000). The team empowerment attempt resulted in high absenteeism and team members arriving 15-20 minutes late for meetings. It can thus be concluded that the team empowerment in time of transitional change at Zeta did not have a positive impact on the success of the organisational change.

4.4 The case of Legend Manufacturing Ltd.

The next reviewed case is the case study by K.F. Chu (2003) in which the Hong Kong manufacturing company Legend Manufacturing Ltd. is being discussed. The whole manufacturing industry in Hong Kong 'is at the crossroads of change' (Chu, 2003, p. 505). Hong Kong manufacturers build up their organisations, SMEs, by taking advantage of the low-cost labour and land in China. To ensure cost-reduction, labour intensive manufacturing processes were used in these SME. This approach of using labour intensive manufacturing processes for cost-reduction nowadays is not sufficient to ensure long-term competitiveness and survival. As cited by Chu: 'they must go for innovations in product design and development and therefore the production of high value added products and services' (Chu, 2003, p. 506). Thus, change is needed in these manufacturing SMEs.

In this case study Chu discusses the role of organisational culture and empowerment in organisational change. Organisational culture is only part of the software that helps to programme the behaviours of people towards change according to Chu. Together with organisational culture, empowerment 'will encourage change and enhance the chance of success in the change endeavours' (Chu, 2003, p. 507).

The case study is based on the organisation: Legend Manufacturing Ltd.. The organisation Legend Manufacturing Ltd. is a manufacturer of electrical appliances. The manufacturing plant of Legend Manufacturing Ltd. is based in China Pearl Delta and its headquarters in Hong Kong. Change was needed according to the management of the company, as competition through cost cutting was no longer a viable edge. A focus on capitalizing in quality and continuous improvement developed, however the proper mind-set towards quality and continuous improvement under employees was not achieved. Management realised that this mind-set by employees towards product quality and continuous improvement is critical to ensure long-term competitiveness. To achieve this mind-set management implemented continuous quality improvement, underpinned by empowerment and an organisational culture that was favourable to change.

4.4.1 Characteristics of change: Legend Manufacturing Ltd.

Looking at the characteristics of the organisational change taking place in Legend Manufacturing Ltd. it can be concluded that transformational change is taking place. To ensure long-term competitiveness a shift in the organisational mind-set is needed. Therefore, the focus of change at Legend Manufacturing Ltd. is aimed at changing the organisational culture, behaviour and mind-set. The staff should become more conscious of quality and quality improvement. This also refers to another characteristic of transformational change, namely the impact on mind-set. The impact of transformational change is being characterized by a shift from an old mind-set to a new mind-set. In Legend Manufacturing Ltd. this change in mind-set is being facilitated. The old mind-set resulted in following instructions but looking for ways to get around the quality procedures. The new mind-set included continuous quality improvement under employees and resulted towards offering high value-added products and services. Reviewing another characteristic of change, the clarity of the outcome, it can also be seen that transformational change is taking place at Legend Manufacturing Ltd. Even though the clarity of the outcome of the organisational change is not completely unknown, it is created on trial and error together with a continuous correction course through the implementation of continuous quality improvement.

4.4.2 Characteristics of leadership: Legend Manufacturing Ltd.

Considering the characteristics of different types of leadership styles, a few things can be concluded about the leadership style adopted in the case study of Legend Manufacturing Ltd. In the case study of Legend Manufacturing Ltd. the characteristic of charismatic leaders came under attention. A charismatic leader behaves in admirable ways, which can result in followers identifying with the leader. The presence of charismatic leadership can be found in the case study of Legend Manufacturing: 'Managers worked hard to make themselves good examples to others in the organisation'. This characteristic of charismatic leadership suggests that transformational leadership is executed during the time of change at Legend Manufacturing Ltd.. Despite managers working hard to make themselves good examples, they also encouraged people to make suggestions on quality improvement and the accompanying changes. Managers encouraging employees to make suggestions on quality improvement refers to another characteristic of transformational leadership. The characteristic of intellectual stimulation. The managers also played the role of an educator because employees were provided with training programmes. These training programmes enabled the employees to acquire skills and knowledge required for the change. Management also made the commitment to change very clear in informal occasions. 'The management made the commitment very clear, not only on formal occasions, but also in informal ones such as talking to individuals about it during social gatherings after work' (Chu, 2003, p. 507). Managers being there for individuals in informal occasions refers to the characteristic of individualised consideration. Overall it can be concluded that during the process of change a transformational leadership style was executed by managers at Legend Manufacturing Ltd.

4.4.3 Characteristics of team empowerment: Legend Manufacturing Ltd.

It can be doubted whether or not the empowerment of the staff at Legend Manufacturing Ltd. can be seen as team empowerment. Nothing has been formally stated in the case study about the empowerment of teams. However, by reviewing several of the characteristics of team empowerment some assumptions about team empowerment can be made. As the characteristic of potency has been discussed in section 3.2 it became clear that potency differs from individual level-empowerment. In the case of Legend Manufacturing Ltd. mostly individual level-empowerment occurred. However, because the organisational change did not include a project team, individual level-empowerment can be seen as a substitution for the characteristic of potency. The characteristic of autonomy is also discussed in the case. Employees could take the initiative to change the organisational workflow. This results in autonomy for employees having more substantial freedom and independence in their work. Regarding the role of managers in the organisation, one can say that the characteristic of external leaders is partly fulfilled. External leaders delegate responsibility, ask for and use employee input, and enhance team members' sense of personal control. At Legend Manufacturing Ltd. managers ask for employee input and enhance employee's sense of personal control. Nothing however is said about formally delegating responsibilities from managers towards employees. It can however be derived that employees are experiencing more sense of responsibility regarding quality improvement. The use of teams was mentioned once in the case: 'Merits would be given to individuals and teams that were able to make contribution to attain this goal' (Chu, 2003, p. 507). This statement indicates that Legend Manufacturing makes use of teams in their organisation. The fact that Legend Manufacturing also works with teams would indicate some form of team-based human resource policy. A team-based human resource is thus present, but nothing can be concluded about its extent.

Overall it can thus be concluded that managers tried to empower employees and these employees actually felt more empowered. Even though empowerment did not occur in the form of project-team

based empowerment, this empowerment attempt at Legend Manufacturing Ltd. still gives us some important insights on the impact of empowerment on organisational change.

4.4.4 Facilitators of successful and sustained change: Legend Manufacturing Ltd.

Looking at the facilitators of change a few conclusions can be made in the case of Legend Manufacturing Ltd.. In the case study a powerful guiding coalition supporting change is present. It has been previously stated that a powerful guiding coalition for change does not merely consists of top management. However, in the case of Legend Manufacturing Ltd. the support of top management plays an important role for the likelihood of success of the organisational change. 'Management realized that they must consistently show a high commitment to encourage the change to take place along the direction as predetermined by the company' (Chu, 2003, p. 507). It can be derived from the case study that through participation and involvement of the staff an increase in the commitment to the change was achieved. This increase in commitment can be addressed to an even more powerful guiding coalition supporting the change. The second facilitator of successful organisation change refers to adopting a process-centred approach. During the organisational change occurring at Legend Manufacturing Ltd. it can be found that a process-centred approach is adopted. All members of the organisation focussed more on their work process and created a mind-set which ultimately satisfied the customer, through high value-added products. As was the result of workflows being modified to effect such changes. Performance measurement before and after the change is the final facilitator of successful organisational change. One important observation can be noted about the performance measurement before and after the change at Legend Manufacturing Ltd.. Before the organisational change occurred, performance was measured based on short-term results. These performance measurements were a 'result of the company tradition of following instructions from management without querying, as this could be regarded as being offensive to the management' (Chu, 2003, p. 508). The organisational change however was accompanied by a change in the performance measurement. Instead of short-term results such as delivery dates, the performance of an individual was now reviewed based on long-term performance. It can be however derived from the case study that the performance measurements based on short-term results were still present after the organisational change. No clear conclusion can be made about the success of the organisational change, based on the criteria of performance measurement. This is because no clear results of the performance measurements before and after the change are provided in the case.

4.4.5 Impact of team empowerment on the organisational change: Legend Manufacturing Ltd.

As has been discussed before, it can be doubted whether or not the empowerment of the staff at Legend Manufacturing Ltd. can be seen as team empowerment. It was suggested in the case that Legend Manufacturing Ltd. did use teams in their organisation and that merits would be given to those teams that were able to make contributions in attaining continuous improvement in product quality. It also becomes clear that the managers mainly adopted a transformational leadership style. This leadership style also suggests that the likelihood of working with teams in organisations increases. Combining the fact that team structures are present in Legend Manufacturing Ltd. and the managers executed mainly a transformational leadership style, the impact of empowerment on transformational change at Legend Manufacturing can also be regarded as the impact of team empowerment. Having the assumption that the empowerment at Legend Manufacturing can be regarded as team empowerment, it can be stated that the team empowerment at Legend Manufacturing Ltd. had a positive contribution on the transformational change. A shift in the organisational mind-set was needed to ensure the successful implementation of continuous quality improvement. By empowering staff, managers enhanced employee's sense of personal control over workflows, giving employees the autonomy to have more substantial freedom and independence in

their work. As it can be derived that employees are experiencing more sense of responsibility regarding quality improvement a change in organisational mindset is occurring. The old mindset of evading quality procedures changed into a mindset which resulted into the successful implementation of continuous quality improvement. Employees also acquired the skills and knowledge required for change by appropriate training programmes, aiding them in believing that they could be contributing to the implementation of continuous quality improvement. It can thus be concluded that team empowerment had a positive impact on the success of transformational change at Legend Manufacturing Ltd..

4.5 The case of change management in Aboriginal organisations

The case study by McEwan, Tsey, McCalman & Travers (2010) discusses the organisational change at Apunipima Cape York Health Council in a change management process. Apunipima Cape York Health Council is located in Cairns, Australia and is a health advocacy agency for Cape York's Indigenous population. Their mission is to 'become a community owned organisation that has achieved optimal wellness for Cape York Communities' (Apunipima Cape York Health Council, 2013). Resulting from a partnership between University of Queensland and Apunipima Cape York Health Council, an Empowerment Research Program was developed. The Empowerment Research Program together with participatory action research were 'utilised to facilitate shifts in work culture and group cohesion towards achieving Apunipima's vision of being an effective lead agency for Indigenous health reform in Cape York' (McEwan et al., 2010, p. 360). During the period of change the Participatory Planning and Evaluation (PPE) project was implemented. PPE was developed to support the staff of Apunipima Cape York Health Council to critically reflect upon their values, work practice and relationships. The aim was to improve the team's sense of control over their work and a deeper and shared understanding of how Apunipima's business plan and strategic framework linked to program activities. This sense of control and deeper and shared understanding would result in improved effectiveness of program activity.

4.5.1 Characteristics of change: Apunipima Cape York Health Council

The organisational change Apunipima Cape York Health Council can either be seen as developmental or transformational change as it corresponds to both their characteristics. Three phases are briefly described in the case study: (1) recognition of change, (2) creation of a new vision and (3) establishment of attitudes and practices reflecting this new vision. Apunipima Cape York Health Council wanted to reflect the 'matter of integrity, life skills and empowerment it aimed to facilitate in remote communities' within its own organisational culture (McEwan et al., 2010, p. 361). This corresponds to the characteristic of transformational change, as this change is focussed on a shift in mind-set, behaviour and culture. Even though the preferred outcome of the change consisted of an establishment of attitudes and practices which reflected the new vision, the clarity of this outcome was not initially known. The eventual outcome at Apunipima Cape York Health Council: a change in mind-set and attitudes, was achieved through the action research cycle. This action research cycle can be seen as one of the characteristics of transformational change, namely continuous course correction. In the case study also one characteristic of developmental change can be derived. The primary motivation of developmental change is improvement and the aim of the organisational change taking place at Apunipima Cape York Health Council is to improve effectiveness of program activity. However, it also partly corresponds to one of the characteristics of transitional change regarding the orientation of change; project oriented. The PPE was a training project that would benefit work performance and staff wellbeing. In the case study several characteristics of each change type can be found. Overall it can however be concluded that the change occurring at Apunipima Cape York Health Council mostly corresponds to the characteristics of transformational change. The organisational change occurring a Apunipima Cape York Health Council can thus be regarded as transformational change.

4.5.2 Characteristics of leadership: Apunipima Cape York Health Council

In the case study of Apunipima nothing specific is being said about the type of leadership adopted during the period of organisational change, but some remarks can be made. For the staff it became clear that leadership was crucial for change to be successful in the organisation and it was 'an important indicator of organisational wellbeing' (McEwan et al., 2010, p. 364). When organisational wellbeing was assessed as low, lack of leadership, lack of vision and threats to service funding were found to be the most frequently cited reasons. Staff wanted management to also 'walked the walk'

instead of only 'talked the talk'. This would indicate a sense of personal integrity. The fact that staff wanted management to 'walked the walk' indicates a preference for charismatic leadership at Apunipima Cape York Health Council. Later improvements were made and staff described the management as involved and interest. There was an increase in information sharing and renewed willingness of executive employees to participate in the PPE. It is worth mentioning that 'within the PPE project improvements in leadership were linked to improvements in staff attitude and engagement' (McEwan et al., 2010, p. 365). The shift in management practices indicate that a shift from a transactional leadership towards a more transformational leadership is occurring at Apunipima Cape York Health Council.

4.5.3 Characteristics of team empowerment: Apunipima Cape York Health Council

Looking at the job characteristics of empowerment, a few things can be said about the extent of empowerment of employees at Apunipima Cape York Health Council. An indicator of the potency of employees at Apunipima Cape York Health Council is their morale and confidence. A result of the final assessment in December 2006, indicated that 12 of 15 participants stated that their morale and confidence had improved. Thus, overall, the collective belief that the employees can be effective increased. The characteristic of meaningfulness is briefly discussed. Employees critically reflected on the organisation's and their own journey through change. They began to see themselves as agents in the process. This indicates that the employees could 'make one's experience of change intelligible as part of a bigger picture' (McEwan et al., 2010, p. 365). Also, the result of an improved morale and confidence indicates a sense of meaningfulness. The characteristic of autonomy is being facilitated through the PPE. The PPE focussed on trust and a solution-focussed approach. 'This encouraged a sense of collective ownership and a focus on thinking about solutions' (McEwan et al., 2010, p. 364). It can therefore be concluded that the employees experienced substantial freedom, independence and most importantly discretion at their work. The characteristic of impact is, in the case of Apunipima Cape York Health Council, related to the characteristic of meaningfulness. A sense of collective belonging and being part of a bigger picture is present under the employees of Apunipima Cape York Health Council. Looking at the organisational characteristics several arguments in favour and against the level of empowerment can be made. Management is being described as more involved and interested. Employees were also enhanced to understand the leadership and management skills utilized in their everyday life. Nothing specific however is being said about a formal change in leadership between employees and managers or the presence of external leaders. Critically reflecting, the ability to plan and evaluating one's own programs contributed to a sense of personal achievement. A sense of collective ownership, and the employees being prepared to take the responsibility of critically reflecting indicates a change in the attitude towards production/service responsibilities. A solution-focussed culture was encouraged at Apunipima Cape York Health Council. The sense of personal involvement increased, because the employees stated their sense of belonging to a bigger picture increased. This indicates the presence of a social structure within the organisation.

4.5.4 Facilitators of successful and sustained change: Apunipima Cape York Health Council

From the case study of Apunipima Cape York Health Council some remarks can be made about the success of the organisational change based on the facilitators for successful and sustained change. The need for change was recognized by Apunipima Cape York Health Council, as it was aware that the 'life skills and empowerment it aimed to facilitate in remote communities should be reflected within its own organisational culture' (McEwan et al., 2010, p. 361). Recognizing the need for change refers to the first stage of the organisational change framework by Oakland & Tanner (2007). The aspirations and core values of Apunipima Cape York Health Council were created together with the Boston Consulting Group in 2003. Then Apunipima Cape York Health Council approached the University of Queensland to develop 'a program which would support Apunipima's staff to critically reflect upon their values, work practice and relationships' (McEwan et al., 2010, p. 362). The presence of critically reflecting upon work practices refers to one of the facilitators used for successful and sustained change: adopting a process-centred approach. Another facilitator for successful and sustained change is a powerful guiding coalition supporting change. As has been described in the case study, the executive staff did not participate in the PPE in the beginning but were involved in the PPE in the latter phase. This renewed willingness of executive employees who actively supported and participated in the change management process was important for the success of the program. This support and involvement of executive employees had a positive impact on staff morale. In the final assessment 12 out of 15 employee participants in the PPE stated that their morale and confidence had improved. However not every participant of the PPE was supportive of the change. 'All respondents perceived the organisation as having progressed along the stages of change, though not all agreed that they were 'on board' or supportive of the change' (McEwan et al., 2010, p. 364). It is important however to mention that even though not all responders were on board or supportive of the change, staff members did however 'observed one another as keener and more committed' (McEwan et al., 2010, p. 365). During the implementation of the PPE, staff morale and confidence were monitored and evaluated by the use of the Jeanie Duck's Change Curve (Duck, 2001). The Change Curve is a pictorial tool which charts the potential paths an organisation might move along during its change process. Its phases consisted of stagnation, preparation, implementation, determination and fruition. This performance measurement was used to evaluate the change process on organisational level, whereas on individual level the Office of Aboriginal and Torres Strait Island Health (OATSIH) service delivery reporting framework was being used. This framework was adopted for monitoring and evaluating programs and individual work plans. One important feature of this evaluation was its simplicity, so that the results could be fed back to participants rather quickly. The combination of the OATSIH service delivery reporting framework together with the Change Curve resulted in a performance measurement system which is both qualitative as quantitative.

Overall it can thus be concluded that a powerful guiding coalition was present in the latter stage of the PPE, a process-centred approach was present to a certain extent and performance measurements were in place before and after the change.

4.5.5 Impact of team empowerment on the organisational change: Apunipima Cape York Health Council

Some remarks about the impact of team empowerment on the organisational change at Apunipima Cape York Health Council can be made. The process 'by which staff members identified, discussed and monitored shifts in organisational culture, morale and staff confidence' (McEwan et al., 2010, p. 362) had several purposes. It was aimed at fostering reflective planning and monitoring and at the same time empowering staff to let them recognize that they were active participants in the change process. As the executive employees were changing their management practices in line with staff

feedback, morale and confidence improved. This shows the link between leadership and improvements in staff attitude and engagement (McEwan et al., 2010, p. 364). The empowerment in the case study of Apunipima Cape York Health Council is not being referred to as team empowerment. The change in management practices from transactional towards more transformational leadership indicates that the presence of teams in the organisation can't be completely ignored. Therefore, the empowerment strategy at Apunipima Cape York Health Council can also be considered as team empowerment.

Having the assumption that the empowerment of employees at Apunipima Cape York Health Council can be also considered as team empowerment it can be said that the empowerment had a positive contribution to the organisational change taking place. As has been already stated the ability to plan, critically reflect and evaluate one's own activities also contributed 'to a sense of personal achievement and effectiveness sustained throughout the process of change' (McEwan et al., 2010, p. 364). Employees taking on the responsibility to critically reflect and evaluate contributed to the 'establishment of attitudes and practices which reflect the new vision' (McEwan et al., 2010, p. 361). It can thus be concluded that team empowerment had a positive impact on the success of transformational change at Apunipima Cape York health Council.

4.6 The case of a Finance Department of a US city government

Victor Wooddell (2009) published a case study about the finance department of a large, US midwestern city government. This finance department provided services such as accounting, budgeting, purchasing and other financial services to other departments within the city government. The department has about 500 employees who provided services for a total of 14,000 employees in other departments. Out of these 500 employees, around 70-80% was serving a particular city department onsite and the rest was located as support staff in a downtown office. The finance department had trouble 'with modernizing its processes and developing its professional staff in the face of budget shortfalls and consequent low salaries' (Wooddell, 2009, p. 15). Top management wanted to promote employee and organisational development in a cost-effective manner. An employee-driven process could be a possible solution to reach these goals. A project team was created, which consisted of three managers, three frontline supervisors and four line staff. The members each were representatives of one of the city's 10 internal divisions. The team was given the opportunity to work on any one of the department's top three problem areas. Eventually one problem was chosen by the team. 'The team voted to spend most of their time on improving internal customer service' (Wooddell, 2009, p. 16). The use of project-based teams 'were not a widespread feature of the department's organizational practice or culture' (Wooddell, 2009, p. 16). Before this employee-driven change 'the city's organisational culture was strongly hierarchical in nature (Wooddell, 2009, p. 16)

During this employee-driven change project, action research was used. Shah, Eardley & Wood-Harper (2007) stated that action research is suitable for employee-driven change because of three characteristics. There is 'active involvement of the participants (employees) in the research, the intent (informing the design) to bring about change and improvement, and an emphasis on a learning cycle including action, feedback, and reflection' (Shah et al. 2007: cited in Wooddell 2009, p. 14). The author of the case study stated that 'the project case in this study seeks to examine the emerging case data within the Baskerville and Wood-Harper (1996) action research model and to build upon' the five stages in an action research/organisational learning cycle (Wooddell, 2009, p. 16).

4.5.1 Characteristics of change: A Finance Department of a US city government

As is described in the case study, the finance department is undergoing a series of employee-driven change projects. It has already been noted that top management wanted to promote employee and organisational development in a cost-effective manner. The author created a project team consisting of 10 employees. Each employee represented one of the city's 10 internal divisions. The top management supported this employee-based project team, mainly because they wanted 'a way to promote professional development within the department, and a solution to a department's problem' (Wooddell, 2009, p. 15). Working with employee-based project teams was a new feature of the department's organisational practice, as the organisational culture of the city was strongly hierarchical. The team focussed their time and attention on improving internal customer service, one of the department's three top problems. This improvement of the internal customer service corresponds to one of the characteristics of developmental change: orientation. With developmental change the orientation lays on doing better in a certain area and the change is project oriented (Ackerman, 1986). It is also important to see how the change occurred at the finance department. An employee survey was conducted under 100 colleagues. These respondents were free to suggest changes and improvements. Besides an employee survey, a mapping exercise of the department was also conducted. 'The mapping exercise was conducted with managers and representatives from each division and resulted in facilitated process improvement meeting' (Wooddell, 2009, p. 16). All the data collected by the project team gave them a clear direction for change, which corresponds to the

characteristic of developmental change. Based on the gathered data team members made 'recommendations on numerous process improvements at the operational level' (Wooddell, 2009, p. 17). Besides the development of a 'call referral directory' the team also started working on mandatory customer service training for all employees and training workshops for managers and supervisors. This also refers to a characteristic of developmental change, namely that change occurs through training and skill development.

All of the above is in favour for developmental change. A few arguments in favour for transitional change however can also be made, looking at three of its characteristics. The primary motivation of the top management to support an employee-based project was to come up with a solution to a department's problem. This primary motivation would be in favour for transitional change. The characteristic of 'level of personal development required' would also be in favour for transitional change, as it is stated in the case that creating an employee-based project team would promote professional development within the department. 'Team members developed their communication skills' (Wooddell, 2009, p. 16). As this was the first time that an employee-based project team was used, it can also be stated that the author and top management started a redesign of work practices. This argument would also be in favour for transitional change.

It can be concluded that the aim of change by top management and the author was mostly focussed on fixing a problem, thus resulting in a transitional change. For the project team however, the characteristics of: primary motivation, clarity of the outcome, focus of change and how change occurs are all in favour for developmental change. Overall it can be stated that the characteristics of developmental change are more present in the case study than the characteristics of transitional change. The change occurring at the finance department thus relates more to developmental change than transitional change.

4.5.2 Characteristics of leadership: A Finance Department of a US city government

Adopting an employee-based project team for the first time already indicates that a transactional leadership style was adopted in the organisation before the change. It is also stated that 'the city's organizational culture is strongly hierarchical in nature' (Wooddell, 2009, p. 16). One had to be respectful for authority and rules in the hierarchical organisation. Looking at the characteristics of transactional leadership nothing specific is being stated in the case regarding the presence of contingent reward, management by exception (active) or management by exception (passive). The presence of a strong hierarchical organisational culture with respect towards authority and rules does however indicate that transactional leadership was mainly executed before and during the change.

Even though no person in the organisation had any experience with the use of employee-based project teams, it does yield some interesting perspectives on the beginning of a more transformational leadership style. As is described in the case study: 'this project could be seen as a pilot for more extensive use of employee-empowerment teams in the future' (Wooddell, 2009, p. 17). The presence of transformational leadership would result in teams being used more often. The fact that the project could be seen as a pilot for more use of employee-empowered teams could indicate a shift in the type of leadership style adopted in the organisation. In the case study nothing specific is said about the author, who was initially the facilitator of the team, being a charismatic leader, inspirational motivation and individualized consideration. However the author did 'occasionally called a halt to the conversation to encourage the team to reflect on the process they had just experienced, including the interpersonal dynamics that were occurring' (Wooddell, 2009, p. 16). In this way members could develop their communication skills, which would refer to the author being responsible for intellectual stimulation of the team members.

4.5.3 Characteristics of team empowerment: A Finance Department of a US city government

Based on the job characteristics by Kirkman & Rosen (1999), a few arguments in favour and against the extent of team empowerment can be drawn up. The team was able to identify its own goals and priorities. Besides identifying their own goals and priorities, they were also given some responsibilities considering the process improvements. The fact that the team could identify its own goals and were responsible for these goals would be an argument in favour of team empowerment. This argument would support the presence of autonomy of the team within the organisation. The autonomy of the team should however be viewed critically, as the team was not given full autonomy. They could only choose from three problems, provided by the director of the department. 'The mandate from the director was relatively 'top-down', which could limit the 'ownership' felt by front line employees' (Wooddell, 2009, p. 18). Besides giving team members 'autonomy', team members also developed their own personal skills. 'Team members developed their communication skills, and also strengthened the level of trust among themselves, which helped encourage a greater degree of openness and tolerance within the team' (Wooddell, 2009, p. 16). Team members developing their communication skills, having a higher level of trust and greater degree of openness and tolerance resulted in the team having a higher potency, as their team performance and generalized effectiveness increased. The team empowerment characteristic of impact can also be found in the case study. The impact that the team has by the interaction between team members themselves, and between team members and the rest of the organisation resulted in the gathering of more information than an individual could have gathered alone. By the mapping exercise and the employee surveys different areas for improvements were discovered and worked on. 'Data collecting included a mapping exercise of the department, which revealed the major interdependencies between the divisional sub-units' (Wooddell, 2009, p. 16). Besides the job characteristics of team empowerment, several organisational characteristics of team empowerment can also be found in the case. The team had production/service responsibilities. 'The team has been made responsible for maintaining a database for tracking the outcomes of specific on-going operational improvements' (Wooddell, 2009, p. 16). The author was acting as a facilitator/consultant to the team and functioned as an external leader. The author let the team members set their own performance and output. This in turn would also create more autonomy and potency under the team members, again supporting the job characteristics of team empowerment. According to Kirkman & Rosen (1999) letting team members participate in creating goals and priorities would in turn also contribute to the meaningfulness of these goals for the team members.

The organisational characteristics of team-based human resource policies and social structure cannot be found in the case. However, some assumptions can be derived out of the text regarding these characteristics. As the organisational culture is strongly hierarchical in nature it can be assumed that the social structure of the organisation does not facilitate empowerment of teams. Using an employee-based project team for the first time also indicates that a team-based human resource policy is not in place in the organisation. These two characteristics would thus undermine the extent to which the team would be empowered.

It can be concluded that the team members are empowered to some extent based on the job characteristics and the organisational characteristics of external leaders and production/service responsibilities. The organisational characteristics of team-based human resource policy and social structure facilitating empowerment are not present in the case. The absence of these two characteristics undermine the extent of team empowerment. It can be assumed that the absence of these two characteristics is the result of the strong hierarchical nature of the organisation.

4.5. Facilitators of successful and sustained change: A Finance Department of a US city government

Looking at the facilitators for successful and sustained change a conclusion can be made about the extent of success of the change occurring at the finance department. Regarding the first facilitator, that of a powerful guiding coalition supporting change it can be found that the director and deputy director were supporting the employee-driven change from the start. They supported the employee-based project team, even though it was the first time a team of this form was used. Because the team could identify their own priorities and had their own responsibilities, it can be derived that the team members would also be more supportive to change and process improvements they wanted to bring about. The team also conducted two employee surveys of which the first one was conducted under 100 colleagues asking them to suggest changes and improvements within their own work unit and division. Based on the assumption that the participation of agents in change processes would result in being more supportive towards change, it can be derived that the respondents of the employee survey would also be more supportive towards the change within the department. This would mean that there is a powerful guiding coalition supporting change within the finance department consisting of top management, the project team members and other colleagues throughout the department.

The team focussed on improving the internal customer service of the finance department. Using the employee survey in which colleagues could suggest changes and improvements within their work unit and division indicates that a process-centred approach was adopted during the change process. The mapping exercise conducted with managers and representatives also indicates a process-centred approach as this exercise resulted in process improvements meetings. The facilitator of adopting a process-centred approach is thus satisfied in this case.

The last facilitator for successful and sustained change is the presence of performance measurements before and after the change. It is stated in the case study that the team was responsible for the database which tracked the outcomes of the on-going operational improvements. Thus, a formal performance measurement system is present which is focussed on the outcomes of the change process. It is also so stated that 'informal customer feedback indicates some degree of improvement' regarding the number of 'call referrals' (Wooddell, 2009, p. 17). Even though the customer feedback was informal it can be viewed as a performance measurement before and after change. Performance measurements before and after the change are present, thus this criterion is also satisfied.

4.5.5 Impact of team empowerment on the organisational change: A Finance Department of a US city government

Some remarks can be made about the impact of team empowerment on the organisational change at the finance department. It was the first time the finance department worked with an employee-based project team and the executives and managers have the intention to use these kinds of teams more often in the future. This already indicates the (perceived) positive impact of team empowerment on the organisational change from the perspective of top management. It has been stated earlier that the use of the employee-based project team led to more information gathering than any individual in the whole organisation could have accomplished. As two employee surveys were conducted and the interdependencies between divisional sub-units were revealed by the mapping exercise. The revealing of 'the work unit interdependencies at the middle management' resulted in 'casual conversations of departmental interdependence at regular executive level staff meetings' (Wooddell, 2009, p. 17). Because the team could identify its own priorities and responsibilities it was possible for the team members to work on different improvement areas at a time. Had the project team not been empowered: employee surveys asking for improvement or mapping exercises might not have existed. Overall the team empowerment enabled the team to

develop: (1) a call referral directory, (2) mandatory customer service training, (3) mapping-based process improvement activity and (4) supervisor and manager leadership training. Besides the specified outcomes above, the team members also developed their professional skills in terms of communication and leadership skills. The empowerment of the team members thus resulted in professional development and thereby also increasing the effectiveness of the mapping exercise. Again, had the team members not been empowered their professional development might not have been as big or even existed at all. This would have resulted in a less effective mapping exercise. It can thus be concluded that team empowerment had a positive impact on the success of developmental change at the finance department of a US city government.

5. Cross-case analysis

5.1 Cross-case analysis of change and leadership style

When we compare the case studies with each other and take a look at which type of change is related to which type of leadership one conclusion can be made. In every case study there is either transformational leadership executed or there is a shift towards transformational leadership. Each case study also includes (a form of) empowerment. This would thus even further support the assumption that transformational leadership leads to employees and teams becoming more empowered.

Case	Change	Leadership
Zeta	<i>Transitional</i>	<i>Shift to transformational</i>
Legend Manufacturing Ltd.	<i>Transformational</i>	<i>Transformational</i>
Apunipima	<i>Transformational</i>	<i>Transformational</i>
US Finance department	<i>Developmental</i>	<i>Shift to transformational</i>

Table 1: Change related to leadership style

5.2 Cross-case analysis of job and organisational characteristics

Looking at the job characteristics from a cross-case analysis it can be concluded that most of the characteristics are fulfilled in the later three case studies. Only at Zeta none of the job characteristics are fulfilled. Here it must be noted that Zeta is also the only case study in which transitional change occurs. One possible explanation for Zeta not fulfilling any job characteristic, is the difference in culture between the four case studies. It does however not explain the difference between Zeta and Legend Manufacturing Ltd. as these two organisations are both located in Hong Kong. A possible explanation for this might be the implementation attempt of team empowerment by the CIO at Zeta.

The case studies of Legend Manufacturing Ltd. and Apunipima both completely fulfil all job characteristics. The finance department in the US fulfils the job characteristics of: potency, meaningfulness and impact and partly fulfils the characteristics of autonomy.

When analysing the organisational characteristics a few things can be said about their fulfilment in each of the case studies. Only one case study completely fulfils the characteristic of external leaders, that is the case study of the finance department in the US. Zeta and Legend Manufacturing only partly fulfil this characteristic. Whereas Apunipima doesn't fulfil this characteristic at all.

The production/service responsibilities characteristic is fulfilled more often in the case studies. Both Apunipima and the finance department in the US fulfil this characteristic. Legend Manufacturing only partly fulfils this characteristics and Zeta doesn't fulfil this at all.

When reviewing the characteristics of team-based human policies it can be concluded that some information is missing for Zeta and Apunipima. Nowhere in the case study can be found whether or not team-based human policies are present in the organisation. For the finance department in the US it became clear that this was the first time they ever worked with a kind of employee team. Thus, it can be derived for them that no team-based human policies were in place at the time of the organisational change. None of the case studies completely fulfils this characteristic. Only one case study partly fulfils this characteristic: Legend Manufacturing Ltd.. As it can be derived that they worked with teams before, which means that some sort of team-based human policy should be in place.

Reviewing the characteristic of social structure it becomes clear that the first two case studies lack information about this characteristic. No information can be found about the social structure of these organisation. Apunipima does however have a social structure which facilitates team empowerment. It becomes clear however that the finance department in the US does not have a social structure which facilitates team empowerment.

Case	Potency	Meaningfulness	Autonomy	Impact	External leaders	Production/service responsibilities	Team-based human policies	Social structure
Zeta	X	X	X	X	-	X	?	?
Legend Manufacturing Ltd.	V	V	V	V	-	-	-	?
Apunipima	V	V	V	V	X	V	?	V
Us Finance department	V	V	-	V	V	V	X	X

Table 2: Fulfilment of job and organisational characteristics

Overall it can be said that Apunipima fulfils six out of eight job and organisational characteristics. The finance department in the US fulfils five out of eight job and organisational characteristics. Legend Manufacturing Ltd. fulfils all four job characteristics and partly fulfils three of the organisational characteristics. Zeta does not fulfil any of the job characteristics and partly fulfils one organisational characteristics.

More information about the team-based human policies of Zeta and Apunipima needs to be found to make an assumption about the fulfilment of this characteristic. The same can be concluded for the characteristics of the social structure for Zeta and Legend Manufacturing Ltd..

5.3 Cross-case analysis of the level of success of the organisational change

Case	Powerful guiding coalition	Process-centred approach	Performance measurement before and after change
Zeta	X	V	?
Legend Manufacturing Ltd.	V	V	-
Apunipima	-	V	V
US Finance department	V	V	V

Table 3: Fulfilment of the facilitators of successful organisational change

When reviewing the fulfilment of the facilitators of successful organisational change the case study of Zeta stands out. Only one facilitators is fulfilled i.e. adopting a process-centred approach. Zeta is also the only case study in which one facilitator is not fulfilled i.e. that of a powerful guiding coalition. It is also the only case study in which information about one of the three facilitators is missing i.e. performance measurement before and after the change.

On the other side of the spectrum we find the case study of the finance department in the US. In this case study all three facilitators of successful organisational change are fulfilled. The two case studies of Legend Manufacturing Ltd. and Apunipima both fulfil two facilitators and partly fulfil the remaining one.

So the findings for the level of success of the organisational changes are: (1) the case study of developmental change fulfils all three facilitators; (2) the two case studies concerning transformational change fulfil two facilitators and partly fulfil the one remaining facilitators; (3) the case study of transitional change fulfils one facilitators, and is the only one which does not fulfil a facilitator at all. These findings lead to some interesting conclusions about the impact of team empowerment on successful organisational change.

6. Conclusion

The overall conclusion based on the case studies reviewed in this paper is that team empowerment has a positive contribution to organisational change when this takes the form of developmental and transformational change, whereas it does not have a positive contribution to organisational change when it takes the form of transitional change.

The aim of this paper was to look for an answer to the question: 'In what occasions does empowerment of teams contribute to successful organisational change?'. A literature review has been carried out followed by a case study review consisting of four case studies concerning team empowerment in times of organisational change.

In the four case studies characteristics of types of change, type of leadership, team empowerment and the facilitators for successful and sustained organisational change have been identified. Based on these identified characteristics and facilitators a conclusion can be made concerning the impact of team empowerment on each type of organisational change.

When organisational change takes the form of developmental change, the empowerment of teams has a positive contribution to the success of organisational change. This conclusion is based on the perceived impact of team empowerment on the developmental change taking place at the finance department of a US city government. It seems that the use of an empowered project team during developmental change resulted in more information being gathered than any individual could have gathered alone. It also resulted in a more effective mapping exercise and personal development within the organisation. All three facilitators of successful organisational change have been satisfied. The use of empowered teams thus has a positive impact on developmental organisational change.

If organisational change takes the form of transitional change, empowerment of teams does not have a positive contribution to successful organisational change. This conclusion is based on the perceived impact of team empowerment on the transitional change taking place at the international accounting firm Zeta. Empowering team members resulted in team members becoming enslaved and hindering the project's progress. The empowerment resulted in high absenteeism and team members arriving late. Only one of the facilitators for successful organisational change was satisfied. The use of empowered teams thus does not have a positive impact on transitional organisational change.

If organisational change takes the form of transformational change, empowerment of teams contributes to successful organisational change. This conclusion is based on the perceived impact of team empowerment on the transformational change at Legend Manufacturing Ltd. and Apunipima Cape York Health Council. In Legend Manufacturing Ltd. two out of three facilitators for successful change were satisfied. Continuous quality improvement was also successfully implemented at Legend Manufacturing Ltd. Empowerment of teams thus had a positive impact on the transformational change of Legend Manufacturing Ltd.. Two out of three facilitators for successful change were satisfied at Apunipima Cape York health Council and a change in mind-set and attitudes were achieved. The use of empowered teams thus has a positive impact on transformational organisational change.

7. Discussion

7.1 Research design

In the first section of this paper literature research was conducted to discuss different perspectives and approaches to 'successful' organisational change. This discussion led to adopting the organisational change framework by Oakland & Tanner (2007) for the case review in this paper. Based on the organisational change framework facilitators for successful organisational change have been formulated. In the second section different perspectives and approaches to organisational change have been discussed. This discussion resulted in using the change categorisation and its corresponding characteristics provided by Ackermann (1986) for the case review. In the second section the characteristics of transactional and transformational leadership were also formulated based on literature research (B. Bass, 1985; Judge & Piccolo, 2004; Penava & Šehić, 2014). In the third section different theories and perspectives regarding team empowerment have been discussed (Hayes, 2014; Kirkman & Rosen, 1999; Rapp et al., 2016) and resulted in the characteristics of an empowered team used for the case review.

The reader should bear in mind that the used theories and approaches in this paper make up only a small part of the available literature on organisational change and team empowerment. Other theories and approaches towards organisational change could have been used in/added to this paper. Including different theories and approaches could have resulted in more aspects of team empowerment and successful organisational change being represented in this paper. This would have contributed towards a stronger content validity. However, it was beyond the scope of this paper to include more than the already used theories and approaches towards organisational change and team empowerment.

The fourth section of this paper consists of a review of four case studies. These case studies were selected based on the presence of (a form of) empowerment and the presence of at least one of the formulated facilitators of successful organisational change. In each case study a different organisation and organisational change is being discussed. The previously formulated characteristics of types of change, leadership styles, team empowerment and the facilitators for successful organisational change were used to review the case studies on each of these aspects. Based on the case study review a conclusion had been formulated for the impact of team empowerment on organisational change. The conclusion is based on a case study review of four organisations. In each case study one of the categorised types of change is present. One case study concludes developmental change, one case study concludes transitional change and two case studies conclude transformational change. Because the conclusion of this paper is based on four case studies it cannot be generalized to other occasions of organisational change. The use of case studies in this paper thus results in a conclusion that does not have a strong external validity. The use of case studies does however give us some important insights on the impact of team empowerment on organisational change.

6.2 Results and limitations of this paper

The case study review showed that the impact of team empowerment on organisational change is not positive for each type of organisational change. The impact of team empowerment on organisational change was positive for developmental and transformational change, but not for transitional change. The transitional change occurring at Zeta did not fulfil any of the job characteristics and only partly fulfilled one of the organisational characteristics of team empowerment. This result corresponds with the hypothesis that the impact of team empowerment is not the same in different occasions of change. It also contradicts the statement of Bennis (1999) that empowerment of teams are the key to real organisational change. It has been showed in this paper that empowerment of teams does facilitate successful organisational change in some

occasions but it can also hinder organisational change. This result thus gives a new insight into the way in which team empowerment can be used during organisational change.

The conclusion is based on literature research and a case study review of four organisations. The use of different theories and approaches towards team empowerment and organisational change on these four case studies could have led to another result and conclusion. It can also be argued that the selection of other case studies could have led to another result and conclusion. A selection of case studies of organisations with a more similar organisational structure could have resulted in a more substantiated conclusion as the organisations in the reviewed case studies differ in terms of hierarchical structure. This could also explain the difference in impact of team empowerment on organisational change.

Another possible explanation for the difference in impact is a difference in culture between the organisations in the case studies. Zeta and Legend Manufacturing Ltd. are both located in China (Hong Kong) whereas Apunipima Cape York Health Council is located in Australia and the Finance department of a US city government in the US. These cultures influence 'the way individuals are socialized in terms of individualistic and collectivistic tendencies' (Gudykunst et al., 1996, p. 511). It cannot be excluded that the difference in culture between the organisation influences the result. The implementation process of team empowerment by the CIO of Zeta might also have influenced the impact of team empowerment on the transactional organisational change taking place, thus explaining its non-positive impact.

The observed phenomena specified above might all have been of influence on the results and conclusion. Future research is needed which include these factors.

6.3 Suggestions for future research

As has been discussed above, the use of different theories and approaches towards team empowerment and organisational change could have led to other results. In future research it might be possible to use a different change framework and adopt other facilitators for successful organisational success. The use of other change categorizations might also lead to different results and conclusions. Such could be the change categorisation by Senior & Fleming (2006) or Nadler (1995) be used in future research to explore the impact of team empowerment on organisational change.

The results and conclusion in this paper are based on a review of case studies. Despite the promising result that team empowerment does not have a positive impact on each type of organisational change, questions remain. Further studies which take different case studies into account will need to be undertaken to examine the impact of team empowerment more extensively. The discussed organisations in the case studies reviewed in this paper differ in the extent of hierarchical structure. Future research needs to examine the links between the extent of hierarchy and the impact of team empowerment on organisational more closely. Such could only case studies be selected which consist of strong hierarchical organisations or non-hierarchical organisations. These studies should include the aspect of hierarchy more strongly in determining the impact of team empowerment on organisational change.

As has been discussed culture might be a factor influencing the result as the organisations in the case studies are located in three different countries: China, Australia and the US. This is an important issue for future research. These cultures differ in the level of individualism and collectivism (Gudykunst et al., 1996). Future research should be carried out to explore how the impact of team empowerment on organisational change differentiates between different cultures. While selecting the case studies in future research, the researcher should take into consideration these culture differences. This case study review would also examine the link between culture and team empowerment more closely.

8. Appendix

8.1 Tables

Table 3 Categorisation of change by Senior & Fleming (2006)

Change types characteristics → Type of change ↓	Rapid shift	Constant rate	Systematic/ predictable	Unsystematic /unpredictable	Corporate wide	Individual parts
Discontinuous/transformational	✓			✓	✓	✓
Bumpy incremental				✓		✓
Smooth incremental		✓	✓			✓
Continuous		✓		✓	✓	

Table 4 Categorisation of change by Nadler (1995)

	Incremental	Transformational
Proactive	Tuning	Reorientation
Reactive	Adaption	Re-creation

8.2 Figures

Figure 3 Categorisation of change by Ackerman (1986) in Anderson & Anderson (2010)

Type	Degree of Pain Felt	Primary Motivation	Degree of Threat to Survival	Gap Between Environmental Needs & Operations	Clarity of Outcome	Impact on Mindset	Focus of Change	Orientation	Level of Personal Development Required	How Change Occurs
Developmental Change	1	Improvement	1	1	4 It is prescribed against a standard	1 Little if any	Improvement of skills, knowledge, practice, and performance	To do better in a certain area: project-oriented	1	Through training, skill development, communications, process improvement
Transitional Change	2	Fix a problem	2	2	4 It is designed against a criteria	1 Little if any	Redesign of strategy, structures, systems, processes, technology or work practices (not culture)	Project-oriented; largely focused on structure, technology, and work practices	2	Controlled process, support structures, timeline
Transformational Change	3-4	Survival: change or die; or Thrival: breakthrough needed to pursue new opportunities	1-4	3-4	1 It is not initially known; it emerges or is created through trial and error and continuous course correction	2-4 Forced to shift: old mindset and/or business paradigm must change	Overhaul of strategy, structure, systems processes, technology, work, culture, behavior, and mindset	Process-oriented requires shift in mindset, behavior, and culture	3-4	Conscious process design and facilitation; high involvement; emergent process

Rating Scale: 1 is low, 4 is high

9. References

- Ackerman, L. (1986). Development, transition or transformation: the question of change in organizations. *OD Practitioner*, 18(4), 1-9.
- Anderson, D., & Anderson, L. A. (2010). *Beyond change management: How to achieve breakthrough results through conscious change leadership*: John Wiley & Sons.
- Apunipima Cape York Health Council. (2013). Mission, Vision and Values.
- Atwater, D. C., & Bass, B. M. (1994). Transformational leadership in teams.
- Balogun, J., & Hailey, V. H. (2008). *Exploring strategic change*: Pearson Education.
- Bass, B. (1985). M.(1985). Leadership and performance beyond expectations. *New York: Free*.
- Bass, B. M. (1997). Does the transactional–transformational leadership paradigm transcend organizational and national boundaries? *American psychologist*, 52(2), 130.
- Battilana, J., Gilmartin, M., Sengul, M., Pache, A.-C., & Alexander, J. A. (2010). Leadership competencies for implementing planned organizational change. *The Leadership Quarterly*, 21(3), 422-438.
- Beer, M., Eisenstat, R. A., & Spector, B. (1990). Why change programs don't produce change.
- Bennis, W. (1999). The end of leadership: Exemplary leadership is impossible without full inclusion, initiatives, and cooperation of followers. *Organizational Dynamics*, 28(1), 71-79.
- Bovey, W. H., & Hede, A. (2001). Resistance to organisational change: the role of defence mechanisms. *Journal of managerial psychology*, 16(7), 534-548.
- Brown, S., & Eisenhardt, K. (1998). Competing on the edge: strategy as structured chaos Harvard Business School Press. *Boston, MA*.
- Burnes, B. (1996). No such thing as... a "one best way" to manage organizational change. *Management decision*, 34(10), 11-18.
- Burnes, B. (2004). *Managing change: A strategic approach to organisational dynamics*: Pearson Education.
- Burns, J. M. (1978). Leadership.
- Chapman, J. A. (2002). A framework for transformational change in organisations. *Leadership & Organization Development Journal*, 23(1), 16-25.
- Choi, M. (2011). Employees' attitudes toward organizational change: A literature review. *Human Resource Management*, 50(4), 479-500.
- Chu, K. (2003). An organizational culture and the empowerment for change in SMEs in the Hong Kong manufacturing industry. *Journal of Materials Processing Technology*, 139(1), 505-509.
- Coghlan, D. (1993). A person-centred approach to dealing with resistance to change. *Leadership & Organization Development Journal*, 14(4), 10-14.
- Conger, J. A., & Kanungo, R. N. (1988). The empowerment process: Integrating theory and practice. *Academy of management review*, 13(3), 471-482.
- Crozier, M. (1964). The Bureaucratic phenomenon. An examination of bureaucracy in modern organizations and its cultural setting in France: Chicago: University of Chicago Press.
- Davison, R., & Martinsons, M. (2000). Empowerment or Enslavement? A Case of Process Redesign in Hong Kong.
- Davison, R., & Martinsons, M. G. (2002). Empowerment or enslavement? A case of process-based organisational change in Hong Kong. *Information Technology & People*, 15(1), 42-59.
- Davison, R., & Vogel, D. (2000). Group support systems in Hong Kong: an action research project. *Information Systems Journal*, 10(1), 3-20.
- Dent, E. B., & Goldberg, S. G. (1999). Challenging "resistance to change". *The Journal of Applied Behavioral Science*, 35(1), 25-41.
- Duck, J. D. (2001). *The change monster: The human forces that fuel or foil corporate transformation and change*: Crown Business.
- Eisenbach, R., Watson, K., & Pillai, R. (1999). Transformational leadership in the context of organizational change. *Journal of organizational change management*, 12(2), 80-89.

- Erkutlu, H., & Chafra, J. (2012). The impact of team empowerment on proactivity: The moderating roles of leader's emotional intelligence and proactive personality. *Journal of health organization and management*, 26(5), 560-577.
- Erstad, M. (1997). Empowerment and organizational change. *International Journal of Contemporary Hospitality Management*, 9(7), 325-333.
- Ford, J. D., Ford, L. W., & D'Amelio, A. (2008). Resistance to change: The rest of the story. *Academy of management Review*, 33(2), 362-377.
- Gill, R. (2002). Change management--or change leadership? *Journal of change management*, 3(4), 307-318.
- Gomez, C., & Rosen, B. (2001). The leader-member exchange as a link between managerial trust and employee empowerment. *Group & Organization Management*, 26(1), 53-69.
- Griffith, J. (2001). Why change management fails. *Journal of Change Management*, 2(4), 297-304.
- Grundy, T. (1993). *Managing Strategic Change*. London: Kogan Page.
- Gudykunst, W. B., Matsumoto, Y., Ting-Toomey, S., Nishida, T., Kim, K., & Heyman, S. (1996). The influence of cultural individualism-collectivism, self construals, and individual values on communication styles across cultures. *Human communication research*, 22(4), 510-543.
- Guzzo, R. A., Yost, P. R., Campbell, R. J., & Shea, G. P. (1993). Potency in groups: Articulating a construct. *British journal of social psychology*, 32(1), 87-106.
- Hackman, J. (1987). The design of work teams. In: J. W. Lorsch (ed.), *Handbook of organizational behavior* (pp. 315-342): Englewood Cliffs, NJ: Prentice Hall.
- Hayes, J. (2014). *The theory and practice of change management*: Palgrave Macmillan.
- Herold, D. M., Fedor, D. B., Caldwell, S., & Liu, Y. (2008). The effects of transformational and change leadership on employees' commitment to a change: a multilevel study. *Journal of applied psychology*, 93(2), 346.
- Hersey, P., Blanchard, K. H., & Johnson, D. E. (2007). *Management of organizational behavior* (Vol. 9): Prentice Hall Upper Saddle River, NJ.
- Higgs, M. (2003). How can we make sense of leadership in the 21st century? *Leadership & organization development journal*, 24(5), 273-284.
- Hollander, E. P. (1986). On the central role of leadership processes. *Applied Psychology*, 35(1), 39-52.
- Holloway, S. (2017). *Airlines: Managing to make money*: Routledge.
- Holten, A.-L., & Brenner, S. O. (2015). Leadership style and the process of organizational change. *Leadership & organization development journal*, 36(1), 2-16.
- Hooper, A., & Potter, J. (2011). *Intelligent leadership*: Random House.
- Jiang, X., Flores, H. R., Leelawong, R., & Manz, C. C. (2016). The effect of team empowerment on team performance: A cross-cultural perspective on the mediating roles of knowledge sharing and intra-group conflict. *International Journal of Conflict Management*, 27(1), 62-87.
- Johannsdottir, L., Olafsson, S., & Davidsdottir, B. (2015). Leadership role and employee acceptance of change: Implementing environmental sustainability strategies within Nordic insurance companies. *Journal of Organizational Change Management*, 28(1), 72-96.
- Judge, T. A., & Piccolo, R. F. (2004). Transformational and transactional leadership: a meta-analytic test of their relative validity. *Journal of applied psychology*, 89(5), 755.
- Kahai, S., Sosik, J., & Avolio, B. (2000). *Effects of leadership styles, anonymity and rewards in an electrical meeting system environment*. Retrieved from
- Kaplan, L. A., & Richards, T. C. (1996). Training, empowerment, and creating a culture for change. *Empowerment in organizations*, 4(3), 26-29.
- Kark, R., Shamir, B., & Chen, G. (2003). The two faces of transformational leadership: Empowerment and dependency. *Journal of applied psychology*, 88(2), 246.
- Kirkman, B. L., & Rosen, B. (1999). Beyond self-management: Antecedents and consequences of team empowerment. *Academy of Management journal*, 42(1), 58-74.
- Kotter, J. P. (1990). *How leadership differs from management*. New York: Free Press, 240, 59-68.
- Kotter, J. P. (1995). *Leading change: Why transformation efforts fail*.
- Kotter, J. P. (2008). *Force for change: How leadership differs from management*: Simon and Schuster.

- Kotterman, J. (2006). Leadership versus management: what's the difference? *The Journal for Quality and Participation*, 29(2), 13.
- Kritsonis, A. (2005). Comparison of change theories. *International journal of scholarly academic intellectual diversity*, 8(1), 1-7.
- Leijten, J. (2018). FNV schort staking KLM-cabinepersoneel op. Retrieved from <https://www.nrc.nl/nieuws/2018/01/07/fnv-schort-staking-klm-cabinepersoneel-op-a1587388>
- Lewin, K. (1951). Field theory in social science.
- Machiavelli, N., & Viroli, M. (2008). *The prince* (Vol. 43): Oxford University Press.
- Manz, C., & Sims, H. (1993). Business without bosses: How self-managing teams are building high performance organizations: New York: Wiley.
- Maynard, M. T., Gilson, L. L., & Mathieu, J. E. (2012). Empowerment—fad or fab? A multilevel review of the past two decades of research. *Journal of management*, 38(4), 1231-1281.
- McEwan, A. B., Tsey, K., McCalman, J., & Travers, H. J. (2010). Empowerment and change management in Aboriginal organisations: a case study. *Australian Health Review*, 34(3), 360-367.
- Moran, J. W., & Brightman, B. K. (2000). Leading organizational change. *Journal of Workplace Learning*, 12(2), 66-74.
- Morgeson, F. P., DeRue, D. S., & Karam, E. P. (2010). Leadership in teams: A functional approach to understanding leadership structures and processes. *Journal of management*, 36(1), 5-39.
- Myers, D. G. (1993). *Pursuit of happiness*: Harper Collins.
- Nadler, D. A. (1981). Managing organizational change: An integrative perspective. *The Journal of Applied Behavioral Science*, 17(2), 191-211.
- Nadler, D. A. (1995). *Discontinuous change: Leading organizational transformation*: ERIC.
- Oakland, J., & Tanner, S. (2007). Successful change management. *Total Quality Management & Business Excellence*, 18(1-2), 1-19.
- Okumus, F., & Hemmington, N. (1998). Barriers and resistance to change in hotel firms: an investigation at unit level. *International Journal of Contemporary Hospitality Management*, 10(7), 283-288.
- Parry, K., & Proctor-Thomson, S. (2002). Leadership, culture and performance: The case of the New Zealand public sector. *Journal of change management*, 3(4), 376-399.
- Penava, S., & Šehić, D. (2014). The relevance of transformational leadership in shaping employee attitudes towards organizational change. *Economic Annals*, 59(200), 131-162.
- Perkins, D. D., & Zimmerman, M. A. (1995). Empowerment theory, research, and application. *American journal of community psychology*, 23(5), 569-579.
- Porter, M. E. (2008). *Competitive advantage: Creating and sustaining superior performance*: Simon and Schuster.
- Rapp, T. L., Gilson, L. L., Mathieu, J. E., & Ruddy, T. (2016). Leading empowered teams: An examination of the role of external team leaders and team coaches. *The Leadership Quarterly*, 27(1), 109-123.
- Savery, L. K., & Luks, J. A. (2001). The relationship between empowerment, job satisfaction and reported stress levels: some Australian evidence. *Leadership & organization development journal*, 22(3), 97-104.
- Scott, C. D., & Jaffe, D. T. (1988). Survive and thrive in times of change. *Training & Development Journal*, 42(4), 25-28.
- Seawright, J., & Gerring, J. (2008). Case selection techniques in case study research: A menu of qualitative and quantitative options. *Political Research Quarterly*, 61(2), 294-308.
- Senior, B., & Fleming, J. (2006). *Organizational change*: Pearson Education.
- SEO, M. G., Taylor, M. S., Hill, N. S., Zhang, X., Tesluk, P. E., & Lorinkova, N. M. (2012). The role of affect and leadership during organizational change. *Personnel Psychology*, 65(1), 121-165.
- Shah, H., Eardley, A., & Wood-Harper, T. (2007). ALTAR: achieving learning through action research. *European Journal of Information Systems*, 16(6), 761-770.

- Susman, G. I. (1976). *Autonomy at work: A sociotechnical analysis of participative management*: Praeger Publishers.
- Todnem By, R. (2005). Organisational change management: A critical review. *Journal of change management*, 5(4), 369-380.
- Waldman, D. A. (1994). Transformational leadership in multifunctional teams. *Improving organizational effectiveness through transformational leadership*, 84-103.
- Washington, M., & Hacker, M. (2005). Why change fails: knowledge counts. *Leadership & Organization Development Journal*, 26(5), 400-411.
- Wellins, R. S., Wilson, R., Katz, A., Laughlin, P., Day, C., & Price, D. (1990). Self-directed teams: A study of current practice. *Pittsburgh: DDI*.
- Wooddell, V. (2009). Employee empowerment, action research and organizational change: a case study. *Organization Management Journal*, 6(1), 13-20.