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**4th SYMPOSIUM ON POWER DYNAMICS AND
ORGANIZATIONAL CHANGE**

Convenors:

*Miguel Pina e Cunha, Universidade Nova de Lisboa
Lourdes Munduate, University of Seville*

A symposium on "Power dynamics and organizational change" has become a tradition on EAWOP conferences. In 1994 Jaap Boonstra organized the first symposium on this topic, at the EAWOP Congress in Győr, Hungary. In 1996 Kilian Bennebroek Gravenhorst and Jaap organized the second symposium on the same topic in Verona, Italy. Both symposia were a success. The one in 1996 led to the publication of a special issue of the European Journal of Work and Organizational Psychology. For the Helsinki conference Lourdes Munduate and Kilian continued this tradition by organizing the third symposium on the subject. This is the fourth time the symposium is organized. Power dynamics is a topic of enormous vitality in work and organizational psychology. The papers on this symposium reflect the diversity and centrality of the field.

*Toward a Theory of Accountability in Change Management.
Ben J.M. Emans, N. Turusbekova - University of Groningen*

The main impetus of large scale organizational change often lies in the renewal of behavioral patterns of organization members. When this is the case, the management of change may benefit from insights in the field of performance management, a management tool which aims at promoting desired behaviors by organization members. More specifically, the concept of member accountability (MA), a pivotal concept in performance management models, may serve to develop a really behavior-oriented frame for change management. MA is defined as 'the need, perceived by an organization member, to justify or defend his/her decisions or actions to some audience which has potential reward and sanction power' (Frink & Klimoski, 1998). As a motivational force, MA encompasses the motivational dynamics of goal setting, feedback and social pressure. As yet, it has not been studied as a motivational force for promoting behaviors related to organizational change, although its usefulness as such has been suggested by some authors. For a survey to be conducted in a large organization, the authors of the paper developed a theory, based on

the accountability concept, for predicting the sustainability of change (some TQM-related renewal of processes) which is being introduced in it. Basically, the theory says that sustainable change is benefited by three sets of conditions, related to 1) the existence of challenging (clear, unique) individual responsibilities for the involved organization members, 2) a powerful and broad audience for each of them, 3) feed back channels used by that audience. Uniqueness of individual expected contributions to the change process, and power bases of people in the position of audience are among the independent variables in the theory. In the paper the theory is presented in an articulated way, together with the survey-setup which is designed to test it. Frink, D.D. & Klimoski, R.J. (1998). Toward a theory of accountability in organizations and human resource management. In: Ferris, G.R. (Ed.). Research in personnel and human resource management, 16, (pp. 1-51). Stamford, CT- JAI Press.

Aided Evolution and the Power of Management- the Case of an Engineer Firm in Transition.

Ben J.M. Emans, Astrid Boogers, Centa Grutters, University of Groningen

Management of organizational change tends, today, to be typified as deliberately interfering in an organization's evolution, or, in short, as 'aided evolution'. This being said, new answers are needed to old questions, notably the question regarding interventions for change. In full, the question reads- what workable managerial interventions are available for constructively impacting upon an organization's evolution? A case study was performed for exploring this question in a specific context- an engineering firm in the middle of a transition from a traditional task-oriented organization to a modern market-oriented organization. The research question was- what kind of interventions do the firm's line-managers apply in order to realize the transition? The purpose of the study thus was to learn from the practices of the firm's managers and hence to find out to what degree and in what shape the aided evolution model holds in their situation. Interviews were conducted with a sample of 25 managers. The interviewees were asked to tell as much as possible about the way they tended to intervene, in order to promote the desired transition, in a number of predefined processes (e.g. development of a vision) which were assumed to make up the organization's evolution. The interview outcomes show that Each of the predefined processes were somehow handled with by the interviewed managers in their change efforts. Simultaneously however, it proved to be hard to profoundly intervene in those processes. This had to do with power curtailing conditions which root in the old organizational structure and culture. These outcomes picture the aided evolution model as a feasible but slow, and dialectical approach- starting with rather minor interventions, it initially gives rise to minor developments which, in

turn, permit more interventions, which consequently give rise to new developments and so on. Stated otherwise, aided evolution can be considered as a twofold process of overcoming managerial powerlessness on the one hand, and bringing about organizational change on the other hand

From Here to Where? Power Dynamics, Structure, and Organizational Learning During Technology Implementation
Faia-Correia, Manuela & Cunha, Miguel Pina - Universidade Nova de Lisboa

This paper focuses on how unfolding power dynamics can facilitate or hinder an organizations' capacity to learn when a new technology is implemented. We are concerned with how the implementation of technology can serve different purposes, according to the perspectives and interests of the actors involved. It is argued that the potential for learning and adapting ultimately depends on the way organizations enact their political structure and stabilize the power relations that take place within it. An in-depth case study design of two greenfield telebanking systems is described and analyzed. Findings suggest that there are ways by which structuring and politicking can either block or ignite learning activity. This, in turn, can hinder or facilitate both social identity and social learning processes. Minimal structuring, it is argued, gave room for improvising and sensemaking in one of the cases, while the other stabilized its political structure in a rigid and non-participative mode. Only if identity unfolds, can organizational members enact consensual guidelines and agreements that constitute minimal structures. Furthermore, we claim that the theory of organizational learning can greatly benefit from the analysis of its relationship with power dynamics.

A Different View on Resistance to Change
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For half a century or more, organization scientists have been claiming that change has become the steady state of the contemporary organization. Organizations have to change to adapt to the new demands of their environments. At the same time, we are confronted with the widespread notion that people do not want to change. In general, psychological and management literature describe resistance as a standard or even natural psychological response to change. Resistance is supposed to result from individual and organizational forces that are directed at stability. Thus, it is explained to managers and consultants how they can deal with employees who resist change and how resistance can be overcome. In this paper, the general view on resistance is questioned. I propose an alternative view in which people want to contribute to change in their organization. This view is

supported by six case studies in organizations involved in complex change processes. The first question in these studies focuses on the degree to which resistance or willingness to change is found in organizations. Resistance is commonly described as a response that has to be expected from all members of an organization. Here, I investigate how positive and negative responses to change are distributed within an organization. The second question focuses on the distribution of resistance over three different groups in organizations. The common idea is that managers want to change, and employees do not. Thus, the resistance of the latter group has to be overcome. This study compares how members of management teams, line-managers, and employees evaluate change in their organizations and tries to understand their different views within the context of the change processes, instead of as individual psychological responses. Results show that willingness to change is the general response in the organizations. Only a very small percentage of the people resist the changes. The three groups differ in their willingness to change. Their positions and roles and the change process can explain these differences. The idea that employees are limited in their capacity to change is not supported.

Systems Thinking on Power and Change

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Power, conceptualized as sharing influence with members of an organization, can be conceptualized in open systems terms. Similarly, the propensity of facilitating organizational change is usefully conceptualized in open systems terms. However, much of the research literature on organizational influence and on organizational change is designed atomistically and encapsulated. There is a tendency to treat both power and change as dynamics under the control of individuals or groups divorced from the environment. This will be critiqued with evidence and related to a systems model of motivated change (Heller 1998, 2003). Power operates at three levels; at the micro level of the individual workplace, at the meso level of the organization and at the macro level of a sector or country. The impact of these levels on power can be treated empirically as contingencies. At the micro level of the workplace the Motivated Competence Model (MCM) is derived from a longitudinal study in three countries which also produces evidence for the impact of top management on lower levels of decision making (Heller, Drenth, Koopman, Rus 1988). The impact of national events on intra-organizational influence sharing is derived from Scandinavian and American research (Emery & Thorsrud 1976. Ichniowski et al 1996). A theoretical extension of the systems approach to organizational change is presented through case examples demonstrating the causal influence of levers like technology,, national laws and crises and turbulence. I conclude that theory and evidence suggest that there

are advantages to treating power and change as phenomena embedded in a systems framework

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Heller, F., 1998 *The Levers of Organizational Change* in Drenth, Thierry and de Wolff Eds. *Handbook of Organizational Psychology*, Vol 4. Heller, F, Drenth, P, Koopman, P, Rus, V (1988). *Decisions in Organizations*, Sage.
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The role of identification in process-orientedness and outcome-orientedness during organizational change
Barbara van Knippenberg & Linda Martin

Organizational change is more common than organizational stability these days. Yet, planned organizational transformation processes frequently fail to succeed, and the 'human factor' is often seen to be causing the failure. Employees often indicate that they feel uncertain, uninformed and not taken seriously when going through an organizational change process. We argue that part of the complexity is induced by the role that organizational identification plays in the interest of members in organizational changes processes (i.e., such as information on procedure, or possibility for voice and participation), and organizational change outcomes, (i.e., such as salary, expenses, etc.). More specifically, we propose that people who identify highly with the organization are focussed more on the change processes than on the change outcomes. In contrast, people who identify less with the organization are focussed more on the change outcomes than on the change process. A survey of members of two large Dutch associations was carried (N = 627) out, and the results confirmed our hypotheses. In our presentation we will discuss the idea that organizational change agents may greatly improve their chances of success and the relationship with the employees when they know to what extent the employees identify with the organization at hand, because this may help to decide what kind of information and participation opportunities they should provide.

Patterns of Influence Tactics and Effectiveness
Inés Martínez- Corts, CEU University ; Lourdes Munduate, Francisco Medina, Miguel A. Dorado, University of Seville

Studies by Kipnis and Schmidt (1983, 1988) and Perreault and Miles (1978) show that individuals are oriented towards the use of more than one influence tactic in an influence attempt. In fact, some studies suggest combinations of at least four tactics in the same influence attempt (Yukl, Guinan & Sottolano, 1995; Yukl, Kim & Falbe, 1996). Conspicuously missing from this research literature is the information on the relationship between the use of patterns of

influence and individual outcomes. This paper presents a study that seeks to analyze the influence pattern's effectiveness. By using hierarchical and non-hierarchical cluster analyses of a sample of subordinates, different patterns of influence tactics in organizations were identified- a) hard managers -try to get their way by using hard influence tactics-, b) rational managers -relied heavily on reason and soft influence tactics-, c) active managers -influence others by relying on nine different influence tactics-, and d) passive managers -exercise little influence. The effectiveness of each of the resulting patterns was analyzed in terms of affective and conductual outcomes. Results show that managers using multiple influence tactics -rational or active patterns - are more effective than managers who use patterns based on the use of a single style - hard pattern. The present study move us closer to the development of an influence model with practical guidelines for managers.

A Methodology for the Measurement of Complex Power Interactions and Social Positions in Organizations
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Organizational behaviour can be seen as the result of complex fields of power characterized by multiple sources of interaction, bi-directionality and multiple bases of power. The Role Theory framework allows developing a suitable methodology for the study of the bases of power in these complex fields. From a structural perspective the composition of role sets in terms of hierarchy and proximity permits the quantification of an operational definition of social position. From a functional perspective the role set methodology permits the quantification of the sent and received power for each interaction. A methodology for the study of social power from a role set perspective implies- (1) Identify all the role set members of each focal person; (2) Measure each base of power in the sent and (3) received power; (4) Establish a typology of role sets based on their structural properties; (5) Define and measure the concept of social position based on the structural and functional properties of role sets, and (6) establish the relationships between bases of power and this quantitative approach to the definition of social position. The Power/Interaction Bases of Power model, afterwards integrated in the Bifactorial Theory of Power, has proved to be a useful approach to a detailed study of power in the interactions between role set and focal person. Following the predictions of the Bifactorial Theory of Power, bases of power should contribute in different combinations and intensities depending on role set structures. This paper present an analysis of the power relationships in organizations, based on the Power/Interaction Bases of Power Model and using the role set based methodology, from both structural and functional perspectives.

Reconsidering the question of coordination in a process of organizational change- from managerial toolkits towards social constructions

François Pichault (University of Liège); Eric Alsène (Ecole Polytechnique, Montreal)

Any process of organizational change (reengineering, merger/acquisition, e-business developments, etc.) has to deal with the redesign of existing coordination mechanisms. According to Mintzberg (1979), this question —linked to the question of work division— is part of the basic managerial choices (design parameters). It is thus very important to have a clear vision of how coordination mechanisms are concretely operating. In this perspective, the existing models are quite unsatisfying- they often limit themselves to a listing of artefacts (matrix structures, project teams, programmed meetings, ERP applications, procedures, etc.) without questioning the way in which such techniques do effectively contribute to the new coordination patterns aimed through the organizational change process. The empirical evidence coming from various case studies we recently undertook in Belgium as well as in Canada showed us that it was needed- to refer to concrete work situations directly affected by organizational change and potentially pleading for new coordination practices; to decompose such practices in multiple descriptive dimensions in order to reach a better understanding of power dynamics likely to occur during the change process. A particular attention is paid throughout the paper to such descriptive dimensions as - the actors performing coordination, the social distribution of power it implies, the specific kind of inter-individual or inter-unit combination which is aimed, its relation to the work process, the facilitating and/or prescriptive devices set up, their *raison d'être*, etc. Taking into consideration these various dimensions can help the analyst to understand the conditions under which managerial artefacts may be deviated from their original destination and become ineffective in a process of organizational change.

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How Asymmetric Mergers Affect Attitudes and the Use of Influence Tactics- An Experimental Approach

Herman Steensma; Laurien Piek - Leiden University, The Netherlands

Aims. The aim of this project was to study the process of mergers and acquisitions with a technique guaranteeing high internal validity- Laboratory experiments. **Method.** Subjects (N=60) were randomly assigned to one of three conditions- Severe attack on group identity (ingroup is taken over by outgroup); Mild attack on group identity (ingroup becomes larger by inclusion of members of outgroup); Equal attack or shared fate condition (ingroup and outgroup merge and

form a new group with a new name and identity). Subjects had to perform two series of problem-solving tasks with another person- One series with a member of the former ingroup, and a series of tasks with a member of the former outgroup. Subjects could enforce the other person to accept the solution of the subject (forcing tactic); However, they could also give advice to the other person. Results. The hypothesis that severe attack on ingroup identity would cause more negative attitudes towards outgroup members had to be rejected. The second hypothesis, that subjects in the severe attack condition would prefer more often forcing tactics than would the subjects in other conditions had to be rejected, too. Male subjects used significantly more forcing tactics than did the female subjects, even though the absolute frequencies of using forcing tactics were low. Discussion. In the discussion it is concluded that, in general, researchers should prefer questionnaire research or case studies to laboratory experiments, to get a real insight into the very complex phenomenon of mergers and acquisitions.

Mental Models of Change in Organizations. A Qualitative Analysis
Maria José Chambel Univ. de Lisboa; Jose M. Peiró. Univ. de Valencia

This investigation utilised a teleological theory of strategic change, based on the assumption that change is guided by a goal or desired end-state (Garud & Van de Ven, 2002). Without a trajectory development will follow, that processes change was see dynamic where changes in one entity can trigger changes in others and the process at a given time are a function of the same at an earlier time. The research was longitudinal and compared detailed case studies of similar small-sized ceramic firms who had attempted to implement a strategic change. The case studies included cognitive causal maps extract from statements made by key players within organisations (top managers and functional managers) for five years (Huff, Narapareddy & Fletcher, 1990). We explored the nature of differences and similarities in these mental model, how they might be explained, how such differences have consequent implications in action, how they are accept by employees and how these conceptions and action are revised. Our conceptual scheme for organising causal assertions and for comparing cases was anchored in AMIGO model (Peiró, 1997; Chambel, Peiró & Pina Prata, 1999).

Action Strategies or Knowledge Discourses. To Deal with Power
Assymetries in Multi-Party Collaboration
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No abstract available