

## Modelling of Planned Change of Organizational Work Processes in Terms of Process' Internal Structure

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*In planned change field previous research mostly focused on organizational level factors and their influence on the outcome of change. Organization size, history of innovations, senior management support, organizational culture, political aspects were considered as important factors influencing change process. Less attention was paid to understanding the process through which new behaviours are developed and change plans become ongoing practice.*

*Therefore this article focuses on planned change of organizational work process. This enables to analyze change in intermediate level between organization and individual.*

*Consequently the research question of the article is how organizational work processes change in the context of planned, purposive change in terms of process internal structure. The article sheds light on micro processes that occur inside the organizational work processes that undergo planned, purposive change. It reveals how change plans are translated into action and by doing so, if and how they got modified, adapted and changed.*

*The planned change of organizational work process is modelled in terms of Feldman's and Pentland's (2003) theory of internal structure of organizational processes. According to proposed model of planned change of organizational work process, change of work process occurs through conceptualization and communication of change and adaptation of change (discovery and integration of new process performance).*

*The proposition was tested using qualitative approach and embedded single case design to investigate the change of work process in organization which is implementing planned change; the design was embedded in that the unit of analysis (process change) encompassed data on three states of process (process before change, planned process, process after change) and on change implementation process. Information about three states of the process was needed in order to reveal how work process evolved and evaluate if change was effective. The evolution of process and effectiveness of change was evaluated by comparing three states of process under investigation according to 4 diagnostic blocs which were operationalized into 18 empirical indicators. We conducted 9 interviews, from which 3 at the first stage and 6 at the second stage. All interviews were recorded, transcribed and indexed according list of indicators and proposed model of planned change of organizational work process.*

*It is argued that previous research has treated*

*change either as episodic or emergent. Therefore this inquiry reveals that difference between episodic and emergent change perspectives seems to be too explicit. Empirical study of work process revealed that both planned and emergent elements constitute the realized structure after a purposive, planned change effort in organization. This suggests that more nuanced approach of planned, purposive change is necessary.*

*The article challenges the traditional perspective on role of change initiators, concept of finite change time window and criteria for evaluation of effectiveness of change. The study revealed that top management's (as change initiators) role is moderate. Top management must communicate change and be attentive if subtle processes of change interpretation, discovery of new performances and integration of new ways of acting and interacting is under way. Therefore change effectiveness mostly depends on process participants. Because both planned and emergent elements constitute the realized process, evaluation of change effectiveness by conformity of planned process to resulting process is incorrect. The resulting work process may differ severely from planned process because of change adaptation. Change conceptualization, communication, discovery and integration are neither linear stage model nor have a defined end. Planned change must be perceived as proposition of new way of thinking and acting which never ends.*

Keywords: *planned change, work processes, change of work processes.*

### Introduction

Innovations of social and physical technologies, shifting legislative and economic environments, continuous competitors' learning requires organization continuously alter its internal configuration of resources. Organizations invest vast resources attempting to change structures, work processes, organizational culture but the outcome is far from satisfying. Failure to implement change initiatives, even those social or technological innovations which are successfully implemented by many organizations, is commonplace (Tushman and Romanelli, 1985). Consequently it is not clear how change plans become reality despite enormous efforts of management scholars (Tsoukas and Chia, 2002; Johnson-Cramer et al., 2003). Weick and Quinn (1999) even argue that Lewin's three stages of change – unfreeze, change, and refreeze – continue to be a general recipe for organizational develop-

ment and change. Thus planned, purposive change efforts, those in which manager attempt to diagnose and remedy organizational problems through change interventions still remain very important subject to management field (Pettigrew et al., 2001).

Study of organizational processes offers one of possible opportunities to get deeper understanding how organizations accomplish planned, purposive change. Over 50 years considerable body of research has been built up around the proposition that organizational work processes are primary means by which organizations accomplish much of what they do (Nelson and Winter, 1982). Thus organizations change what they do and how they do that by changing their work processes.

Traditionally organizational work processes are considered as difficult to change. It was argued that organizational processes which characterize much of organization's ongoing activity are the primary source of resistance to change. Organizational work processes are compared to organizational genes, habits, skills (Nelson and Winter, 1982). All these metaphors propose the image of organizational processes as relatively fixed, unchanging objects and treat them as mechanisms or abstractions, rather as collective human activities. It was stated that organizational processes tend to persist even in the face of external stimuli that explicitly require new course of action (Gersick and Hackman, 1990). Consequently the purposive, planned effort of change of organizational processes is traditionally described as follows: organizational processes create inertia and resist change as long as possible until exogenous forces overwhelm the structure and revolutionary change occurs (Weick and Quinn, 1999).

Therefore Feldman and Pentland (2003) proposed the theory of internal structure of organizational processes which conceptualize organizational processes as continuously emerging system with internal structures and dynamics. According them organizational processes are not monolithic objects. They consist of both abstract understandings and specific performances. This theory challenges traditional view of organizational processes as fixed and unchanging. Changing conception of process from fixed and unchanging entities to dynamic entities which has internal structure enables to formulate **research question:** how organizational work processes evolve in context of planned change in terms of internal structure?

The research sheds light on micro processes that occur inside the organizational work processes that undergo planned, purposive change. Even if it sounds paradoxically, Tsoukas and Chia (2002, p. 568) remarks "we do not know enough about how change is actually accomplished". Indeed, in terms of internal structure it is possible to answer, how change plans are translated into action and by doing so, if and how they got modified, adapted and changed.

The **objective** of article is to model planned, purposive change of the organizational work process in terms of internal structure. The **object** of the article is change of organizational work process.

The objective of the article is achieved by accom-

plishing these **tasks:**

- 1) to model planned, purposive change effort of organizational work process using Feldman and Pentland (2003) Pentland and Feldman (2005) theory of internal structure of organizational processes;
- 2) to discuss methodological considerations about empirical investigation of change of organizational work processes;
- 3) to conduct empirical research in order to test proposed model of planned change of organizational work processes.

The following paragraph summarizes on used **research methods**. Literature review method was used to propose the model of planned, purposive change of organizational work processes. Short discussion on empirical investigation of change of organizational work processes revealed that qualitative approach is preferred in order to test suggested model of planned, purposive change of organizational work processes. Thus embedded single case design was used. Empirical data was generated triangulating semi-structured qualitative interview and documents analysis methods.

The article contains three logical parts. In the first part work processes and planned change are conceptualized, Feldman's and Pentland's (2003) theory of process' internal structure is revealed and purposive change of organizational work process is modelled. In the second part methodological considerations on empirical analysis of work processes' change are presented. These considerations are grounded on literature of empirical analysis of processes'. In the last part there is presented a case study of planned purposive effort to change *Purchasing* process in organization which implemented quality management system according ISO 9000 series of standard.

This article extends literature on purposive, planned change of organizational processes by exploring dynamics of change micro processes that constitute the change of organizational work process undergoing planned, purposive change. The proposed model of planned, purposive change of organizational work process challenges the traditional perspective on role of change initiators, concept of finite change time window and criteria for evaluation of effectiveness of change. Also this research contributes to empirical investigation of work processes by conceptualizing original method how effectiveness of planned change of work processes may be evaluated.

### Conceptualizing work processes

In this paragraph we briefly the nature and definitions of organizational processes. The prevalence of organizational processes could be explained by the need of cognitive efficiency and the reduction of complexity (Cohen and Bacdayan, 1994). Organizational processes may also reflect a response to managerial goal or environment pressure (Garvin, 1998). Organizational processes can be seen as product of organizational learning (Levitt and March, 1988).

The variety of organizational processes makes it difficult to propose a general definition of organizational processes. Because of extremely wide variety of organizational processes it is more useful to break them in different categories according to some common attributes. Vilkas and Stancikas (2005) presented review on classification systems of organizational processes and concluded that Garvin's (1998) typology of organizational processes could be thought as the most comprehensive one. Garvin (1998) suggested that organizational processes could be subdivided into four major categories: work process (operational and administrative), behavioural processes (interpersonal and individual), change processes (autonomous and induced) and managerial. In this article we model change of organizational work processes only. Consequently only work process type will be discussed. We draw this limitation because change of each type of the processes has its own constraints and enablers, because all these processes have little in common. Thus explanation of change of each type of processes requires unique approach in order to be effective.

The work process approach, which has roots in industrial engineering and work measurement, and continues through quality management, operation management and evolutionary theory of economics' change focuses on accomplishing tasks. There are two prevalent definitions of organizational work processes. In quality management, operations management and business process reengineering fields organizational work processes are defined as: set of interrelated and interacting activities, which transforms inputs into outputs (ISO, 2000). In research field which follows evolutionary economics organizational work processes are defined as repetitive, recognizable patterns of interdependent actions, involving multiple actors (Feldman and Pentland, 2003).

Garvin (1998) categorizes works processes into two major categories: operational (processes that create, produce and deliver products and services that customers want) and administrative (processes that do not produce outputs that customers want, but still necessary for running the business). These processes are sequences of activities, which are designed to accomplish specific task by transforming inputs into outputs and deliver them to customers, internal (next process) or external (customer external to organization). Garvin (1998) proposes that operational and administrative processes share several characteristics:

- both involve sequences of linked, interdependent activities that together transform inputs into outputs;
- both have beginnings and ends, with boundaries that can be defined with reasonable precision and minimal overlap and
- both have customers, who may be internal or external to the organization.

Though all organizational work processes are unique in every organization they have much in common. So it is possible and it is necessary to understand how organizational work processes could be purposively changed. This contributes for understanding how organizations change and enables managers to manage the change interventions.

## Conceptualizing planned, purposive change

Planned, purposive change organizational change is synonymous to episodic change (Weick and Quinn, 1999), and punctuated equilibrium framework (Tushman and Romanelli, 1985). Mohrman et al (2003) describe an episodic change as fundamental or radical change that is deliberate, purposive, systemic and typically encompasses the whole organization in finite time window. It is based on deliberate and wilful action, typically from top management and it is purposive in that the change is initiated based on some defined ends such as becoming more profitable, cost efficient or competitive. Organizational wide planned change can be perceived as change of targeted organizational work processes. Because organizational processes are interrelated in complex way such change impacts many processes even if it is targeted to change only some of them. The consequence of planned change may be decay of some work processes and establishment of new ones but most of the organizational processes has to be modified in order to achieve their objectives in the changed context.

### The theory of internal structure of organizational work processes

In this section Feldman's and Pentland's (2003) theory of internal structure of organizational processes will be presented briefly because this theory will provide the base for modelling the change process of organizational work processes.

Feldman and Pentland (2003) proposed that organizational work processes are not monolithic, but could be conceived as duality of ostensive and performative aspects. Though work processes can be characterized as abstract patterns (ostensive aspect) that participants use to guide, account for and refer to specific performances of a work process. On the other hand work processes can be characterized as actual performances by specific people, at specific times, in specific places. These aspects of work process are recursively related: performances create and recreate the ostensive aspect and the ostensive aspect constrains and enables performances. Their theory draws heavily on Giddens (1984) structuration theory. Ostensive and performative aspects are similar to structure and agency dimensions in Giddens' works.

Ostensive aspect is the ideal or schematic form of a work process. It is abstract, generalized idea of a process or the process in principle. Performative aspect (actual performances) can create, modify or maintain the ostensive aspect. It is organizational process in practice. The concepts of performative and ostensive have many analogies. In terms of music the ostensive aspect could be compared to musical score, while performative aspect is the actual performance of the music. Also ostensive aspect is like "know that" and performative aspect – "know how".

We provide here an example. *Purchasing* process provides organization with physical resources that it needs to exist. Ostensive aspect of *Purchasing* constitute general understanding of process participants what types of behaviour in what types of situations are systematically connected to what types of actors. The participants of the process know what to do and who does that if request from some other process for some goods to be purchased ar-

rives. They know that at first they check if they don't have this type of goods in inventory store, then they order goods and etc. This abstract understanding about who does what in particular situations is complemented with formal and informal rules, shared understandings and agreements of process participants how process is accomplished. They have agreements of how quickly different goods have to be purchased, who is responsible for specific categories of goods and etc. Ostensive aspect in general constrains how purchasing process has to be completed.

The performative aspect refers to actual purchasing of the goods after request for them arrives. The request is processed by particular persons, at specific time and specific place. Process participant remember the past, imagine the future and respond to present circumstances (Emirbayer and Mishe, 1998). Many specific circumstances influence processing of particular request of goods. Though specific performance of organizational process usually is compared to "effortful accomplishments" describing how process participants choose from possible repertoire of actions (Pentland and Reuter, 1994, p. 448). Process participants have certain level of flexibility, because it is not possible neither formally nor informally to specify all aspects of actual behaviour. Consequently scholars argue that performative aspect of organizational work processes is in principle improvisational (Pentland and Reuter, 1994). Process participants can follow the ostensive aspect or choose to deviate from it then they perform purchasing process. If they choose to follow they reinforce the ostensive aspect. And if they choose to deviate from it they can modify the ostensive aspect of a purchasing process.

### Modelling of planed change of organizational work process

The main premise model is that planed, purposive change of work process starts with conceptualization of new ostensive aspect of process which is communicated to and interpreted by process participants'. Proposed and interpreted ostensive aspect of process constrains and guides participants' efforts to discover and integrate new performative aspect of process. The discovery and integration of performative aspect of process modifies, adapts proposed ostensive process aspect. In this way both performative and ostensive process aspects change and the change of work process occurs. The process of change is presented in Figure.

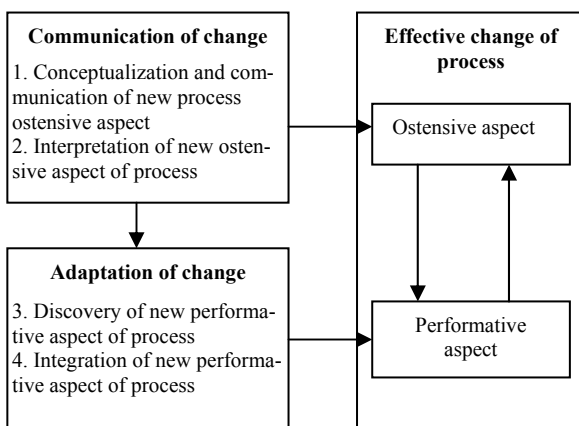


Figure. Model of planned change of organizational work process

### Communication of change

Planned organizational change starts with planning stage during which main guidelines of change are conceptualized. It comprises more or less detailed plan of how process from this point of time should be implemented. New ostensive process aspect is conceptualized by change initiators in terms of Feldman's and Pentland's (2003) theory of internal structure. New way is presented for participants to guide, account for and refer to specific performances of a work process. As it has been discussed, it is impossible to specify all aspects of process implementation. Consequently new process ostensive aspect include only very broad outline how process should be implemented. Indeed, many decisions how work objectives are achieved in organizations depends on decisions of top management. Therefore, great complexity that often characterizes actual work processes in organizations, difficulties in describing them in details, lack of control instruments cast doubt on managerial influence when it comes to influencing work processes as they are actually implemented (Becker et al, 2005). New ostensive aspect of work process created during change implementation is only vision of future work process. And this vision still has to be made reality.

New ostensive aspect of work process increase uncertainty for process participants. Uncertainty can be generally defined as the difference between the amount of information required to complete the task and the amount of information already possessed (Burkhardt and Brass, 1990). Process participants do not have enough understanding how new ostensive aspect of process could be implemented. As the result, process participants engage in increased communication in order to interpret proposed ostensive aspect of process. The interpretation of new ostensive aspect of process always include considerations how to make change reality, what will be the consequences of that for them personally and for all process.

### Adaptation of change

At this phase of change discovery and integration of new performative aspect of work process occurs. During discovery and integration of process performative aspect or specific ways of particular implementation of process, participants reconfigure or adapt proposed ostensive aspect to fit local meaning systems and demands of local task environment.

After conceptualization and interpretation of new ostensive aspect, it still only broadly guides the performance of work process. However most uncertain features of new ostensive process aspect have been already interpreted and process participant have starting point to implement process in new way. As it has been argued performative aspect of process consists of specific persons, implementing work process in particular place and time. So, process participants must adapt proposed ostensive aspect of process to fit their skills, attitudes, worldviews (specific people) in local contexts which are constrained by physical technologies, task environment (specific place) and in particular time they adapt proposed ostensive aspect of process. Discovery of performative aspect of process occurs man by man, situation by situation

through improvisation, experimentation with every day practices, exceptions, opportunities and unintended contingencies (Orlikowski, 1996). At this phase of change process participants discover who does what in particular situations, specific rules, shared understandings and agreements how process is performed.

Processes are collective phenomena. Process participants act in a context created by the actions of the other participants (Feldman, 2000). Because their actions are interdependent, each performance of a work process is a collective performance. Like dancers they must adjust each other's actions in order to achieve task of the process. Therefore integration of each other's actions and shared understanding how the process is implemented must be achieved. Integrating of actions and understandings among participants of the process makes process performance coherent and collective action. During integration of each other's actions, performative aspect of process is further refined. Integration of process performance increases efficiency and effectiveness of organizational work processes. Integrated aspects of process performance become routine aspects of work process implementation.

### ***Effective change of process***

Purposive planned change of work process begins with conceptualization of new ostensive aspect of process which is communicated and interpreted by process participants. Therefore the change of work process only begins here. Proposed ostensive aspect constitutes only broad outline how process should be implemented. By continuous improvisation, experimentation with every day practices, exceptions, opportunities and unintended contingencies process participant discover and integrate process performative aspect – the particular ways of implementation of process in specific situations, by specific people and in specific times. Through repetition of particular actions, following discovered and integrated rules and shared understandings they become an integral part of process ostensive aspect. Continuous modification of ostensive process aspect takes place in this way. The ostensive aspect of process constrains and enables discovered and integrated performative aspect of work process.

Therefore this process is neither linear nor has a defined end. It can hardly be called stage model of change process. It only reveals subtle micro processes that occur inside of purposively changed work process. However we argue that planned change of organizational work process occurs through communication of change (communication of change and interpretation of change) and adaptation of change (discovery and integration of new process performances). The proposition will be tested in empirical study of planned change of work process.

### **Methodological considerations on empirical investigation of change of work processes**

In order to test conceptualize proposition, what constitutes our empirical research objective, we face two-part task:

1. To show that organization is implementing planned change and identify work process which was influenced by this change and determine if the

change of this process was effective.

2. To determine if change of work process occurred through communication of change (communication of change vision and interpretation of change) and adaptation of change (discovery and integration of new process performance).

At first, we will discuss some methodological considerations about empirical investigation of organizational processes and their change what will provide our rationale of choosing the research design.

Becker et al. (2005) point that increase in scientific interest in studying organizational work processes has been slowed down somewhat by problems in applying the notion of organizational processes in empirical research. Empirical research of organizational work processes faces some unique difficulties and some of them we will consider in this chapter.

#### **• Ambiguous boundaries**

Organizational work processes have ambiguous boundaries at least from three perspectives: it is complicated to decide on participants, activities and granularity of observation.

First, it is difficult to identify clearly participants of process. Imagine a manager who in some way controls the important points in the flow of the process. Is he a participant of the process or participant of some other managerial process?

Second, because organizational processes are distributed in space and time some activities are visible and others are hidden from the eye of researcher (Pentland 2003). Some activities are performed daily and some, for example planning, evaluation of process results, may be performed only once a year. This temporal distribution of process activities may complicate full understanding of the process. Also for some participant of the process it starts earlier and for some later so each of these participants will have his own understanding of the beginning and the end of the process. At this moment the point of view of researcher begins to matter. So the identification of a process is part of the act of creation (Pentland and Feldman, 2005).

Third, most of organizational work processes may be decomposed into sub-processes, activities and tasks. The problem is how to make sure one does not take a chunk too large or too small to be useful for analysis (Becker et al., 2005). In the first case the problem is complexity, leading to problems in analysis. Second, one might have isolated the "smallest" elements of the process, but at the cost of losing the context, depriving the description of much of its meaning.

#### **• Process data is eclectic**

Process data incorporate a variety of different qualitative and quantitative data (Langley, 1999). A process database may include descriptions of activities, sequential variety of process activities relationships of process participants, formal and informal rules which constrain and enable some actions, shared understandings among process participants. Thus full description of process may include lots of information which has to be organized and understood. Again this makes analysis and interpretation very complex.

- **Different levels of observation**

Organizational work process may be observed and described on different levels: concrete, performative and abstract, ostensive. The ostensive part from empirical viewpoint refers to abstract narrative description and the performative part consists of actual performances by specific people, at specific times, in specific places. Scholars indicate that these aspects may be empirically different. For example, some participant may think that process is performed differently than it is actually done. So, studying organizational processes, one should indicate which part he is studying in order to avoid a tangled description.

All these methodological considerations must be considered during empirical study. More, in order to study how work process evolved during change and evaluate an effectiveness of change it is necessary identify subtle changes in the flow of action which boundaries are difficult to identify and which can be observed from different levels. This lets us argue that understanding of study context is very important because the unit of analysis is hardly identifiable from it. Researcher must have deep understanding of context in case to make such subtle decisions if shared understandings, formal and informal rules (which constitute some of process attributes) changed or left the same. All these considerations necessitate us to choose qualitative approach to empirical investigation of process change.

### Research design

We used an embedded single case design (Eisenhardt, 1989, Yin, 1994) to investigate the change of one process in organization which is implementing planned change; the design was embedded in that the unit of analysis (process change) encompassed data on three states of process (process before change, planned process, process after change) and on change implementation process.

We studied the organization (for anonymity purposes will be called Alfa) which was implementing purposive, planned change – quality management system according requirements of ISO 9001.

Alpha started the implementation on January 2004 and finished on 2005 May. The data on process evolution and change implementation was collected on 2006 April-May. So, almost a year passed after all planning and implementation stage was finished. We think that a year it is sufficient period after which it is possible to evaluate if planned change was effective or ineffective and reveal the subtle micro processes that occurred inside the changing work process.

We collected data in two stages. At first semi-structured interview about the implementation of change was conducted. In this way we got accustomed to study context, the start and the end of the change project, purposively designed implementation team and the process of change implementation. In this stage we decided on unit of analysis. We decided to study purchasing process, avoiding to study manufacturing processes because of technical details. Nine process participants constitute a purchasing process.

The ostensive aspect of purchasing process was empirically investigated. It was assumed that change of os-

tensive aspect of process indicates change of performative aspect.

The main task of the second stage was to reveal how work process evolved and evaluate if change was effective.

We used data sources triangulation to accomplish this task by studying documents appropriate to the process under study. Also extensive semi-structured interviews with the participants of the process of interest were conducted. These interviews lasted from 60 to 120 minutes.

It is necessary to explain how the effectiveness of change was evaluated. We evaluate change effectiveness as the usage of planned changes following Klein and Sorra (1996). Change usage may be thought as continuum ranging from avoidance of the change and skilled and consistent use of changes. In order to study change of process and evaluate an effectiveness of change one should collect and interpret an information about three states of process: former process (before change was introduced), planned process and resulted process (after the change was introduced). The comparison of resulting process with former and planned process states will enable to decide if change was effective. In case of an effective change (skilled and consistent change usage) resulted process should be similar to the planned state of the process. And in the case of ineffective change (avoidance of change) resulted process must be performed as former process was performed before change was introduced.

But as we argued empirical process database constitutes lots of quantitative and qualitative information. So it was necessary to develop a set of indicators which enable to compare former, planned and resulted states of the process and in turn constrain information to be gathered and interpreted.

At first, attributes have been divided into four diagnostic constructs which were operationalized into 18 empirically measurable indicators. In this way it was possible to compare the former, planned and resulted process states objectively according empirically measurable indicators.

Table 1

**Operationalization of work process**

Diagnosing blocs	Indicators
Boundaries of process	Process leader
	Participants of the process
	Customers of primary process outputs and outputs
	Customers of process secondary outputs and outputs
	Suppliers of process primary inputs and inputs
Implementation of process	Suppliers of process secondary inputs and inputs
	Objective of process
	Indicators for evaluation of process
	Activities that constitute process and their implementation
Organization of process	Timing of process activities
	Roles of participants
	Responsibilities and scope of roles
	Rules (stated)
	Shared understandings (non-stated)
Physical technologies	Forms and records
	Work environment
	Equipment
	IT technologies 19

The questionnaire included questions measuring all process indicators at different points of time: before change was introduced, in planning stage and now (i.e. one year and a month after change were implemented) and if change communication and change adaptation occurred during the change.

The interview was conducted using qualitative interviewing mode (Yin, 1994). This means that the questionnaire was treated as an interview guide and not all questions were asked like scheduled. The main task was to cover all the topics listed in the interview guide (questionnaire).

We used theoretical sampling of the interview participants for the first and second stage of data collection. Theoretical sampling refers to selecting informants that are most relevant to understanding the dynamics of phenomena under interest (Yin, 1994). 9 interviews were conducted: 3 on first stage and 6 on second stage. All interviews were recorded, transcribed and indexed according to the list of indicators and proposed micro-processes or changing work process (communication, interpretation, discovery and integration).

### **Data analysis and results: the change implementation journey**

Implementation of quality management system according to the requirements of ISO 9001 standard started in Alfa in 2004, January. Alfa acquired the certificate which indicates that organization created and implemented all the requirements of ISO 9001 standard in 2005, May. The planning and implementation of changes for *Purchasing process* began in 2004, March and ended of in 2005, January.

We analyzed interview data aiming to compare three different stages of the same purchasing process. Two objectives were achieved: the change effectiveness was evaluated and the way work process evolved was revealed.

We present the results of process states evaluation in Table 2. It is possible to conclude that process change was effective. The resulted process by all indicators seems like adapted planned process and there are no attributes that alert change avoidance. Thus we argue that we observe skilled and consistent change usage.

The empirical research reveals that the process leader was the main ideologist of proposed ostensive aspect of purchasing process. Quality manager and consultant do not play an important role at this moment. However conceptualized ostensive aspect of the process could be called only broad outline of future process. The process leader seems to merge all small changes which were on his mind and supplemented it with the requirements of ISO 9001. Process leader summarizes on planning of change:

*You know... sometimes my thoughts how process should be implemented could be too genius [laughing]...or I could imagine something what is unnecessary for the moment. Then you just look how people react. If they don't accept this because it's too new or too strange. Or maybe it is really nonsense. Or maybe people just don't want to do that. Everything depends on reaction. You understand...*

*So I prepared that draft and gave it to quality manager to review. But it wasn't review on content....eee it just was the review of form. Paragraphs, headings and so on. Consultant has no any serious propositions too. Actually they had many suggestions on form but not on the content.*

Communication of a new process ostensive aspect was performed formally. As it was told by all interview process participants:

*They jus called us into the conference room and presented the procedure and how everything now has to be done*

We predicted an interpretation of how proposed process has to be implemented because of the rise of uncertainty, however we did not find such an activity. One explanation for that is that process's participants do not find changes as radical or difficult. Most process participants stated that nothing changed much. This citation reflects a pervasive viewpoint:

*Actually there were no big changes. The procedure just fixed the present situation... maybe made something more concrete. It formalized everything, but the same was performed without documents. We successfully purchased everything before, but for example it was until the tears difficult to agree that purchasing of goods must be performed once a week. Now that is clear for everyone.*

It was revealed that rich details suggesting that discovery and integration of process performative aspect occurred. Summary of changes that emerged during change adaptation is summarized in Table 2.

Most refinements emerged in these categories: activities that constitute process and their implementation, rules (stated), forms and records. The rationale for discovery and integration of process performative aspect:

*Now we see, that somewhere we missed something. Somewhere we were too optimistic and somewhere we planned real nonsense. Of course a lot of new things emerged. You can see them only when you do them.*

Changes emerged mostly because of the discovery how process should be implemented and partly because of the integration of process performances. Process participants didn't find changes radical or difficult but actually, there were big shifts on everyday implementation of process. The performance of processes was informal before ISO 9001 system was implemented: lists, forms, requests were in mind of process participants. And after the implementation, it became formalized: requests for goods become written, all queries, acts now must be collected. Performance of particular activities is constrained by written procedure. It does not seem to be difficult to write down request or fill some record, but as people began to use them, all forms, registers reveal themselves inconvenient, time consuming:

*...that paper stuff... Now you must document all your movements. You can't imagine. Be my way – I'll throw all of them away.*

Table 2

## Results of evaluation of former, planned and resulted process

Indicators	Former process (before change)	Planned process	Resulted process (after change)
<b>Process leader</b>	Director of Alfa as informal leader of purchasing process	Technical director. <i>Technical director as formal leader of purchasing process instead of director of Alpha as informal leader.</i>	Technical director. <i>Possible change of process leader because of work overload.</i>
<b>Participants of the process</b>	Director, director of property, director of commerce, director of GIS, technical director, GIS engineer, GIS engineer 2, KC specialist, specialist of procurement, accountant-storekeeper.	Director of property, director of commerce, director of GIS, technical director, GIS engineer, GIS engineer 2, KC specialist, specialist of procurement, accountant-storekeeper. <i>Director does not belong to purchasing process.</i>	Director of property, director of commerce, director of GIS, technical director, GIS engineer, GIS engineer 2, KC specialist, specialist of procurement, accountant-storekeeper. <i>No change.</i>
<b>Customers of primary process outputs and outputs</b>	All processes and departments of Alpha. Goods and services.	All processes and departments of Alpha. Goods and services. <i>No change.</i>	All processes and departments of Alpha. Goods and services. <i>No change.</i>
<b>Customers of process secondary outputs and outputs</b>	No secondary process outputs.	1. Management review process. The annual report on process indicators. 2. Management review process. The annual report on purchased goods according groups of goods. <i>New secondary outputs.</i>	1. Management review process. The annual report on process indicators. <i>No change.</i> 2. Management review process. The annual report on purchased goods according groups of goods. <i>Change in content of report.</i>
<b>Internal suppliers of process primary inputs and inputs</b>	All processes and departments of Alpha. Verbal requests of goods	All processes and departments of Alpha. Written requests of goods. <i>There is change with huge consequences from verbal to written requests</i>	All processes and departments of Alpha. Written requests of goods. <i>Change on content of requests.</i>
<b>Internal suppliers of process secondary inputs</b>	No internal suppliers of process secondary inputs.	1. Management review process. Decisions of management review. 2. Quality system management process. Target values of annual indicators. <i>New secondary inputs.</i>	1. Management review process. Decisions of management review. 2. Quality system management process. Target values of annual indicators. <i>No change.</i>
<b>Objective of process</b>	To provide departments with qualitative goods on time.	1. To provide departments and processes with qualitative goods on time. 2. Continuously improve purchasing process. <i>New objective appeared.</i>	1. To provide departments and processes with qualitative goods and on time. 2. Continuously improve purchasing process. <i>The second objective is questioned by process leader as non appropriate.</i>
<b>Indicators for evaluation of process</b>	No indicators on evaluation of process performance.	1. Percent of qualitative goods. 2. Percent of goods delivered on time. <i>New performance indicators.</i>	1. Percent of qualitative goods. 2. Percent of goods delivered on time. <i>Possible change on indicators or calculation method because present always indicators reports 100 quality.</i>
<b>Activities that constitute process and their implementation</b>	1. Accounting of goods in store; 2. Determination of external supplier; 3. Provision of information on required goods for external supplier; 4. Evaluation of external suppliers; 5. Provision of orders; 6. Preparation of long-term contracts; 7. Tendering of orders; 8. Payment of orders; 9. Delivery of goods; 10. Control of delivered goods; 11. Storing of goods; 12. Delivery of goods to departments; 13. Identification of nonconforming goods in manufacturing; 14. Storing of nonconforming goods; 15. Return of nonconforming goods;	Former activities performed. <i>These activities are planned to perform:</i> 16. Preparation of requests for goods; 17. Evaluation of requests; 18. Evaluation of suppliers; 19 Reporting on process performance.  <i>Many changes in activities implementation (activity Nr. and changes)</i> 1. According list of stored goods and amounts ; 2 Formally defined criteria; 3 Query must be saved; 4; 5; 6; 7; 8; 9; 10; 11; 12 No change; 13 Act of nonconforming product identification must be generated; 14. Must be marked or stored separately; 15 Nonconforming product act must be generated.	<i>No change in number of performed activities</i>  <i>Refinement of implementation of 4; 5; 8; 9; 17; 18; 19 activities.</i>
<b>Roles</b>	1. Leaders of groups of goods. 2. Assistants of leaders of groups of goods.	1. Process leader. 2 Leaders of groups of goods. 3. Logists (former assistants of leaders of groups of goods. 4. Committee of expensive goods purchasing.	1. Process leader. 2. Leaders of groups of goods. 3. Logists. 4. Committee of expensive goods purchasing. <i>No change.</i>
<b>Responsibilities and scope of roles</b>	Director of Alpha decides on nuanced questions of purchasing and purchase of expensive goods. Leaders of groups of goods and their assistants are responsible for provision of the goods.	1. Process leader decides on nuanced questions of purchasing and evaluates process performance. 2. Leaders of groups of goods decide when, how and what to purchase. 3. Logists (former assistants) conduct purchases. 4. Committee of expensive goods decides if expensive goods must be purchased.	The list of goods which belongs to each of leaders of groups was revised twice.
<b>Shared understandings (non-stated)</b>	1. Verbal requests must be processed to leaders of groups of goods or their assistants (now logists). 2. When expensive goods are purchased necessary to consult director of Alpha. 3. Criteria on suppliers' evaluation. 4. Types of goods for which leaders are responsible. 5. Some goods have urgent priority (as hard discs, monitors, parts manufacturing equipment).	-	1. Some types of goods must be purchased only when logical amount of goods accumulates despite urge requests of department leaders. 2. Some goods have urgent priority (as hard discs, monitors, parts manufacturing equipment).
<b>Rules (stated)</b>	Because purchasing process was not documented there were no stated rules.	Every activity now is formally restricted by procedure of <i>Purchasing control.</i>	<i>Refinement of many planned rules.</i>



Table 2 continued

Indicators	Former process (before change)	Planned process	Resulted process (after change)
<b>Forms and records</b>	1. Order. 2. Long-term contracts. 3. Query for goods to external suppliers. 4. Accounting documents.	Former documents are used. <i>These documents are planned to use:</i> 1. <i>Written request for goods;</i> 2 <i>Act of nonconforming product identification;</i> 3 <i>Nonconforming product act;</i> 4. <i>List of stored goods and amounts;</i> 5. <i>Process evaluation results;</i> 6. <i>Report to management review.</i>	The structure (content of these documents have been changed) 1. Order; 2. Long-term contracts; 3. Query for goods to external suppliers; 4. <i>Written request for goods;</i> 5 <i>Act of nonconforming product identification;</i> 6 <i>Nonconforming product act;</i> 7. <i>List of stored goods and amounts;</i> 8. <i>Process evaluation results;</i> 9. <i>report to management review.</i>
<b>Work environment</b>	Offices of process participants. Store.	Reorganized store.	<i>No change.</i>
<b>Equipment</b>	No special equipment.	No special equipment. <i>No change.</i>	No special equipment. <i>No change.</i>
<b>IT technologies</b>	Labbis store module. Excel sheets for registers. Printed Word documents for forms. and acts.	Labbis store module. Excel sheets for registers. Printed Word documents for forms. and acts. <i>No change.</i>	Labbis store module. Excel sheets for registers. Printed Word documents for forms. and acts <i>No change.</i>

Thus all forms, records and registers were refined in order to avoid documenting everything in details.

Also integration of some aspects of process performance emerged. The groups of goods were refined two time:

*I am responsible for purchasing computers and all their components. Hardware and software. Director of property is responsible for all furniture, buildings and so on. But it happened so that I am responsible for computers furniture. Of course they relate with computers, but overall it can't be so.*

The case study generally confirmed proposed change process of planned change of work process. The interpretation of proposed changes didn't occur, but it could be explained by scope of changes. The resulted process differs in many details from planned process. It can be argued that emergent elements constitute big part of resulted process. Therefore the change is not over. As it was revealed process leader is going to change, evaluation of process' performance do not satisfy top management of organization. The case study revealed that change is pervasive and indivisible from everyday life and change does not stop as change implementation finishes. There it begins.

## Conclusions

- The research shed light on subtle micro processes that occur inside of work process that undergoes planned purposive change. During planned change of work process participants engage in continuous discovery and integration of new ways of acting and interacting after change is conceptualized and communicated and by doing so they adapt and modify proposed change.
- Previous research has treated change either episodic or emergent. Therefore the research reveals that difference between episodic and emergent change perspectives seems to be too explicit. Empirical study of work process revealed that both planned and emergent elements constitute the realized structure after a purposive, planed change effort in organization. This suggests that more nuanced approach off planed, purposive change is

necessary.

- The research revealed that top management's (as change initiators) role is moderate in planned, purposive change efforts. Therefore if change of work process is effective, it depends mostly on process participants. The proposed work process must be adapted to fit local contexts of process participants. Therefore top management must be attentive if subtle processes of discovery of new performances and integration of new ways of acting and interacting are under way.
- Planned change triggers of ongoing change that is what exactly will happen remain uncertain: performances discovered and integrated by participants of work process. Therefore evaluation of change effectiveness by conformity of the planned process to resulting process is incorrect. The resulting work process may differ severely from the planned process because of change adaptation.
- The change conceptualization, communication, discovery and integration are neither linear stage model nor have a defined end. Planned change triggers change that do not have defined end. Planned change must be perceived as proposition of new way of thinking and acting which never ends.

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#### **Planuotų darbo procesų pokyčių modeliavimas remiantis vidine procesų struktūra**

Santrauka

Vadybos mokslininkai visuomet stengėsi suprasti, kaip planuoti organizacijų pokyčiai yra įgyvendinami. Keliami klausimai, nuo ko priklauso planuotų pokyčių įgyvendinimo rezultatyvumas, kas sukelia ir stabdo planuotus pokyčius. Tačiau, nepaisant didelių pastangų

surasti atsakymus, šie klausimai vis dar aktualūs tiek vadybos mokslininkams, tiek praktikams.

Organizacijos procesų pokyčių tyrimai suteikia vieną iš galimybių suprasti, kaip pokyčiai organizacijose yra įgyvendinami. Pastaruoju metu dalis mokslininkų teigia, kad organizacijos darbo procesai yra priemonės, kuriomis organizacijos atlieka didžiąją dalį to, ką jos daro. Remiantis šia perspektyva, organizacijose kinta tai ką jos daro ir kaip tai jos daro, kintant organizacijos procesams. Tradiciškai organizacijos darbo procesai buvo laikomi vienalyčiais, fiksuotais, reiškiniais. Todėl paplitusios organizacijos procesų metaforos kaip veiklos programos, genai, organizacijos išpročiai vaizduoja procesus kaip nekintančius, statinius objektus. Šios metaforos sukuria procesų kaip mechanizmų, abstrakcijų ir tikrai ne kolektyvinių veiklų vaizdinį. Buvo laikoma, kad darbo procesai kinta juos tiesiog pakeičiant naujais, kuriuos nulemia naujos vadybinės ar technologinės inovacijos įgyvendinamos, pokyčių metu.

Tačiau Feldman ir Pentland (2003) pasiūlė procesų vidinės sandaros teoriją konceptualizuodami organizacijos procesus kaip dinamines, turinčias vidinę struktūrą, sistemas. Kintant mokslininkų supratimui apie darbo procesus, ankstesni planuotų darbo procesų pokyčių aiškinimai tampa neadekvatūs. Tai įgalina iškelti šio straipsnio mokslinę problemą: kaip kinta organizacijos darbo procesai planuotų pokyčių kontekste, remiantis procesų vidine struktūra?

Šis darbo procesų pokyčių tyrimas atliekamas tarpiniame organizacijos ir individo lygmenyje, todėl įgalina atskleisti subtilius pokyčių mikro-procesus, vykstančius pokyčių planams virstant kasdiniene praktika.

Straipsnyje trumpai apibūdinamas darbo procesų tipas bei planuoti organizacijos pokyčiai. Planuoti darbo proceso pokyčiai modeliuojami remiantis vidinės proceso sandaros teorija, pasiūlyta Feldman ir Pentland (2003). vadovaujantis šia teorija, organizacijos darbo procesas gali būti suvokiamas kaip abstraktus modelis (ostensinis proceso aspektas), naudojamas proceso vyksmui nukreipti, atsiskaityti už proceso rezultatus bei nusakyti proceso įgyvendinimą. Kita vertus, procesas gali būti apibūdinamas kaip konkrečiu metu, tam tikroje vietoje, tam tikrų žmonių inicijuojamas proceso įgyvendinimas (įgyvendinimo proceso aspektas). Ostensinis proceso aspektas įgalina ir apriboja proceso įgyvendinimą. Tuo tarpu proceso įgyvendinimas arba palaiko esamą proceso ostensinį aspektą, arba modifikuoja jį, jei procesas įgyvendinamas nesiremiant esamu proceso ostensiniu aspektu.

Remiantis vidine procesų sandara, siūlomas planuotų darbo procesų pokyčių modelis. Šis modelis gali būti apibendrinamas teze: planuota organizacijos darbo proceso kaita vyksta kaitos iniciatoriams komunikuojant pokyčius (konceptualizuojant bei perteikiant naują proceso ostensinį aspektą, kuris proceso dalyvių yra interpretuojamas) ir adaptuojant pokyčius (proceso dalyviams atrandant ir integruojant naują proceso įgyvendinimo aspektą). Proceso dalyviams atradus ir integruvus proceso įgyvendinimo aspektą, pakinta proceso ostensinis aspektas. Tokiu būdu stebima darbo proceso kaip visumos kaita. Pokyčių komunikavimo metu planuotai keičiamo darbo proceso dalyviams yra komunikuojama abstrakti naujo proceso vizija, kurią proceso dalyviai turi paversti tikrove. Pasiūlymą naujai įgyvendinti procesą proceso dalyviai interpretuoja, siekdami perprasti kaitos ketinimus ir sukurti veiksmo atspirties tašką. Siūlomos kaitos iniciatyvos interpretavimo metu, proceso dalyviai bendrai siekia kaitos suvokimo, bando atsakyti į klausimus, kaip tai gali paveikti jų individualias ar grupės pozicijas organizacijoje, ar kaitos vizija yra reali. Šis proceso kaitos etapas aktualus tuo, kad jo metu proceso dalyviai sukuria bendras nuostatas kaitos iniciatyvų atžvilgiu. Pokyčių adaptavimo metu organizacijos dalyviai improvizuodami, eksperimentuodami atranda, kaip procesas turi būti naujai įgyvendinamas. Jei dalis proceso dalyvių vengia ar ribotai naudoja pagal kaitos iniciatyvos apimtį įgyvendinamas priemones, principus, proceso kaita negali būti sėkminga, kadangi proceso dalyviai siekia bendro tikslo. Dėl šios priežasties proceso dalyviai turi tarpusavyje integruoti arba abipusiškai tipizuoti savo atliekamus veiksmus.

Siekiant patikrinti pasiūlytą modelį, pasirenkama kokybinė metodologinė prieiga bei integruotas vieno atvejo tyrimo dizainas. Kokybinė metodologinė tyrimo strategijos pasirinkimą lemia metodologiniai empirinio procesų nagrinėjimo aspektai. Išsamiai aptariami empirinio procesų kaitos analizės sunkumai. Pabrėžiama, kad empirinį darbo procesų nagrinėjimą komplikuoja sunkiai identifikuojamas proceso ribos.

*Pirma, proceso ribas galima apibrėžti proceso dalyvių ir procesui priklausančių veiklų atžvilgiu. Kokie organizacijos darbuotojai priklauso darbo procesui, o kurie nepriklauso? Procesas turi jam*

gavinius tiekiančius kitus procesus ir proceso rezultatų vartotojus. Be to darbo proceso veikla vadovybės ir įvairūs administravimo procesai. Ar organizacijos vadovą priimančių sprendimų tam tikrame proceso taške reikia laikyti šio proceso dalyviu, ar tam tikro kontroliuojančio proceso dalyviu? Sprendimai dėl proceso dalyvių yra sudėtingi, o sprendimas dėl procesų sudarančių veiklų yra dar sudėtingesnis. Organizacijos procesai yra pasiskirstę laike ir erdvėje, todėl, remiantis tyrėjo požiūriu ir empirinės analizės pradžios momentu, kai kurios proceso veiklos yra lengviau stebimos nei kitos.

Antra, procesų empirinę analizę sunkina ostensinio ir įgyvendinimo aspektų skirtis. *Būtina aiškiai skirti, ar nagrinėjamas ostensinis proceso aspektas, ar įgyvendinimo proceso aspektas, nes šie aspektai empiriškai gali būti netapatūs.*

Trečia, proceso duomenys yra eklektiški. Organizacijos darbo proceso empirinę duomenų bazę gali sudaryti gausi kokybinė ir kiekybinė informacija. Dėl didelio informacijos kiekio empirinė analizė tampa sudėtinga. Todėl teorinių prielaidų išskėlimas tampa ypač aktualus empiriškai nagrinėjant organizacijos darbo procesus.

Apibendrinant konstatuojama, kad kokybinė metodologinė prieiga yra tinkamesnė empirinei organizacijos darbo procesų ir jų kaitos analizei. Kokybinė prieiga įgalina geriau suvokti, įsijausti į organizacijos kontekstą, padeda identifikuoti organizacijos procesus ir empiriškai apčiuopti jų kaitą.

Straipsnyje detalizuojamas empirinio tyrimo organizavimas. Daugiausia dėmesio skiriama empiriniams indikatoriams pagrįsti, kuriais remiantis nustatyta, ar procesas rezultatyviai pakito. 4 teoriškai argumentuoti diagnostiniai blokai operacionalizuojami į 18 empiriškai apčiuopiamų indikatorių. Šie indikatoriai sudaro pusiau struktūruoto klausimyno pagrindą, kuris buvo papildytas klausimais apie pokyčių įgyvendinimą. Iš viso buvo atlikti 9 kokybiniai interviu. Proceso kaitos rezultatyvumas buvo įvertintas lyginant tris to paties proceso stadijas: procesą prieš pokyčius, planuotą procesą ir procesą po pokyčių.

Empirinio tyrimo metu nagrinėta Pirkimų proceso kaita. Buvo konstatuota, kad procesas pakito rezultatyviai, remiantis suformuluotais požymiais (empiriniais indikatoriais). Tyrimas patvirtino pagrįs-

dinių pokyčių mikro-procesų (naujos proceso ostensinio aspekto konceptualizavimo, komunikavimo bei naujo įgyvendinimo aspekto atradimo ir integravimo) pasireiškimą. Tačiau tyrimo metu nepastebėta, kad proceso dalyviai būtų interpretavę pasiūlytą proceso ostensinį aspektą, prognozuotą teoriniame modelyje. Šis nukrypimas gali būti paaiškinamas tuo, kad proceso dalyviai nevertino siūlomos proceso kaitos kaip drastiškos ar sunkiai suvokiamos. Tikėtina, kad, didėjant pokyčių apimčiai, interpretavimo mikro procesas turėtų tapti vis aktualesnis. Tuo tarpu mažos apimtys pokyčių kontekste šio proceso reikšmė nedidelė. Empiriniu tyrimu konstatuota, kad, praėjus beveik metams, pokyčių adaptavimo etapas tiriamoje organizacijoje dar nesibaigė.

Šis straipsnis keičia kaitos iniciatorių vaidmens kaitos procese sampratą. Kaitos įgyvendinimas neturėtų būti laikomas pokyčių plano realizavimu, kurį atlieka pokyčių iniciatoriai ir kurio rezultatyvumas vertinamas remiantis tuo, ar laiku jis buvo užbaigtas ir ar pakitusių procesų vyksmas yra adekvatus planuotajam. Tuo tarpu pokyčių planas – tai siūloma proceso vyksmo vizija, kurią įgyvendina ne pokyčių iniciatoriai, o proceso dalyviai. Todėl kaitos iniciatorių vaidmuo – pasiūlyti naują veiklos vykdymo viziją tam tikrų priemonių, principų naudojimo, taikymo forma ir komunikuoti tikruosius kaitos ketinimus, kurių siekiama šių priemonių ar principų įgyvendinimu. Tuomet kiekvieno proceso dalyviai interpretuoja šią viziją, atranda ir integruoja naują proceso vykdymo būdą, taip adaptuodami siūlomą proceso vyksmo viziją prie konkrečių procesų įgyvendinančių žmonių tam tikroje aplinkoje ir tam tikru metu. Todėl kiekvienu atveju planuotas proceso vyksmas gali skirtis nuo pakitusio proceso. Kaitos iniciatyvų rezultatyvumas negali būti vertinamas planuotais laiko ir atitiktens planui kriterijais. Tai nereiškia, kad kaitos iniciatoriai turėtų ignoruoti laiko apribojimus, o tik tai kad jie turėtų būti atidūs kaitos vyksmui bei inicijuoti tam tikras priemones, kurios skatina siūlomos proceso vyksmo vizijos adaptavimą. Šio tyrimo rezultatai parodė, kad planuoti pokyčiai – tai naujo požiūrio į proceso įgyvendinimą siūlymas, kurio interpretavimas, atradimas ir integravimas neturi pabaigos.

Raktažodžiai: *planuoti pokyčiai, organizaciniai procesai, procesų kaita.*

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