Addendum A:

Observations on the Research Problem and Reasons for the Research

1 Observations on the Research Problem

1.1 Real life observations, dilemmas & questions.

The researcher took part in a change agent network in a company for the implementation of a Group Human Resources Shared Services (GHRSS). Communication often seemed ineffective due to distribution of information in generic formats, like communication packs. There were, for example, strategic and budget related motivations given for change, while most people on ground level seemed more interested in the question: what is in it for me? Will managers be comfortable with only the broader picture or will they also require task related information? There is clearly a grey area on what information is needed, by different groups and even individuals. To argue that effective communication is enough, without giving people the opportunity to seek solutions to problems, will contribute to the spiral of decline (Carnall, 1999: 199). We can use a personality-based approach, but we are aware that it is possible to get almost unlimited approaches. Just think of Meyers-Briggs as a possible tool for customising information across the organisation! Cognitive complexity is more related to hierarchies, making it possible to tailor a message to a broad audience. In general, failures in change are characterised by problems of communication, perception and attitudes, uncertainty and inadequacy of procedures for handling the situation (Carnall, 1999: 243).

1.2 Is the problem relevant and topical?

Mergers, acquisitions and downsizing are not jokingly named MADness without a reason. People are saturated by change and transitions. Efforts need to be made to help people through change, dealing with the past and moving on to accept future changes (Gowing, M.K, Kraft, J.D & Quick, J.C., 1999: 40). Strategic or transformational change has an important cognitive component, in that people need to see changes as relevant and critical before commitment (Carnall, 1999: 265). Robbins (1998: 328) indicates that shaping a message for its intended audience is one critical factor where organisations are undergoing change. People have different information needs and managers need to design communication programs accordingly.

1.3 What evidence verifies that the problem actually exists?

The paramount challenges in strategic management during periods of rapid change are related to the effective execution of current plans and the adaptation needed to cope with change. One of two causes for disappointing results has been poor coordination, resulting from inefficient communication patterns (Dervitsiotis, 2002). Weiss (2000: 162) states that when professionals are asked to identify major problems in their organisation, a frequent answer is poor communication. We are living in the information age with abundance of information, but this does not necessarily mean clarity, nor consistency. A new and potentially stressful challenge for people is to organise, integrate, interpret and evaluate volumes of available information (Gowing, *et al*, 1999: xi). There are however crisis management scenarios where senior managers seal themselves off and limit lines of communication, leaving staff uninformed about changes in the organisation. Real life scenarios occur in South African and international companies where mergers and acquisitions take place. It is possible that employees are kept in the dark, which is the fuel for rumours and an unproductive focus on worst-case scenarios of a merger. A result may be distracted employees, decreasing productivity and key people leaving the company (Gowing *et al*, 1999: 25-26). Managers provide information often on what they believe employees should be interested in, not actually on what employees want to know (Quirke, 1996: 12). It is evident that managers will benefit by knowing what the essentials are, which is needed in communication to employees.

1.4 Contextual factors that impact on the problem

Cognitive complexity is a stable construct in a specific timeframe. Change is used as a specific context for information needs. Paul Davies (2001: 184) describes this seemingly absurdity as a great mystery because the world is contingently ordered. All participants in the research will qualify by being through a business change within the past two years. The research will inherently be contextually bound by its nature.

The business and industry could have an influence on examples used, but the research's focus is not on the detail, rather broader classifications of types of information.

The baggage the researcher brings to the research setting will definitely have an impact on the outcome of the research. Positive baggage is needed in this setting, namely knowledge of cognitive complexity.

1.5 How do the key variables/main constructs inter-relate?

Information processing will be according to the individual's natural flow of complexity, which is the processing of information.

2 Motivation for the Study and Significance

2.1 For what reasons must the problem be addressed?

Research done up to this point dealt, to a great extend, with phases of change and how to deal with it using generic approaches. Bringing a connection between the micro and macro levels of distributing information is seemingly a complex task where variables are in abundance. Practical guidelines are needed on the packaging of information. The pace of change in most organisations is rapidly accelerating, while senior managers are becoming increasingly frustrated at the slowness of employees to respond to change. People are seen to nod in all the right places, make all the right noises, then go off and do something quite differently. Quirke refers to a survey published by Ingersoll Engineers, stating that poor communication was the single substantial barrier to achieving necessary change within organisations (1996: 75-76).

Communication is stressed as one of the key aspects of successfully managing, or rather leading change, using Kotter's approach for whom communication is one of the important stages when creating major change (Kotter, 1996: 21). Emphasis is placed on the "how", but content is the evasive variable, possibly because a generic approach seems unthinkable in the multiplicity of contexts of change.

2.2 What impact does the problem have?

A myriad of possibilities can be listed if the problem is resolved:

- People are frustrated when they have to sift through the clutter of information that they do not use. It seems that communication takes a gunshot in the dark approach where writers and consultants propagate that quantity is the key in making an impact with information. Turning the wheel to quality, using a focused approach for target groups provides the opportunity to save time and money.
- The psychological impact for individuals to be in flow with information provided about change has the benefit for a healthier population: people can function properly when they deal with information that they are able to process and utilise effectively.
- The bottom line is to get back to Mayo's finding, that a happy worker is a productive worker.

2.3 Is the problem substantial/comprehensive in nature?

The relevance of this study will be explained on the hand of basic questions as indicated by Fouché (De Vos, Strydom, Fouché and Delport, 2002: 118):

2.3.1 Who has an interest in this domain of inquiry?

Change management is not a "nice to have" initiative, it is now part of an organisation's survival kit (Puth, 2002: 125). It is an acknowledged fact that organisational change, unaccompanied by appropriate communication, can be devastating to the organisation and its people.

2.3.2 What has not been answered adequately by previous research and practice?

Using stratified systems theory for communication and information distribution during change did not feature in searches of literature studies on the topic.

The tools for determining cognitive complexity are the Career Path Appreciation (CPA) and Initial Recruitment Interview (IRIS). The tools function predominantly on a structural basis of placement and career planning, separate from dynamics of soft factor issues like personal needs in change. There is a clear link between job and personal matching with CPA and IRIS, there is however not so much of an overlap on the use of cognitive complexity in the practical daily functioning of individuals in an organisation. Practical tools or a framework is needed for individuals and organisations to cope with change. Current theories' applications can be expanded to fulfil people's information needs in change.

2.3.3 How will this new research add to knowledge, practice and policy in this area?

An existing theoretical framework can be used to provide individuals and organisations with tools to master change, and in this context specifically dealing with people's information needs. The research will definitely widen the scope of use of stratified systems theory in the workplace. Specific knowledge will be gained on the building blocks for compiling information for individuals functioning on different levels of complexity. We may move towards focused communication where change occurs, optimising resources and individuals' optimal use of information. Components of individual creativity emerge from cognitive abilities and other skills and experiences which suggest lines for further research, that might allow us to identify potential change agents (Carnall, 1999: 230).

Addendum B:

Elaboration and Details on Sections of the Literature Study

1. Supervisor Communication Questions

1.1 Pre-Communication

1. Identify problems and/or opportunities for improvement:
   - Why communication at all?
   - What exactly are we trying to change through communication?
2. Identify goals and requirements:
   - How will we know when we have changed what needed to be changed?
   - How could we prove it objectively?
3. Choose approach and allocate resources:
   - What is the best medium in this situation?
   - How much time or money can we spend on this?
4. Design implementation plan
   - How will we do it?
   - Who will do what in what order, at what cost in time and money?

1.2 During the Communication

5. Execute plan
   - Are we doing what we planned?
   - Is it going as planned?
   - Where did we deviate from our plans and why?
6. Obtain/analyse feedback
   - How is the audience responding?
   - Are they listening?
   - Do they understand?
   - Do they have unanswered questions?

1.3 After the Communication

7. Review performance and results

- How did we do?
- Did we change what we set out to change? All of it?
- Is there more that needs to be done?
- Were we efficient in terms of time and money?
- Did we do anything wasteful or counterproductive or wrong?
- What could we have done differently?

2. Effective Communication Strategies in Mergers and Acquisitions

2.1 Task forces

Communication is structured according to the overall direction of the merger as established by the organisation's executives by members of task forces.

2.2 Guiding principles

Guiding principles help companies establish ultimate objectives and a cohesive mission for the communication process. Recommendations for merger communications, made by merging companies, which feature in their communications principles, are:

- Communicate rapidly, honestly and frequently
- Ensure consistency to generate credibility
- Focus on areas of particular concern to employees
- Establish multiple mechanisms to reach employees
- Share information widely and frequently
- Respond quickly to rumours or new events
- Provide opportunities for employee involvement and feedback, and commitment addressing concerns

2.3 Cascade principles

Principles of cascading help ensure that consistent messages are communicated throughout the organisation, as well as lending weight due to its origination with senior management. Messages are centrally controlled, written by the organisation's senior leaders from where it is cascaded through various dissemination methods, including management meetings and one-on-one communication.

2.4 Portfolio of media

Senior managers should avoid the traditional emphasis on monolithic, top-down communication by employing a variety of communication vehicles with multiple purposes. A variety of communication mechanisms are employed to convey information during two distinct phases in M&A activities.

2.4.1 Phase 1 Communications:

The "me" issues are priority to employee in a merger situation. It should be dealt with early and ongoing in order to minimise anxiety and engendering trust. If there is no information for communication, it should be stated so. A clear vision should be stated in people terms, answering questions like:

- Where is all this headed?
- Why should I be part of it?
- What is in it for me?

2.4.2 Phase 2 Communications:

Strategies for familiarisation and building energy may include a kick-off meeting, a global conference and a cascaded regional launch meeting.

2.5 Ongoing evaluation

Effectiveness of communication strategies needs to be assessed at interim stages to adjust and adapt communication activities, according to employee responses to ensure understanding.

3. Stages of the Change Cycle

3.1 Loss

People become immediately fearful, primarily of the unknown and of being out of control in stage one. Individuals feel threatened and unsafe, and they are faced with a sense of loss. Safety needs to be created around people in order to progress from this state of loss.

3.2 Doubt

People find themselves fighting back as they move into stage two, feeling it is necessary to retaliate as a way of protecting. This is usually a "loud" stage because it is where the most conflict is created. People resist being forced and they blame themselves or others, for the way things are. The primary focus is on being right and they are sceptical about available information. People need to gather and accept valid information to move to stage three.

3.3 Discomfort

People are now much clearer about what this change in their lives really means, which causes some anxiety. Trying to determine how to take this change and assimilate all the new information causes confusion and lethargy. This is where people tend to misread the road signs and often want to give up. People need to motivate themselves to take action, in order to stay out of the Danger Zone and move to stage four.

3.4 Discovery

The change is beginning to become a part of people. During this time, people feel anticipation about what this change can mean and a sense of excitement is present. People discover that there are many options and resources at their disposal. They have to make decisions based on the options, to keep moving.

3.5 Understanding

People are able to feel a sense of confidence about what they have done with this change experience in stage five. They are often very productive and feel energised by the benefits of this change experience. People must clearly understand the benefit for themselves in the process in order to move forward.

3.6 Integration

People have built up a sense of satisfaction in stage six because they have come this far. At this point, they feel competent to handle this change almost effortlessly. Their ability to focus is heightened and they find contentment in everything that is going on.

Addendum C:

Focus Group Information Letter

13 April 2004

Dear Focus Group Participant

Focus Group (Research) on Organisational Development

You have specifically been identified as an individual that can contribute to a certain focus group within your company. This focus group in which you will participate forms part of my M.Com research project on Organisational Development at the University of Pretoria where you will contribute to our understanding and expansion of scientific knowledge.

The focus groups will be conducted to find out more on your needs during periods of change. Information obtained from your participation will provide us with the following:

- How should management fulfil your needs in specific situations & how you should look out for it.
- Provide a framework for Sasol and even other companies on how to approach a certain area of change.
- Contribute to living the Sasol Values of Winning with People and Continuous Improvement.

No preparation for this session is necessary, as the focus will be on your personal input.

I furthermore undertake to provide you with the final research findings as soon as it is available.

Please contact me should you have a need to clarify aspects of your participation in this research.

Your participation in this focus group is highly appreciated.

Kind Regards,

Gysbert du Toit

Addendum D:

Focus Group Guide

Focus Group Guide

1 Introduction

Gysbert du Toit is the researcher who is busy with independent research in this company for his M.Com studies

We are here today to explore a topic, which is so much talked about, but so little understood. We will explore a topic where we are interested in your needs during organisational change.

You might not have thought about it, but you were specially selected for a focus group in a research project for this company and the University of Pretoria, congratulations. Your nomination to attend this focus group has been approved by your management. Your inputs will however be anonymous.

We are interested in your personal experience & needs, not what you think is generally needed or what other think is important.
Our focus is thus if you agree/disagree what the rest of the group is experiencing.

2 Ground rules

- There are no wrong answers
- One speaker at a time
- No side conversations among neighbours
- No domination of other people
- Appropriate time required
- Confidentiality
- Anonymity
- Interest in you as individuals with your uniqueness
- All members' presence and opinions are necessary for the success of the group

- The discussion will run two hours
- Permission will be obtained for tape recording. Convey the ethical use of the sessions' information to clarify concerns about invasion of privacy. A person working outside Sasol will help me with creating the transcript.

Ask: Any questions?

3 Focus Areas

3.1 Open Questions: Context Setting

3.1.1 Write down three different changes in the past that affected you in your work context during the last two years (on three different papers).

3.1.2 Write down how long the change lasted (from beginning to end).

3.1.3 Write (on one paper) current examples of change which you face.

3.2.1 What information did you need during these changes? Write down five things.

3.2.2 Mark: ☑, indicating you received it or ☒, indicating that you did not receive it next to each area.

3.2.3 Indicate 1-5, on the paper that you have just used, to state the order of importance of the five things you have written down, where one is most important and five is number five of importance.

3.2 Focus Questions

Now let us discuss what your information needs are during change…

Individual discussion:

…each person in the group summarises what his/her point is regarding this topic

- What was your role & experience in the change?

Group discussion:

- What was your needs in the change?

… you are free to give inputs after each person's point – do you share a similar view or a different one?

What was left out in the discussion above?

Explore your information needs during change, looking at what you would need, using the following prompts:

- Who?
- When?
- Why?
- Where?
- How much?

Each person provides me with a guide to enable me to provide your information in most situations of change. (It is so that the organisation would know in future what information to provide them in situations of change).

If not discussed explore on:

- Format & medium of information

Give me a final statement that will not be challenged or discussed in the group.

Addendum E:

Findings per Focus Group

1 Focus Group 1

This group's approach was that they expected information that should be relevant and tailored to where it has an impact on them personally, or their immediate work environment.

1.1 Who?

The "who" is seen as the one responsible or the one making changes. "Who" is the immediate supervisor, as part of a channel of supervisors.

Information comes directly from the first line supervisor, if he/she does not know, he/she refers that to a management communication session that will take place.

A participant stated: "There should actually be a group of people that just handle information". These people need to:

- make sure that people get and understand information; and
- have time to see people immediately.

All sections must have a person responsible for messages. This person can print e-mail and distribute it.

1.2 When?

A time-frame should be given to managers to resolve an issue and provide feedback. Three days is the ideal time frame for feedback from each management level. The maximum time for feedback should be nine days if information is referred to higher managerial levels. People have a need to be told when they would get feedback.

Information should be provided as soon as possible. Delays are seen to be a result of poor administration or omission due to favouritism.

People need to know in advance if changes in the company will affect their employment status, a reasonable timeframe is seen as three months.

1.3 Why?

An explanation is needed why things have to be done during change.

1.4 Where?

Information should be put at the main entrance where every person passes through.

1.5 How Much?

A vision needs to be created that capture people. Reasons should be given for the change. More information than needed should be given.

1.6 Format and Medium

Information sessions:

- Are used as a very effective approach to reach most people.
- A log is a way to determine who have been at the session or not, responsibility lies with the first line supervisor to determine attendance.
- People on leave miss out on information.
- People do not have a say or choice regarding change, they have to accept it.

Training as part of a mini-business:

- Change and handover of change is monitored through a customer survey, improvement can be made as a result of the feedback.
- People working in Quality get involved in explaining changes on the plant and writing training manuals, which are handed to first line supervisors and the training centre.
- People need to understand the importance of their jobs and how it affects the whole, like production.

Pamphlets are placed at the main entrance when communication needs to take place. People go to their manager if they do not understand it. The pamphlets need to have a place on it for comments to be posted back for analysis and feedback.

Written versus Verbal:
Verbal communication is used to inform a first line manager about problems in Quality people's immediate working environment. Written information may be ignored, causing problems like injuries.

Internet:

- people forget the website's name;
- some people are computer illiterate;
- not all people have access to e-mail; and
- some people who have e-mail do not read it or use it regularly.

Important information:

- need to be send out where everybody can get it the same day;
- need to have build-in checks like questionnaires or a committee;
- it can be attached to a payslip; and
- a document can be send out, which has to be signed.

1.7 General

Information needed, due to events affecting the person directly, is very important. The focus is especially on people's feelings, showing that they are cared for.

Formal or wrong channels are used when there is a lack of a proper channel. The result is inefficient as it takes time. There is furthermore no feedback loop in such a process. A participant's comment on channels summarises the discussion: "Give me the right channel".

Two ways of utilising channels are that:

- information from management should come from first line managers; and
- information affecting people, especially changes in their immediate working environment, should be given immediately and discreetly.

It was acknowledged that some management decisions are "out of our brains".

Counteraction to rumours should be taken to decrease conflicting messages. People see the company as their future. What happens to the company will influence their jobs.

2 Focus Group 2

Uncertainties in the group's working environment were a major influence on discussions throughout the session.

2.1 Who?

Management is described as the "who", who should let people know and give them information.

"What can we do about it?", was mentioned during the session as an interpretation of what to do for yourself in the moment of change. Individuals make their own decisions.

2.2 When?

Information in time is necessary to provide people with the opportunity to plan. Three months is given as a reasonable period for people to plan in the case where job security is an issue.

The "when" is when the change "came to the crunch". Regular updates on a need-to-need basis are necessary.

2.3 Why?

The question, "Why?", was asked by a person in this group to gain clarity on a decision regarding what to do next. An emphasis is placed on plans for people's personal careers.

2.4 Where?

People would like to see where they fit into the rest of the company as well as getting an answer to the question: "Where are we heading?".

2.5 How Much?

Enough information is needed to help the individual plan and make decisions.

Reasons are seen why management are not giving information. People talk, for example, to others in their private life. Sensitive information is consequently distributed without control.

2.6 Format and Medium

Verbal communication is preferred because it is convincing and people can observe transparency. A benefit of written communication is that contents cannot change afterwards.

Pamphlets can be handed out at the work stations.

A monthly information session is helpful as it provides an opportunity to ask questions and get feedback. Some people who did not attend the information session will benefit if the session's minutes are distributed or been put on a notice board. Senior personnel should be contacted to give information through for those people not attending.

2.7 General

Changes take place even with appeal against it. It is realised that people can not be fully satisfied with change, even with explanations.

People see themselves as part of the whole team. A primary concern is about the impact of change on them personally.

The people expressed difficulty in seeing the link between factors external to the company and the impacts of the changes on their immediate working environment.

A focus of: what is in it for me?, is evident with people experiencing change.

Rumours start in periods without communication. People listen to rumours if they have no facts to go on.

It is stated that "people are in management because they can see things happen". What is seen ahead must not be withheld. Negative consequences are also there, if what is seen in the future, does not happen, for example: loss of expertise. People are aware that management may not even be certain themselves, which may be why they keep quiet. Honesty is needed when management say they do not know. Bad information should not be withheld.

Individuals need to know where they stand or are valued in terms of the company, this information is hard to get. Benefits of change will help people to be motivated. Communication of intended changes will help people equip themselves with skill that will be needed.

3 Focus Group 3

This group created the impression of being a people orientated group, creating a comfortable environment for discussion.

3.1 Who?

"Who", is seen as the person that has to change. Everybody has to change, not only one person. People implementing change need to change themselves as well. People would like to get information from the person implementing the change, because they are suppose to know.

A major focus of the "who" is that you yourself, has to change, requiring you to do something to suit the change or let the change suit you. The "who" that provide information is seen as the person that should search for the information. The information is often inside the person.

People need information to devise ways to survive personally. The person has to look for information and guidance that is needed personally. There can consequently be a "who" that has to be approached for information. Current thinking is limiting the way to get information. This Service group describes that they: "need you to go out and search for information".

The company should also provide information when it requires change in people. A need to change must be created in people. As people's needs change, they change automatically.

One person in this group was described as "playing a major role in helping people with information".

3.2 When?

Change is seen as continuous. There are different degrees of change, namely short term, middle term and long term change.

The "when", is when the change needs to be implemented. Information and results have to be found before implementation. People have to be ready before implementation.

3.3 Why?

"Why" is asked to determine the reason for change or why information is needed.

3.4 Where?

"Where", is the place to get information. The need must be in the person self, to change.

3.5 How Much?

Enough information is necessary for people to accept change. Enough information is needed to perform your job efficiently and effectively.

There is a limit to the amount of information that can be absorbed.

Goals and reasons should be given with information.

3.6 Format and Medium

Workshops have been seen as a way to change people's minds.

Some sources of information are electronic like intranet and internet. It should be easily accessible.

Informal, person-to-person communication is necessary. A human factor is required in interpersonal communication.

3.7 General

Information given in the past was not always enough or completely honest.

Change comes about because a person needs to change and another person wants you to change. Sharing of all information is necessary for change. Withholding information is seen as a way to maintain power. Mutual compromise on information is needed in change. Forced change on a person is wrong. Change of personal values will not take place to suit others. Other people's values can be incorporated into own values in order to understand others.

Change can be for better or worse. Two types of change are seen, namely business culture change and social culture change. Care needs to be taken not to stigmatise certain groups like race during change.

Reassurance is important as change is traumatic. It leaves people with questions. This group indicated that many people do not understand why changes have to take place. They have questions, but they are shy and scared to ask. The group stated that it is necessary to talk more to the people.

Change is described as trust. Information is seen as credible, if there is trust.

A first thing to change your mind, is to gather information to identify training needs.

People need to talk to be part of the implementation. Own initiative is needed as people are also part of the process.

4 Focus Group 4

There was a sense of cohesion in this group amidst extreme uncertainty.

4.1 Who?

Own role in change is important. "Who" is the decision maker, the owner of change.

4.2 When?

The "when" is the moment when it happens.

Information needs to be provided by the person who made the commitment to communicate by a certain date, even if it is to state that there is no further information to be communicated.

4.3 Why?

People need to be regularly informed, but you can not do it if you are not regularly informed. These people rather keep quite if they can not tell the truth. People in Practice rather use fewer words in order to avoid the creation of expectations. There is information that must not be given to people, but the truth is told to ensure that people are satisfied. These people do not want to create unnecessary panic.

4.4 Where?

Information flows easier and continuous in positive times, creating a sense of overload. Isolation is experienced when it is not going good with the company. Loss of control of one's own business decisions creates a need for information.

4.5 How Much?

It is not about enough information, it is about timely information to keep people informed. Information needs to be provided as based on a decision to communicate certain issues during a phase of change.

Information needs to be in time to ensure that people do not think that management hide something from them.

4.6 Format and Medium

Contact is made with small groups, where the following may happen:

- talk informally to people in groups in different areas;

- people can ask questions; and
- you can hear current rumours and correct it on the spot.

The basics of communications lie in etiquette, in that you keep your word, if you undertake to do something. You must say something, it can be either a press conference, e-mail or a publication in the local newsletter. People are sensitive during uncertainties. They can easily create worst-case scenarios if information is not received.

4.7 General

Information does not automatically flow through to you, discussion upwards is necessary. People here want to provide information for people to keep them up to date. Most of the time information is not received, even if it is asked for. A strong selling technique is necessary to keep trust. More information would make it easier.

A deathblow to information is when it is received from people at lower organisational levels who have a contact somewhere. When it is stated that it is a rumour, and people find out later it is the truth, leaves the impression that you lied to people.

Information must flow in order for people to know what is expected from them, what their contribution should be.

Guesswork takes place in order to formulate information, which ends up in scenarios and speculations about what is happening, that is dangerous. Your image to the outside must stay positive. Information about uncertainties is shared in a small group at a managerial level to ensure that the message to the outside is positive, caution needs to be taken with everything that is said.

People know exactly what will happen if the manager is the owner of change, they can also become involved in decision making. Managerial decision making is not the same if you do not have information.

It is believed that the provision of information can create a collective pressure towards change. Pressure is in the direction of information received. It can be to the negative direction if rumours dominate information received.

To say nothing is worse than repeating the same message: it is about presence. People have been seen to work closely together when there is a lack of information during uncertainty, or when there are challenges. People's minds need to be put on the positive thought direction, appreciative inquiry is described as a tool to do it.

5 Focus Group 5

The group showed a concern for their people, but a simultaneous understanding of business decisions was evident in the group.

5.1 Who?

People come to the leader to ask what the future holds for them. The "who" is seen as those subjected or affected by change, or who needs to know. The one responsible, the initiator, that is management, is also described as the "who".

Support and commitment is needed from stakeholders, namely management and people on the floor.

5.2 When?

Timeframe is when you must do something and be finished. The "when" can also be when information is needed and when it can be communicated, relating it to proper timing, hence not doing it prematurely or post -maturely.

Timeframes are used to start planning ahead, consultation times are mentioned in order for people to adjust their feelings.

Information should not be delayed in order to avoid confusion, because people start talking about it.

5.3 Why?

Stakeholders need to be satisfied. Reasons need to be given for change.

5.4 Where?

The "where" is described as the destination the owners are working toward, it must be given for people to reach. Benefits need to be given to see real difference and progress.

5.5 How Much?

Sufficient information is needed to clarify the individual's needs. As much information as possible is needed to satisfy needs from the beginning to the end.

5.6 Format and Medium

A problem with e-mail is that its interpretation differs from person to person.

Personal contact is necessary to give feedback to ensure immediate understanding.

Information needs to be simplified, to ensure everyone understands. Communication sessions are used to read the crowd's level of understanding. People have a need to ask and get a direct answer instantaneously.

Information on paper prevents doubt. Verbal communication can not convey all information.

5.7 General

Skills are needed to manage change, it can be either motivation or negotiation skills. People need to see that you are not trying to avoid the panic. People's fears need to be known before they are approached to address the change. Reassurance is necessary to influence people actively that have low morale.

The source and reason to change must first be known in order to see importance of change. These people want to know where they must go, and what means to use, to get there.

Two aspects of change which are looked at are, how it will affect personal job security, and if it is profitable to the company. Information is needed to be ready to cope with change, through planning and preparation. Planning people's future competencies are necessary, followed by relevant training. Communication is necessary to create a vision in people.

Confidential information is sometimes needed as an explanation. "The issue of confidential can be useful" when there is something that does not concern the individual.

Information is needed to create initial discussions, to plan on the reaction of expectations and feelings regarding it. Not all people respond the same, considering difficulties, some types of workforce are:

- always ready, they do not resist;
- always resist; and
- want to, but it is not easy for them as they lack knowledge or training, they do not consider all the factors.

Information is needed to make decisions about the future if goals are shifting to make arrangements of continuous personal needs. Focus is maintained by having information if the right things are done, and if mistakes need to be corrected. It is sometimes necessary to "dig deep" to get information to find the root cause, to solve a problem.

Information is described as the need of people to align them with the vision. People have the need to do the right thing.

6 Focus Group 6

There was a tendency to formalise relationships in a process, procedure or structure.

6.1 Who?

The person doing the work currently and how he does it needs to be known, with actions for transfer of responsibilities.

People in the environment of implementation need to be talked to. Some people are left out of the loop because people receiving the information might think it is excessive, every person involved should know.

6.2 When?

"When" is the time when discussions start to take place.

A deadline is necessary to plan and prioritise. One phase of change needs to be completed before a next phase should be introduced. Communication well in advance of implementation is necessary.

6.3 Why?

Information is needed to act proactively. People need to know where they fit into the global picture of the company. The company is seen as a chain where each person is dependent on the other links for information.

6.4 Where?

A task team is helpful in aligning people and creating a new structure. Implications of change, where people will work, and which clients will be influenced, need to be looked at and communicated to clients. A unified approach is necessary where all people from different business functions, affected by change, should be involved from the start. People need to know business processes and where people fit into the organisation, in-house training is necessary. Generic documentation of business process is necessary to form a foundation. Timeframes and reasons for it need to be given. Timeframes need to be realistic and agreed on by all parties involved. Timeframes are usually known from experience.

6.5 How Much?

Too much information is not a problem. Information needed, is taken self.

Experience, and anything done for the first time, needs to be documented in a database. There is still "old school" that keeps information to obtain power.

Knowledge about final decisions is not sufficient because you do not know how it was derived.

6.6 Format and Medium

Management meetings take place, but not often meetings for lower levels. A quarterly departmental meeting can inform people who are geographically remote. Messages change when managers interpret it, and give it over to their people.

There are people who do not have a computer or access to e-mail. E-mail is not always read, it is sometimes deleted if it is too much. Follow-up is needed if information is getting through, it can be done by contacting the person or an e-mail confirmation. E-mail is sometimes used where direct communication would be better. People see the sending of e-mail as a transfer of accountability, while no action might take place because the message might have been deleted or not read as the person was out of office.

One-on-one communication is necessary to ensure that the message is not forgotten.

It is acceptable if the business unit manager or CEO uses e-mail because he can not see everyone each day. Departmental communication should be done face-to-face. Strategic and critical information should be given on a one-on-one way, like a communication session where questions can be asked and answered. Strategic important communication should come from those in appropriate positions. Communication that affects people personally should be given in person where they can also observe the messenger's emotion, and see that he/she shares the feeling.

Communication that does not affect people personally is seen as information that can be sent out via e-mail.

Written communication is beneficial to serve as proof that an issue has been taken up with someone.

6.7 General

Change is often discussed at a higher level, but not on a functional level, it is consequently necessary to ask more questions. More homework is necessary before decisions are made. Assumptions block thorough enquiries, transfer of accountability necessitates communication. There are phases of transfer of work.

Internal alignment is necessary but difficult due to different demands of customers. A process of involvement is necessary to ensure successful implementation of change and to overcome obstacles.

Changes of people in positions necessitate closure of a loop between functions.

A bigger company looses a "family type" relationship structure where contact persons are known. Relationships are broken when people shift around. There is a need to visit and know other people's work environments. Sharing of information and best practices in a communication session is necessary.

There is a human behind change, which is why communication is important. People become unhappy about seemingly simple things.

People want to know why change is necessary.

Top-management discuss change, but it does not always flow through. Rumours start when information is not received, people start to concentrate more on the rumours than on their work.

7 Focus Group 7

A general concern was evident among the group members, in that business decisions need to be implemented in a workable way.

7.1 Who?

The person that needs to inform the people is the "who". People delivering the target are also the "who".

7.2 When?

Information needs to be given immediately in order to help with insecurity.

Change affecting people's life need to be communicated as soon as it is known because people need to plan around that. Timeframes need to be given and booked in people's diaries when things are going to happen and when they should be involved in the change.

People need to be informed when targets are moved. A change management team needs to communicate to people at all levels in the organisation.

7.3 Why?

A business plan is needed to explain the reasoning behind the change.

7.4 Where?

The "where" is described as the location of the change. People removed from their stakeholders find it difficult to know their needs. The "where" is also in other places in the value chain, like suppliers. The impact of change on work in the future is also a place in time.

7.5 How Much?

Detailed, but to the point information is needed. Impact of change on the whole business unit should be given, not only reporting on a local area.

7.6 Format and Medium

Relevant information, understandable to all should be given.

Informal communication is more accepted than formal communication. A little bit of "being there with people" makes a difference on the impression made on people.

Communication sessions are seen as valuable, in that people's questions are answered and the reaction on the way it is done is observable.

A problem with e-mail is that people do not interpret the message the same way. Interaction is necessary to ask questions and test understanding.

7.7 General

Change is not positively experienced on a personal level when people need to make decisions regarding other people's jobs, resulting in retrenchment. "Security is down the drain for that time", regular feedback is necessary during times of uncertainty to provide comfort. People "feed" on feedback until the next feedback, otherwise the grapevine start with people making up stories. The grapevine is usually right.

Information should be concise, relevant and honest. People want to know how changes affect them personally.

Feedback is necessary on the following questions:

- What is going on?
- What is the deadline?
- Why are things done?

People can help with change when reasons for change are given.

Targets need to be given and feedback is necessary on progress towards targets. Feedback is often given on a senior management level, but it is not filtered downwards to other levels.

8 Focus Group 8

This group was to the point and concise in their discussion. Abstraction of language used was clearly evident.

8.1 Who?

There must be a body looking after the interest of people's development like a buddy or a coach.

8.2 When?

Follow-up is needed after change, like after placement of people in new positions.

Information is needed during the change and after the finalisation of change. The change process becomes easier with more information flow. Information needs to flow before the change process and through different phases of change. More information is needed in periods where discomfort arises. Some sort of communication is necessary, even if it is just for comfort, when strategic information can not be passed on directly.

Management may realise what is happening during change as certain steps are known to be a part of a process, while people from lower management downwards may not know what is going on behind the scenes. Repercussions of decisions are not known, resulting in a "cloak and dagger" situation when the process is not public or "blunt".

A softening process is sometimes used for people to start suspecting something, thereby avoiding negotiation.

8.3 Why?

Immediate observed change is often an action, not the principle of change, it "is in finding new ways to bring current things more smartly". The principle of change needs to be communicated.

Change needs to be seen in the context of a bigger picture, across the company, not only in business units.

This group states that people who must execute change, must believe in the change. Change is often driven wrongly, forcing change, instead of sowing seed of change in order to make the idea, theirs.

Information is needed because there is uncertainty about the unknown. Clarity makes it possible to execute. "Why" is needed for the people to stay in contact with the manager, avoiding chaos.

Timing is an element of change. Information flow can create a "why".

8.4 Where?

Information should come to a person, it should not be searched for, because people did not know what to expect.

Change comes normally form the top, meaning the direct line manager. Information on change should never come from peers or subordinates.

Feedback, as part of a change process should come from those affected by change.

8.5 How Much?

More information is better. People need to be trusted.

It is believed that information will be held on to in uncertainty, to maintain a hold on power. Enough information is sometimes distributed to achieve a goal, not to enrich people's knowledge.

8.6 Format and Medium

Information should flow in a formal communication system like a communication session every six months. There are people who will not "fish for information". It is normally those starting the gossip, who needs the formal system. Monthly meetings take place in functions, but there is a concern that information does not flow through to subordinates, which is overcome by communication sessions. Personal contact is necessary for clarity, to avoid misinterpretation when there is a lot of information to pass on.

E-mail should only be used broadly to get some information out.

There should be an informal open-door in the background as well, in case there is a problem in the formal channel where a person can walk into the manager's office and talk about it.

8.7 General

Expected results should be known or defined with any change, it is not easy for management to clarify. Reasons behind change will help in the change process. Business philosophy changes with change in management. Information that needs to be cleared out is: "what is the business philosophy to flow through the system". The philosophy determines the end result. A lot of change happens when management change. The whole change process needs to be known.

The change effort must be believed by the manager that often has to sell the change to subordinates.

People draw their own conclusions if they are not part of the information that affects productivity.

More two-way communication on issues regarding change is necessary in order for both parties to understand where the business is going.

Movement in position changes information flow. Senior managers often have to pick up loose ends. A written description of a position's key performance areas

(KPA's), should exist. The higher the organisational level, the broader KPA's become, but some specifics need to be spelled out.

Uncertainty has a positive side, by letting people get out of their comfort zone and "justify their positions, which is health just to re-ignite the spark".

Not enough information is received on certain issues, leaving people mistrusted in certain long term issues. There are lessons to learn from certain industries, "those who do not know the past are destined to repeat it". Knowledge is lost when there are a lot of changes in management. Handover is necessary when people enter new positions. Succession planning is ideal, a negative impact is experience when a person is appointed after the previous person left. It is difficult when a manager have to "pick up" from the people reporting to him.

People in this group would like to know what the value of the business unit is in the company.

Change should ideally not be noticed, by being a cultural part of continuous improvement. Change is not experienced as an isolated incident, people get used to frequent change.

Addendum F:

Clusters of Focus Group Data

Clusters, Main Clusters and Cluster Groups per Focus Group

	Focus Group:	**1**	**2**	**3**	**5**	**6**	**7**	**4**	**8**	***Phase of Clustering***
1	**Context**	12	13	17	20	11	13	10	25	Cluster Group
1.1	**Understanding Reasoning**	4	5	12	12	6	8	7	10	Main Cluster
1.1.1	Motivation behind change			1	2			1		Cluster
1.1.2	Closure by understanding				1	1		3	2	Cluster
1.1.3	Reasoning behind change	2	3	9	8	5	7	3	8	Cluster
1.1.4	Understanding of information	2	2	2	1		1			Cluster
1.2	**Contribution to future**	8	8	5	8	5	5	3	15	Main Cluster
1.2.1	Future results	1	2	4	8	3	3	3	12	Cluster
1.2.2	Contribution to bigger picture	7	6	1		2	2		3	Cluster
2	**Change Implementation**	4	3	9	20	8	5	6	7	Cluster Group
2.1	**Time**	0	1	4	10	5	5	4	7	Main Cluster
2.1.1	Continuous Change			1					1	Cluster
2.1.2	Crunch Dates		1	2	4	4	5	1	3	Cluster
2.1.3	Timing			1	6	1		3	3	Cluster
2.2	**Implementation skill**	4	2	5	10	3	0	2	0	Main Cluster
2.2.1	Work implementation knowledge	2	1		4	2				Cluster
2.2.2	Skill Equipment	2	1	5	6	1		2		Cluster
3	**Considerations for People Effected**	18	16	35	34	33	10	14	27	Cluster Group
3.1	**Personal responsibilities**	2	2	14	7	11	1	6	9	Main Cluster
3.1.1	Personal role		1	11	1		1	1	1	Cluster
3.1.2	Ownership of decisions				3			2	1	Cluster
3.1.3	Responsibility alignment	2	1	3	3	11		3	7	Cluster
3.2	**Alignment through involvement**	7	3	12	17	11	3	2	8	Main Cluster
3.2.1	Mind change by consultation			1	3	1			1	Cluster
3.2.2	Involve stakeholders to gather options	7	2	10	11	9	3	2	5	Cluster
3.2.3	Two-way communication ensures understanding		1	1	3	1			2	Cluster
3.3	**Human Support**	1	1	6	7	6	3	5	6	Main Cluster
3.3.1	Human factors affect change	1	1	1	2	3	3		1	Cluster
3.3.2	Reassurance			2	3	2		1	2	Cluster
3.3.3	Support			3	2	1		4	3	Cluster
3.4	**Impact on People**	8	10	3	3	5	3	1	4	Main Cluster
3.4.1	Identify people affected		1		2	2	1		2	Cluster
3.4.2	Impact on person	8	9	3	1	3	2	1	2	Cluster

	Focus Group:	1	2	3	5	6	7	4	8	***Phase of Clustering***
4	**Information Flow**	41	25	23	20	29	22	23	26	Cluster Group
4.1	**Ensure information is received**	22	7	2	5	10	2	0	4	Main Cluster
4.1.1	Methods sharing information	5	5		4				1	Cluster
4.1.2	Electronic information limitations	4		1	1	5	1		1	Cluster
4.1.3	Personal contact ensures information is received	4				3			2	Cluster
4.1.4	Ensure information was received	6	2							Cluster
4.1.5	Body responsible for information	3		1		2	1			Cluster
4.2	**Information status**	12	6	7	11	11	13	9	9	Main Cluster
4.2.1	Early information	2	1			2	1			Cluster
4.2.2	Scope of information	4	5	5	10	8	8	3	4	Cluster
4.2.3	Status feedback	6		2	1	1	4	6	5	Cluster
4.3	**Information flow in channels**	7	12	9	4	5	4	13	8	Main Cluster
4.3.1	Appropriate channels should be used	3	1			1	1	3	2	Cluster
4.3.2	Filtered information	3	5	1	1	2	1	4	3	Cluster
4.3.3	Transparency in sharing		3	8	2	1	1	3	2	Cluster
4.3.4	Counteraction on rumours	1	2					1		Cluster
4.3.5	Guess-work when information lack		1		1	1	1	2	1	Cluster
4.4	**Qualities of Information**	0	0	5	0	3	3	1	5	Main Cluster
4.4.1	Origin of information			1		3			2	Cluster
4.4.2	Information creates change			2			1	1	2	Cluster
4.4.3	Order created by information			2			2		1	Cluster