

Executive Summary

Research proves that more than half of all change implementation processes fail to succeed. How come do organisations not have better opportunities to facilitate sustainable change?

This assignment goes out to investigate organisational transformation processes as to study, which role leadership plays in facilitating sustainable change and how. The aim is to identify in what way implementers of change can use empowerment as change mechanism for having employees commit and engage in the change implementation process. Much literature point at leadership as primary facilitator of sustainable change, thus this research investigates whether any specific leadership style is more appropriate within an internal organisational transformation. Based on a case study approach to collect empirical data the analysis and further discussion incorporate change mechanisms, organisational readiness for change and organisational context in order to provide a rich explanation of the determinants of a sustainable organisational change process.

Studying the leadership shift at the music venue Global provides insight to the process by which the organisation experiences the implications related to the transition of internal structures. The empirical data showed that the concept of empowerment proved most significant to the employees within the experienced change process, thus this notion came to guide the research field. The use of primary data, in the form of qualitative interviews, provides the possibility to comprehend the real-life context in depth. Furthermore, conducting two rounds of interviews with the same participants within one month interval, revealed a shift in employee attitude toward the change process. The method for data collection enabled an investigation and understanding of both the shift in employee attitudes toward the change process and the parameters that have facilitated such shift. Within one month the employees went from being largely committed to the on going change to instead feel demotivated by the way the new leadership worked strategically toward an organisational transformation.

The research thus investigates the way leadership within a small organisation goes out to implement change and, which change mechanisms are used as to assure long-term sustainability of the internal transformation. The underlying reasons for such shift in attitudes are investigated as to realise whether current management at Global has managed to match his leadership style to the context by which he practices leadership to facilitate internal change.

Leading Change – an investigation of the Role of Leadership when implementing Changes in Small Organisations
 Master's Thesis in Management of Creative Business Processes
 By Karen Olivia Grandelag Theilmann, May 2015

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1. Introduction

“There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success than to take the lead in the introduction of a new order of things”
(Machiavelli, Il Principe, Ch. 6, 1505)

Machiavelli's argument is simple. There is nothing more challenging than the effort of implementing a new order. Striving to change grounded behaviour, a leader has strong opponents in those benefiting from the existing, but only weak allies in those that might benefit from the new way of doing things. Implementing change is a complicated process requiring much effort and consideration. However, though change management has been written about for decades and, the discussion of a continuous need for organisations to handle rapid and complex change competently is on going, the statistics haven't improved. Still, an estimate of 70 per cent of all change initiatives fail (Senturia et al., 2008).

With the right strategy and the right methodology a common organisational belief is that the failure rate can be reduced significantly and a future can be made certain. However, is getting the strategy right sufficient, if not enough people are on board to engage and commit to the transition? Is organisational change at all manageable and if so, do one best way exist? And finally, are we managing change or leading it? Added to the knowledge of a constant need to be aware of the requirement of handling change competently is the importance of the capability to effectively utilise organisational resources, including, most importantly, people resources. A high organisational readiness for change is thus extremely important in today's competitive market. Nevertheless, despite the widespread understanding that recognising and identifying change, reacting to the need for it, is crucial, still more than half of all change implementation initiatives fail to succeed. The knowledge of a high change failure rate coupled with the importance of utilising human resources has, however, still not provided a solid foundation for increasing the success stories of organisational change. Why is this so?

As the global context of business becomes more complex, competitive, unpredictable and difficult to manage, organisational change efforts need to be re-evaluated. An emerging thought is whether a paradigm shift of the facilitation of change is key. Is a balance between traditional, planned

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and structural change with emergent change the way change should be considered future wise? Interestingly is it to investigate how these seemingly competitive approaches to change come together.

This research will therefore examine, based on the music venue Global as case object, which is experiencing a shift in leadership, the need for different and context considerate approaches to change. The concept of organisational becoming, with both continuity and emergence, is considered. The notion concerning the importance of leadership connecting both planned change initiatives and emergent unplanned changes is coupled with the need to get people engaged and committed to organisational change.

Motivation

My personal motivation for deciding on change management as field of research is based on my lack of understanding of the inconsistency between the amount of knowledge regarding the need for competent change management and the high percentage of organisational change failures. Not to say that I naively consider organisational change a simple task. Contrarily, I had a wish to understand the complications related to conducting internal organisational change. I wanted to comprehend why, despite much well documented research in the field, the failure percentage was still way above half. As the task of conducting and implementing organisational change competently is only getting more complicated, coupled with its central position within organisational success, the research field is indeed relevant to engage with. I wanted to understand, which role a leader would have in facilitating sustainable change and whether any appropriate ways of implementing change existed.

Prior to my research I had no predefined assumptions regarding ways in which a transition would most sustainably be implemented. Therefore, as to gain much insight and access to the transformation process I wanted to look into a smaller, informal organisation in order for no organisational bureaucracies to prevent my access. Which areas of business and the specific internal change were not crucial when deciding, which organisation to go with. Essential was it to find one that would open their doors for me to both talk to the management and the employees to figure out in what way a transformational process most effectively came to be sustainable. I wanted to investigate whether a consistency between management and employees existed regarding best ways of implementing change. Finally, I wanted to have the case guide my research focus as to get as close an insight as

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possible to the internal organisational change implementation process. Inspired by the case and coupled with my interest in change management I propose following research question:

In what way can transformational leadership use empowerment as change mechanism within the early stages when leading a transformation process in a small organisation?

Research Design

The design of the study is a single qualitative case study where the change implementation process is the primary level of analysis. The study is based on a theory-building method, where propositions, based upon the assimilation of the empirical findings and the theoretical framework, will be provided as recapitulative to each part within the discussion. As the discussion is based on three sub-questions supporting the overall research question, the propositions are provided as potential answers to those. Theory coupled with empirical findings thus comes to play a significant part in developing propositions. Propositions, however, are not contributed with as a means to generate novel theory. Instead, they play the part of contributing with a foundation for possible further studies elaborating on this research.

The interplay between the research problem and empirical method is founded on the notion of a complex field, which calls for an in-depth investigation of the specific change process and its implications for those involved. The chosen method of a single case study will thus come to examine the relation between theory and empirical data within a real life natural setting, thus both the phenomenon of change and the organisational context, in which the change implementation occurs, is considered and studied. The link between empirical data and theory, based on the empirical method of a case study, is therefore, through propositions, to provide further possibility to strengthen, weaken or nuance the existing theory. The aim is therefore not to generalize on a broad concluding level, but instead build propositions based on the iteration between empirical data and theory as to understand the phenomenon of organisational change within its original setting.

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The study is primarily retrospective investigating past performance where the main objective is to understand previous episodes and events, thus the research is not seeking to predict future events.

Furthermore, the

analysis and further discussion are based on current situations, as change within the case object is an on-going process, thus data is not only based on retrospectively collected knowledge, as a means to investigate the field of interest. Since, as all changes within the organisation is on going, as this study is being conducted, the possibility of investigating changes happened within the last four months coupled with the possibility to learn about the organisation at its current state, the case provides much basis for investigating the field of change as it occurs.

Literature review

The overall research question is inspired by reality, whereas the sub-questions that come to guide the analysis and further discussion are inspired by literature. The following section will thus introduce topics from literature that is relevant for the sub-questions. The literature review is therefore only meant as introduction to relevant literary terms to provide the reader with a vocabulary to comprehend the guiding sub-questions introduced in the next section, thus all contributions made in the following are elaborated in the theoretical chapter. This section will come to include an introduction to planned and emergent organisational change, organisational readiness for change, transformational leadership and empowerment.

Planned change management strategy involves sequential steps for altering organisational and individual behaviour, as opposed to emergent organisational change that is described as unpredictable, often unintentional and a process that can come from anywhere involving relatively informal self-organisation (Liebhart and Lorenzo, 2010). Planned change initiatives are often criticised as slow, static and only suitable for times of stability, not dynamic interrelatedness and complexity, where emergent organisational change methods have much better potential for success (ibid). Karl Weick proposes a critical angle that comes to involve long-term sustainability of planned change. He notes that change rarely comes to be 'the way we do things around here' within planned change, since planned change, in its traditional form, often neglect the importance of involving those who are actually affected by the change, namely employees. Therefore, according to Weick, planned change

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rarely change the organisation's underlying nature, hence issues causing the change at first hand usually recur (Liebhart and Lorenzo, 2010).

Failure of change is frequently due to the lack of organisational readiness to a transformation process, which affects commitment and motivation of the employees (Nordin, 2011). Karp and Helgø (2008) argue that employees are much easier motivated to adjust their behaviour if they have the opportunity to contribute in the making of common meaning, if they believe in the purpose, and if they understand the wider implications of their individual tasks. If employees are not to resist the initiated change, regardless of any alignments tactics used by the leader, organisational readiness for change is crucial (ibid).

Transformational leadership is defined as a leadership approach that causes change in individuals and social systems. It creates, in its ideal form, valuable and positive changes in the followers with the end goal of having them commit and engage in the transformation process, thus facilitating possibility for successful change implementation (Eisenbach et al., 1999). Enacted in its genuine form, transformational leadership increases the motivation, morale and performance of followers (employees) through a variety of mechanisms (ibid). These include connecting the follower's sense of identity and self to the mission and the collective identity of the organization; 'walk their talk', thus being role model; empowering followers to take greater ownership for their work, and understanding the strengths and weaknesses of followers, so the leader can align followers with tasks that optimize their performance (ibid).

Empowerment as managerial term should therefore be understood as literary expression for leaders delegating decisions to their subordinates as to prevent a system from developing a traditional hierarchy to instead create organisations with widespread engagement. In this sense leaders come to act as coaches enabling employees to individually take ownership and further increase responsibility, which is used as motivational tool for developing subordinates, who are more satisfied with their leaders. Gill (2003) argues that mutual confidence between leaders and employees often enhance both individual and organisational performance.

The literature review has been provided as for the reader to better comprehend the sub-questions that are provided in the following part.

Guiding field questions

To provide a comprehensive foundation for the analysis and further discussion of the research field, three sub-questions are developed based on literary concepts as illustrated in previous literature review, as a means to work analytically towards investigating in what way transformational leadership can use empowerment as change mechanisms within the early stages when leading a transformation process. The three sub-questions that come to guide the analysis and further discussion are the following:

1. What is the role of organisational readiness for change?
2. What is the role of matching leadership style to the specific context within a change implementation process?
3. What is the role of empowerment as strategic tool in a transformation process?

Structure

An introduction to the motivation for choosing the field, the research design, a literature review and sub-questions has just been provided. Next, the research method will be described to validate the way in which data is collected and dealt with. Thirdly, theory is presented in depth, as inspiration for both analysis and discussion. Chapter 3 is divided into two theoretical parts where the first comes to describe the two key authors, John Kotter and Ralph Stacey. Subsequently the concept of leadership and employee reaction to change is introduced in the second part of chapter 3. Chapter 4 is an introduction to the case object. Following is chapter 5 introducing raw data to give the reader an overall understanding of the empirical data prior to the analysis. Chapter 6 is an analysis of the empirical data. The analysis will come to provide in-depth knowledge of the situation within the case object. At this point researcher interpretations are provided, however, it will be made clear when such interpretations exist. Next, a discussion of the themes, as provided by the theoretical framework and the empirical findings is presented in order to go deeper into the underlying factors of transformational leadership and empowerment as strategy for implementing change sustainably. The analysis and discussion are structured around the three specified sub-questions as a way to answer the research question. Each part within the discussion is followed by a proposition, which will come to

form basis for the conclusion. Prior to the conclusion chapter 8 contributes with the relevance of the research and remarks on further studies. Finally, chapter 9 concludes the thesis.

2.Methodology

The following chapter presents the scientific approach to the study, the relevance of the chosen case object and finally, the process of data collection. The chapter is provided as a means to validate the study by giving the reader an insight to the way by which empirical findings are dealt with as to provide an answer to the research question. A description of how the researcher has dealt with data will provide direction to how the assignment is interpreted.

Theory building from case study

A single qualitative exploratory case study approach has been chosen as method to investigate in what way transformational leadership use empowerment as change mechanism. Focus, thus, is on understanding the dynamics present within a single setting. As opposed to 'how' and 'why' questions that are primarily explanatory, research focus based on 'what' investigations are typically exploratory (Yin, 2003). Further, based on an interpretivist approach, emphasis is put on understanding the context and processes as perceived from different perspectives, trying to comprehend individual and shared social meaning within a real-life context (Crowe et al., 2011). The closeness of the case study to real-life situations and its multiple wealth of details are important for developing a nuanced view of reality (Flyvbjerg, 2006). Using a case study for the purpose of investigating the relationship between organisational change, leadership implementation of change and employee reaction to change the case study provides much possibility to comprehend the diverse aspects and perspectives of the same phenomenon, namely the concept of organisational change, in depth. A concrete context dependent knowledge is thus provided, one that cannot be directly translated to other instances as a case-independent theory (ibid). However, the aim of this research is to treat the case not as universally generalizable but indicative of organisations facing similar relative, not absolute, conditions. Flyvbjerg (2006) supports the use of a single case study as valid, as long as the choice of method clearly depends on the problem under study and its circumstances. He finally states that formal generalization,

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whether on the basis of large samples or single cases, is considerably overrated as the main source of scientific progress. However, that a research cannot be formally generalized is not equal to saying that the collective process of knowledge accumulation in a given field is not possible (ibid).

Case studies therefore rarely have clear and single set of outcomes and the method is thus chosen in order to understand the dynamics within the particular setting, where the generalization of the findings afterwards can be discussed (Yin, 2003). This study is therefore not seen as one to prove or counter prove any claims, but should instead be seen as a study pointing and indicating some real aspects.

Conducting a multiple case study would naturally provide much validation to the subject under investigation, however, due to the lack of time and resources, and due to the relevance of the chosen case, conducting a single case analysis is therefore argued to be appropriate as the method chosen.

As the research question and related sub-questions come to function as guidance much emphasis has been put on defining those. However, although early identification of the research question was helpful, recognition of the possibility that data would come to affect the final focus existed. Eventually, the focus did shift during the research period.

From theory testing to theory building

Case studies can be used to accomplish various aims, namely to either provide description, test theory or generate theory (Eisenhardt, 1989). Since the research focus of this study has developed as the researcher gained more knowledge on the case under study, the process went from theory testing to theory building by taking advantage of the serendipitous findings where the final research focus emerged after the data collection had begun (ibid). Building theory from case studies is a research strategy that involves using one or more cases to create theoretical constructs, propositions and/or midrange theory from case-based, empirical evidence. A theory-building process occurs via recursive cycling among the case data, emerging theory and extant literature (ibid).

Theory-building research is performed as close as possible to the ideal of no theory under consideration and no hypothesis to test in order to maximise objectivity and avoid skewed findings (ibid). As an objective of a clean theoretical slate seems impossible, an attempt is reached through the

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formulation of a research problem and potentially important variables, with some reference to extant literature. The aim is thus to avoid considering specific relationships between variables and theories as much possible. Finally, tying the emergent theory to existing literature is done as to enhance the internal validity, generalizability, and theoretical level of theory building from case study research. Eisenhardt (1989) argues that while linking results to the literature is important in most research, it is particular important in theory-building research since the findings often rest on a very limited number of cases. A thorough theoretical framework is thus provided to compare the empirical findings to existing literature within the field as to comprehend the interplay or possible deviation. Furthermore, is the theoretical framework used as foundations for conducting sub-questions as to guide the analysis and further discussion. In addition, theory has helped code the empirical data. Finally, due to the single-case study method chosen a thorough theoretical framework thus helps conduct more valid propositions.

Propositions will come to function as the final product of building theory from conducting a case study. Each part within the discussion will result in specific propositions constructed based on empirical findings coupled with existing theory. The propositions are thus created to provide foundation and possibility for further studies testing existing research in an attempt to provide novel theoretical perspectives. A central idea within theory building is thus researchers constantly comparing theory and data - iterating toward a theory, which closely fit the data. However, this study is not meant as to generate novel theory, as such aim would be beyond the scope of this research. Instead, propositions are provided suggesting for other and further studies to be conducted. Nevertheless, a close fit is important to building good theory, because it takes advantage of the new insights possible from the data and yields an empirically valid theory based on propositions (Eisenhardt, 1989).

Strength of theory building from case study

A constant juxtaposition between empirical findings and extant literature is what actually, according to Eisenhardt (1989), contradict the myth surrounding theory building from case studies as a process limited by investigators' preconceptions. Such juxtaposition tends to 'unfreeze' thinking. Hence, the process has the potential to generate theory with less researcher bias than theory built from incremental studies. Another strength is that the resultant theory is likely to be empirically valid. The

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likelihood of valid theory is high, because the theory building process is so intimately tied with evidence, which makes it very likely that resultant theory will be consistent with empirical data. This intimate interaction with actual evidence often produces theory, which closely mirrors reality (ibid). Flyvbjerg (2006) supports this notion. He states that one common misunderstanding about case-study research is that the method maintains a bias toward verification, understood as a tendency to confirm the researcher's preconceived notions, meaning that the study thus becomes of doubtful scientific value. Although often experienced as subjective, a well-done theory building from case study is surprisingly objective, because of its close adherence to the data, which keeps researchers 'honest' (Eisenhardt and Graebner, 2007).

The advantage of a case study, Flyvbjerg claims, is that it is less rigorous and furthermore that it can "close-in" on real-life situations and test views directly in relation to phenomena as they unfold in practice (Flyvbjerg, 2006).

Case Selection

The specific case selected for conducting the study of empowerment, as change mechanism within a transformation process, is Global – a world music venue located in Copenhagen. The case is not chosen based on the business in which, it operates. Instead, emphasis, when researching for a case, was put on an organisation experiencing internal organisational change. The business of operation was thus not one criterion determining the case selection. Neither was the specific transformation a criterion nor the amount of employees came to determine, which case would frame the study. The only criterion was thus an organisation experiencing some sort of internal organisational change. However, the only criterion regarding the specific change was that it should be initiated top-down.

This limited amount of criteria did, however, not provide many case options. Internal organisational top-down initiatives to change proved to be one subject too sensitive to discuss externally for those smaller organisations that I made contact to. When searching for a case it showed that researcher subjectivity of a change process, necessarily implemented top-down, got in the way for opening up to the possibility of not necessarily studying a case where internal organisational changes were enforced from the top of the organisation. After further consideration change initiative implemented either top-down or bottom-up would come to provide a solid case, since primary focus is the way by which

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leadership facilitates sustainable change. After realising that the way by which change was initiated internally was not crucial more case options arose to include Global.

Relevance of chosen case

Global is currently experiencing internal organisational changes as the Board has fired the former daily manager and hired another to take the venue to the next level. In itself, one such change would provide enough material to study. However, two parameters within this case of Global are of particular relevance and importance to this specific research: Changes within the organisation are occurring simultaneously as this study is being conducted and, the leadership of the new daily manager is fundamentally opposite from the previous. These two conditions are particularly interesting to investigate as one can put a starting date to the specific change, as a shift in management happened overnight, due to extreme dissatisfaction with the former manager. This fact makes it possible to investigate the implications of the transition, as they arise. Furthermore, the reactions and consequences of two opposite leadership styles become possible to investigate since the new and former daily manager are proven by the findings to represent two entirely different management styles.

Having pointed towards these two parameters, it becomes clear that the final research question is developed based on the empirical data. The concept of empowerment proved important as the findings showed signs of the concept as primary leadership tool taken on by the new daily manager. The case of Global is therefore exceptionally suitable to investigate the concept of empowerment as change mechanism tool to have employees commit and engage within a change implementation process.

The current management at Global was entirely supportive of the study, thus complete openness concerning information was provided. An informal meeting prior to the data collection process was held, where the daily manager informed the employees about the study that was to be conducted. He informed them that complete openness of all matters existed, implying that all could talk freely in an interview situation. The combination of a case guiding the research field coupled with complete organisational openness has thus created a solid foundation for conducting a study of the organisational change process within the venue.

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Naturally, some limitations exist, primarily concerning the generalizability of the study. However, as previously argued for, a single case study is not equal to less optimum generalizability. Field observations were further considered as source of case information, however, due to the fact that the new daily manager rarely is at the office, employee-leader interaction became difficult to make continuous observations on.

Data Collection

As the qualitative nature of the research implies a triangulation of data collection through diverse sources such as interviews, documents, observations or other relevant ways of collecting data as to support the study being conducted, it must be noted that to conduct present study, it has been assessed that expenses associated with collecting data from diverse sources as to triangulate, would not provide enough relevance to be worth the time and resources spend. Finding diverse valuable data sources concerning the specific research of employees' experience of leaders use of empowerment as change mechanism came to be rather challenging. The research field came to prove rather sensitive to most organisations, which first and foremost made it challenging to establish contact.

The sensitivity of the research field is, however, much suited to a qualitative method, as the possibility of elaborating responses further in an interview situation exists. Conducting a quantitative study asking employees in different organisations facing internal change about their experience of the situation would be a possibility to triangulate the research coupled with observations and qualitative interviews. However, such quantitative method would demand many resources. Furthermore, the situation within the chosen case object came to prove much distinctive from other organisations experiencing organisational change, which made the validity of a comparison of responses questionable. It was therefore assessed that a triangulation of more methods would not provide a significant more valid result, due to the resources it would take to conduct such triangulation. However, it must naturally be noted that an awareness of the advantages from a triangulation exists, though, for this study the extreme amount of time consumption it would take outweighed the possibility of having another method further validate the sources already used.

To conduct this specific study primary sources in the form of individual face-to-face conducted interviews are thus, what come to provide useful information, as finding secondary sources to supplement this specific research proved difficult. Observations within the case object were made as

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to experience in what way and how the employees at Global would perform their daily tasks and how they would interact with each other and their daily manager. However, as no formal meetings or much interaction between employees and the daily manager existed in the time during which the research was conducted, observations only provided the researcher with impressions of the participants, which were useful during the analysis and further discussion as to better comprehend interview responses. Observations are thus not presented as data, but instead used as to gain a broader picture of each employee interviewed as basis for the research.

Data collection is thus based on primary sources in the form of individual interviews. Despite the benefits of a method triangulation the complex and sensitive nature of this specific field of research proved it much difficult to conduct a relevant triangulation measured in time and resources spend conducted one such. Next, the primary data source is introduced.

Interviews

Seven interviews with 4 participants were held between 13th of March and 21st of April 2015. Three participants were employees working at Global and the fourth was the daily manager at Global. All three employees have experienced the shift in management, thus they have all worked with both the previous and present daily manager at the venue. Two rounds of interviews were conducted with the same participants as to both investigate a shift in attitudes from the first round to the second and further to validate the findings by given the participants the opportunity to provide their opinion toward the interpretations as to either confirm or invalidate them. Respondent validation (Crowe et al., 2011) is thus a method chosen, by which an attempt to validate the study, exists. A second round of interviews with the same participants have therefore been conducted as for participants to check the emerging findings and the researcher's interpretation. They have thus been given the possibility to provide their opinion on whether they felt these were accurate.

One employee proved less relevant to include in the second round, as he had only limited contact with the daily manager, thus only one interview were conducted with this participant.

The seven conducted interviews came to be primary source of case study information. The interviews came to function as guided conversations, due to the explorative approach of the study. Prior prepared

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questions were thus fairly open, especially within the first round of interviews as this round came to provide basis for the further study, hence the second round of interviews as well.

Since the specific research field is based on the individual case as a theory building method, the participants were given the possibility to talk freely about their experience with the change at Global. Having the participants talk freely about the change, they came to guide the research as they naturally talked about subjects that had affected them the most. As all three participants touched the same area of being empowered and the significant change within leadership style due to the new daily managers distinctive approach, those topics naturally arose as primary areas for the investigation. The participants were thus encouraged to reflect both on the change process' impact on them personally and on a more organisation wide level. The second round of interviews was thus meant as to investigate whether any change in participant attitude existed. One month interval was held as to realise and study if time and present leadership would play a significant role in attitude alterations toward the topics raised in the first round of interviews. Conducting a second round of interviews concerning the same topics as within the first round would provide insight to which parameters that came to affect attitudes toward the change process. Since the transition was occurring while the interviews were held, the participants came to talk even more openly, as all emotions related to the change were felt and confessed meanwhile the interviews were conducted.

As the final field of investigation came to be *in what way a transformational leader can use empowerment as change mechanism tool*, focus came to be placed upon employee experiences toward the concept. Very important is it to mention that the researcher aimed at limiting the use of theoretical terms during the interviews as not to inappropriately guide the interviews toward related theory.

The interviews were held in the mother tongue of the interview objects, namely Danish, in order for them to feel most comfortable and talk as freely as possible. The interviews were further fully transcribed and quotes used in the paper are translated to English. Transcripts can be found in Appendix 1-6. As the second interview with the daily manager is not used as empirical data, but instead as a validation of the interpretations, this interview is not transcribed or equally presented in the analysis as the other interviews providing the foundation for the analysis. The second interview with the daily manager is thus conducted as part of validating the research, not as part of the analysis. The following table illustrates the interview objects, position, tenure and age.

Name of participant	Profession	Tenure	Age	Date of 1 st interview	Date of 2 nd interview	Length of interviews
Bjarke Svendsen (BS1)	Daily Manager	5 Months	35 years old	11.03.2015	21.04.2015	BS1: 00:55:04 BS2: 01:16:16
Viktor Sæmgård (VS1 & VS2)	Production manager	3 Years	30 years old	13.03.2015	07.04.2015	VS1: 00:43:15 VS2: 00:53:50
Michael Meyer (MM1 & MM2)	PR & Marketing	2 years	31 years old	13.03.2015	07.04.2015	MM1: 00:39:12 MM2: 00:42:07
Frederik Vang (FV1)	Technician Trainee	3 years volunteer 1 year trainee	21 years old	13.03.2015	Only one interview held	FV: 00:21:56

Table 1: Interview information

Coding

The conducted interviews have a very specific purpose within this research, hence storage of the responses in a usable and accessible form through tape recording as to later transcribe the full interviews were done to fulfil this purpose. Basic steps in coding were taking to enhance a reliable process.

The first step was to define the coding categories. Firstly, a tentative set of coding categories were developed and defined as to realise, which topics were more relevant within the first round of interviews. This part of the coding process was vital, as the final identified categories would come to

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guide the further study. The thorough study of the first interviews was conducted as to comprehend, which implications were more significant to the change process at Global.

The reliability of coding was tested within six of the interviews, whereas the second interview with the current daily manager was only coded once based on the recordings, as it simply had the function of providing validity to the interpretations of the other interviews used for the analysis. As an independent-coder method would be preferable, it would be beyond the resources for this study to have another person code the material independently. Instead, a test-retest method (Gordon, 1992) was used. The interviews were thus coded once and without looking at the results a re-code of the same material was conducted as to see whether the first and second coding would agree. To save time the categories were given a letter to place next to the relevant responses in the transcript. A bias exists within this method as it may be more difficult to achieve independence, as it is arguable that when coding the same material for the second time the coder might have been able to remember how specific fragments of information were coded the first time. To guard against this bias, a time lapse between the first and second coding of each interviews within the first and the second round of interviews existed. Within the first round all interviews were coded once, before a second coding of the same interviews was conducted, thus naturally time between the first and the second coding would exist.

After having tested the tentative categories, more precise categories were defined based on the coding of the first round of interviews. These categories were put into a scheme as to provide an overview of the different responses. A disadvantage using this method is that the transcript is cut up removing each response from its original context. In order to minimise the implications related to cutting the transcripts in parts, the identified response was highlighted to be identified whereas the previous and following sentence were further be cut into the scheme. Furthermore, the full transcripts of the interviews were constantly being looked at as well, since the time of responses was only noted within the full transcripts. Therefore, in order to make thorough references, the full transcripts was looked at, thus I argue that the bias of cutting the transcript, is minimised.

This method was, however, chosen for more reasons. As several interviews were conducted as to provide different responses to the same categories, cutting the responses into a scheme would provide the possibility to compare the content of one interview with that of another. It further allowed the researcher to summarize the results of a number of interviews on a topic by showing the frequency with which each type of answer was given. Finally, it provided a locating index to help find specific examples of a certain category of information in its original context in the transcript (ibid).

Coding of the two rounds of interviews

The two rounds of interviews had diverse foundations. The first round was held and coded as to comprehend, which topics related to the change were recurring in each interview. The interviews were thus compared as to comprehend, which change implications were more significant than others. The identified topics were then further defined into categories that came to predetermine the second round of the interviews, thus the coding process of the second round was based on categories constructed previously, as opposed to the first round, where the only predefined category was the on-going change process at Global.

The first round of coding thus has more resemblance with grounded theory (Urquhart et al., 2006), where a precondition of no prior knowledge to the areas of research and an aim of high objectivity is present. The second round of interviews, thus, has much more resemblance to theory determined coding, where predetermined categories are constructed before conducting the interview, as this round was conducted to view whether a shift in attitude existed. However, as grounded theory and theory determined coding each represent two extremes of coding, theory guided coding is much more suitable, as within both interviews a predefined direction was present, though much more rigid in the second round. This method allows for the application of categories not to be directly derived from theory, but instead drawing on the ideas of the theoretical approach to the study (ibid). Theory then becomes a tool for guidance, which arguably is less constraining than when theory is determining. Using a theory guiding method, space is left for improvisation and creativity when conducting the first round of interviews, as to thoroughly comprehend the participant's perspectives (ibid).

Biases

One bias when conducting the interviews in Danish, as a risk of linguistic misinterpretation, where important substance might get lost in the translation process, is present. However, this issue was actively dealt with as the transcribing of the interviews were all carried out within two days of the interview as to align the written transcript with the experienced thoughts, hence maintain subjectivity from the interviews.

Another bias is the lack of different case information sources. As only limited observations were made and no relevant documents existed to shed light on the research field coupled with no interview with

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external sources, a bias of limited perspectives exists. However, the decision of interviews as primary data source supported by observations and a follow-up interview to validate the interpretations is argued to provide the necessary insight to cover the chosen research field for this specific research. To develop the findings further the possibility to conduct more rounds of interviews, as to investigate in what direction attitudes toward the organisational change process at Global would take, would instead be relevant. However, due to time restrictions and the interval necessary between interview rounds, a third round was not possible to conduct.

The following chapter presents the theoretical framework of the thesis. Chapter 3 is divided into two theoretical parts whereas the first elaborates on planned and emergent change based on John Kotter and Ralph Stacey. Second part of chapter 3 provides insight to literature providing foundation for the guiding sub-questions.

3. Theoretical Framework

Theoretical Framework Part One

In the following sections John Kotter and Ralph Stacey's theoretical standpoints are elaborated. Kotter will be introduced on the basis of his eight-step model of change and Stacey will be viewed based on his notion on Complex Responsive Strategies. Within the section on Stacey, the concepts of self-organising structures, competing in the edge of chaos, sense-making and shadow systems are introduced.

The term sustainable is used to emphasise that change is a social process and only through alignment one such is possible, thus sustainable.

Change as a Straightforward Process

Kotter argues for change as a relatively straightforward transformation process that should be led from the top. However, in a successful change process attaching a sense of urgency and importance to change, is what Kotter argues to be the starting point (Gill, 2003). Having enough people feeling the need to move is, what Kotter argues to be essential to getting the strategy right. According to Kotter

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you will never get the strategy right, before you manage to have enough people on board (Kotter, 1996), thus create dissatisfaction with the status quo and an understanding of the need to change is important. He quotes a former CEO of a large European company as saying that successful change begins by *'[making] the status quo seem more dangerous than launching into the unknown'* (Gill, 2003: 312). This is the basis for developing a vision for change (Gill, 2003). Kotter makes the point that, for organisational change, only an approach based on vision works in the long term. He defines a shared vision as one that *clarifies the direction of change and ensures that everything that is done is in line with it. A shared vision motivates people to take action in the right direction, even though the initial steps in the change process may be painful to some individuals. Furthermore it helps to align individuals and coordinate their actions efficiently* (Gill, 2003: 309).

Kotter represents the traditional top-down management style, where the highest positioned leader within an organisation sets direction. However, it must be noted that he elaborates his traditional Kurt Lewin inspired approach to organisational change and argues that if you don't have both leadership from the top and leadership from below, you will never get the magnitude of change you want within a reasonable timeframe. Those who try to do it all from the top and don't empower others discover that after a while the effort stalls (Kotter, 1997).

At this point it is appropriate to comment on Kotter's distinction between management and leadership. Kotter proposes that management and leadership are different but complementary, and that in a changing world, one cannot function without the other, as managers promote stability, while leaders press for change, and only organisations that embrace both sides of that contradiction can thrive in turbulent times (Kotter, 1996). Thus, according to Kotter, empowering people is an essential part of great leadership.

Evidently, Kotter stands for a leader as anchorperson within an organisational change. He elaborates on this notion and argues for no best way of leadership (Kotter, 1997). Leadership must fit the audience, however, since audiences differ across industries and, more importantly, across geographic areas, there is no one optimum style. Leadership will vary depending on the employees (Kotter, 1996). This notion is not equal to saying that no bad leadership style exists. What Kotter argues is that style must fit the context, and, most importantly, within that context, are the people.

Kotter's eight-step model of change

Kotter proposes an eight-step model of change, which he identifies as primary for undermining transformation (Kotter, 1998). As he argues that transforming an organisation is the ultimate test of leadership, understanding the change process is essential to many aspects of a leaders job.

However, to return to the model for change, which Kotter argues for, the eight stages he proposes are the following (Kotter, 1996, 1998):

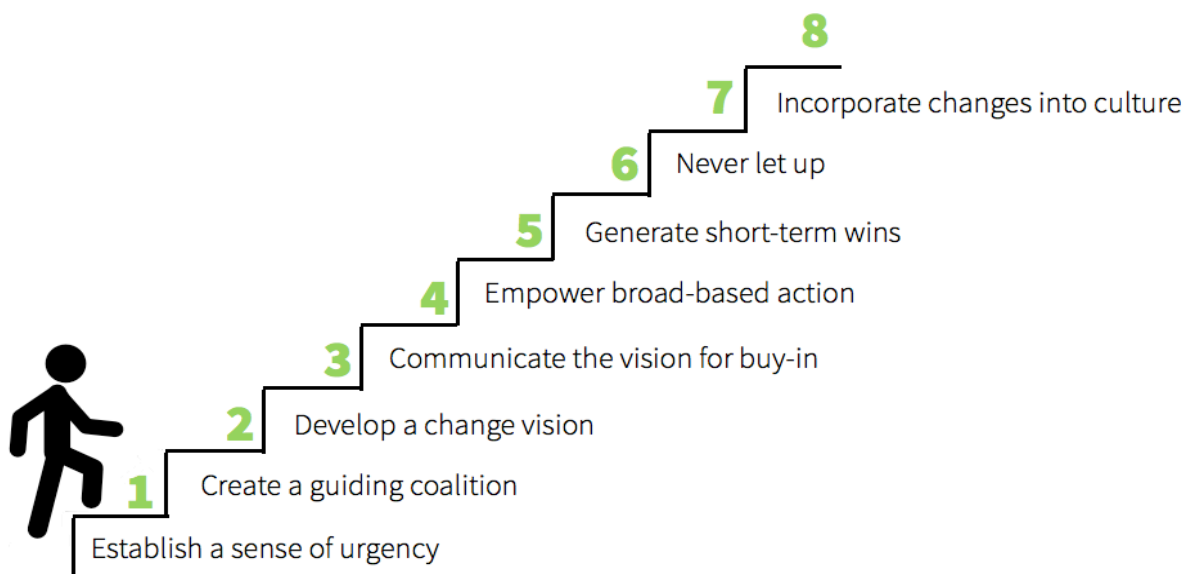


Table 2: Kotter's eight step model of change

Shortly put the first three steps in the transformation process help defrost a hardened status quo. Phase four to seven then introduce new practices and the last stage grounds the changes in the corporate culture and helps make them stick. Kotter adds to this notion that when you neglect any of the warm-up, or defrosting, activities (step 1-4), you rarely establish a solid enough base on which to proceed. Furthermore, without the follow-through that takes place in step eight, you will never get to the finish line and make the changes stick (ibid: 23-25).

In sum, vision is crucial within a transformation process. One that contains all before mentioned qualities that Kotter argues for. Leadership must be the authority setting the direction in an inspiring

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way in order to gain enough followers, thus under-led organisations, where most change efforts are distributed to the managers to plan, most likely fail to succeed. Thus, what he states is that change today is a complicated process and the first four steps don't even make any big changes, instead they are involved in setting the stage, loosening up the system, establishing the platform from which something new can be created (Kotter, 1997). Hasty moves almost inevitably get an organisation in trouble in the long term, as the foundation that an organisation need to produce transformation of any significance, has not been built (ibid).

Change as a Complex Process

Inspired by chaos theory Stacey suggests that the ideal organisational model for the 21st century is based on bounded instability (Stacey and Griffin, 2005). He argues that stable equilibrium, the need for control, might be the end of the modern organisation. However, a state of bounded instability means that the organisation hovers between equilibrium and chaos, thus enhancing the strengths of both the legitimate system and the informal shadow system. The notion of legitimate and shadow systems will be elaborated later on in the chapter on Stacey.

Within more of his literary work Stacey gives the reader the impression that strategizing is a complete waste of time. Stacey believes it to be an illusion that management can steer the organization by defining an overall plan, which is subsequently implemented by the employees (ibid). In short, Stacey, then, argues for that leadership in its traditional directing form is an illusion, as a change process cannot be controlled (ibid). Stacey consequently defines leadership as an ideal balance of competing on "the edge of chaos", where both chaos and order must exist, to ensure both long-term strategic thinking and further keep a constant organisational focus on strategic readiness to handle changes. Emphasis is thus put on emergent and self-organising processes, instead of long-term strategic planning.

According to Stacey, creative organisations are those who manage to build an existence on the border of stability and resolution (ibid). Knowledge capability and development, as Stacey argues for as being crucial for a modern non-linear organisation, progresses through interactions (ibid). He finally states that tension within these non-linear and creative organisations, that places themselves on the edge of

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chaos, are necessary in order for these, in Stacey's definition, modern organisations, to not pull in the same direction, which indeed would undermine the whole belief system that Stacey proposes. Tension, according to Stacey, creates creative organisations that internally are pulling in different directions, thus bounded instability is what Stacey argues to be key to organisational readiness to change.

Next, Complex Responsive Processes of Relating is introduced as Stacey's contribution to how change happens as a social process.

Complex responsive processes of relating

Complex Responsive Processes of Relating (CRP) is a theory originating from the literary work of Stacey, concerning leadership and organisations. The theory is based on the acceptance of certain fundamental paradoxes, e.g. the notion, as provided in previous section, that a leader does not come to be a supra-individual predicting future scenarios by planning the directions to follow (Stacey and Griffin, 2005). The role of the leader is thus, in this context, to provide initiatives and inspiration as communicative tool for an on-going interaction within the organisation (ibid). An organisation, which consists of the on-going patterning of local interactions between people. Emphasis is put on dialogue in the interactions and personal identity (I-identity) coupled with the feeling of belonging to a common identity (we-identity). Hence, values and ideology are not given outside of the interaction as a given or a transcendental whole but emerge in the interaction itself as the functionalization of cult values (ibid). It is thus through these ordinary, everyday processes of relating in the living present that people in organisations cope with the complexity and uncertainty of organisational life. As they do so, they perpetually construct their future together as the present (ibid). An important notion is that from the CRP perspective it is human relating itself, which is complex and uncertain, as response to a gesture that is never predictable (ibid). Exactly, thus importance on self as creating structures is primary focus on the following section on self-organising structures.

Self-organising structures

Organisations were in previous section defined, based on Stacey's perspective, as evolving patterns of interaction between people, which emerge in the local interaction. It has also been stated that no one, then, is designing or controlling the evolving patterns of self or society, including organizations. Instead, the evolution emerges as the spontaneous choices of individuals and the amplification of small differences in the iteration of interaction from one present to another. This is the very essence of self-organisation that none of those individual agents is able to step outside the system and obtain an overview of how the whole is evolving, let alone how it will evolve. No agents, as individuals, or any small group individually, can directly design, or even directly shape, the evolution of the system as a whole. The impact of any individual, no matter how powerful, on the systems is indirectly through their local interaction only. In their interaction with each other they are co-creating the whole system's evolution but none of them, individually or in small groups, is organising the interaction, the self-organisation, across the system. No agent is setting the simple rules for others to follow and the 'allowing' them to self-organise. If they were, the system could no longer be described as a self-organising one (Stacey, 2003).

Competing on the edge of chaos

Unstable markets, fierce competition, and relentless change can be argued to be the only certainties in today's chaotic business world. Brown and Eisenhardt provide, with their literary work, a new paradigm, that in order to prosper in such volatile conditions, traditional strategizing must be tossed aside in favour of the paradigm 'Competing on the Edge' (Eisenhardt and Brown, 1998).

Competing on the Edge is a way to keep a constant focus on relentlessly reinvention in order to face change competitively and, according to Brown and Eisenhardt, the "Edge of Chaos" is a central concept, which they interpret as organisations as formal systems, characterized by neither too little nor too much structure (ibid). Organisations at the edge of chaos are thus those that are only partially structured in formal terms, which must not be looked upon as a paradoxically quality, as partial structure is not a state of contradictory forces, but rather balancing too much structure with too little. Too much structure produces stability, whereas too little produces chaos, thus a balance of the two is what Eisenhardt and Brown argues to be best practice strategy. They argue that a balance creates the dynamics of the edge of chaos (ibid). In other words, when an organisation is at the edge, semi-

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coherent strategies are allowed to emerge by top leadership, that is, one that is neither too fixed, nor too fluid.

Operating at the edge of chaos calls for a thorough understanding of how employees come to make sense of the way in which the organisation is organised. In the following section sense-making as important part of facilitating change, is introduced.

Sense-making

Sense-making is a concept inspired by the literary work of Karl Weick. The concept should be understood literally as making something 'sensible' and, in pragmatic terms, it suggests that when confronted with uncertainty, people try to comprehend the situation and act based on the answers, they are given, as a means to make the situation more intelligible (Colville and Murphy, 2006).

Its essence can possibly be most easily grasped from the well-known story Weick tells about a team of Hungarian soldiers who got lost in the Alps. At their deepest moment of despair, one of them found a map in his pocket, and using it, they got home safely. It later transpired that the map was not of the Alps, but of the Pyrenees (ibid). What should be taken out of this story is that any old map will do, when you are lost, thus the story demonstrates that it is what people do when they are uncertain that is important, rather than what they are planning to do. The plan (or map) will not of itself actually tell them the route to take.

The job of the leader in this situation is therefore one of instilling some confidence in people to have them move in some general direction, and to be sure that they look closely at cues created by their action, so that they learn where they are and where they want to be (ibid). Within the concept of sense-making these processes thus constitute the work of organising and should theoretically be understood as the process of turning circumstances into situations that is comprehended explicitly in words and that serves as a springboard into action (ibid).

In 1997 Shaw found that sense-making in the informal shadow system is key to initiating change. This, she argues, is achieved through facilitating self-organization and emergence in the shadow system (Higgs and Rowland, 2010), which is presented next.

Organisational legitimate and shadow systems

Traditionally, many approaches to organizational change have been from a top down, command and control perspective. This standpoint is emphasized by the traditional assumption that telling employees what is required is sufficient to achieve movement. However, as introduced in previous section, more controversial literary work is increasingly recognising that 'sense-making', in the context of the whole organisation, is arguable more important than prescription in order to achieve required change (Higgs and Rowland, 2010). Sense-making, however, involves furthermore an understanding of both the formal legitimate organization (with its processes and hierarchies) and the shadow or informal system (with its gossip and personal networks). Indeed, in a change context, Stacey (ibid) sees this shadow or informal system as being similar to the notion of unofficial ideologies.

Importantly, Shaw notes that leadership inability to tap into the shadow system is one reason that causes many change initiatives to fail (ibid). Despite the best-laid plans, Shaw maintains, the indirect, and seemingly invisible, informal networks and relationships result in the subversion of the change initiative. Both Shaw and Stacey (Griffin and Stacey, 2005) emphasize the importance of leaders understanding the impact of, and interrelationship between the organisational legitimate system and the informal 'shadow systems' in order for successful change implementation processes.

The following is provided as to give the reader an insight into the two important perspectives when implementing organisational change: namely the leadership and the employee perspective. The second theoretical part will be divided into four sub-sections introducing a leader's role within a change process, leadership competencies and finally different leadership approaches to change. Finally, section four takes on the employee perspective as to provide knowledge concerning how, employees come to make sense of organisational change as to commit to it.

Theoretical Framework Part Two

The Role of Leadership in Organisational Change

"The connection between leadership and change is obvious. Leadership has no meaning in a steady-state environment. Only when we enter a new territory, when we don't know the way, do we need people to step forward and lead. So a leader, in essence, is someone who

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provides direction and supplies the motive power for change" (Colville and Murphy, 2006: 672).

Kotter supports this quote concerning the importance of leadership in transformation times and states, that *"what leaders really do is prepare organisations for change and help them cope as they struggle through it"* (Kotter, 2001: 85). These approaches to the role of leadership both conclude that the function of leadership is to produce change, thus setting the direction of change is fundamental to leadership.

Important to add is it that both traditional and complexity theories, as represented by Kotter and Stacey, perceive leadership as necessary for change, despite the two theories' fundamentally different perspectives on how change is developed and implemented. Kotter notes that transforming an organisation is the ultimate test of leadership, but understanding the change process is essential to many aspects of a leader's job. He highlights two important skills in a change process particularly relevant to our time – building coalitions and creating a vision (Kotter, 1998). It can thus be summarized that there is clear and growing evidence that the role of leaders in the change process, does impact significantly on the success of change (Kotter, 1996, 1998; Higgs and Rowland, 2005, 2010). Kotter adds to this notion by pronouncing; *"all institutions need effective leadership, but nowhere is the need greater than in an organisation seeking to transform itself"* (Kotter, 2001: 89).

At this point it has been established that leaders recognising the need for change and developing a change friendly organisation facilitate change. However, diverse approaches to the way in which leaders should (and could) facilitate change are much diverse. Smith (2005) contributes to the knowledge of leadership as essential part of change processes by stating that, according to complexity advocates, instability is a precondition for change and the role of organisational leaders is to remove the artificial barriers to change. In other words, successful change means making organisations less stable. Others advocate for that successful change implementation occurs in companies where executives *"walk the talk"*, teaching new behaviours by example (Kotter, 1998; Graetz, 2000; Gill, 2003). Bennis and Goldsmith point out that there should be no gap between the theories leaders espouse and their practice. Effective leaders are role models for corporate values and must walk their talk (Graetz, 2000). Finally, Karp and Helgø (2008) recommend that leaders should instead lead by

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loosening control, and focus precious leadership time on forming identities and relationships in the changing organization, which, is an arguments supported by Stacey (2003).

Leadership Competencies in Times of Change

Bernard M. Bass has a great influence on leadership theory. With his research of different types of organizational change, he identified different sets of behaviour and characteristics required in times of organizational transformation and times of stability. He produced relevant transactional and transformational leadership styles, whereas transactional leaders are identified as more apt for times of low complexity and transformational leaders for time of increased complexity (Bass, 1999). Based on this distinction transactional leadership can, at first glance, be abandoned as suitable leadership style in times of change. However, one great leader does optimally possess elements from diverse leadership styles, whereas the 'real' competence is to match these to its audience and context.

Being yourself, with skills

The emerging school of thoughts in leadership believes it to be the combination of skills and knowledge, such as empowerment and achievement, with personal characteristics, such as intuitiveness, that makes a leader (Dulewicz and Higgs, 2005). This combination of skills and competencies thus implies that effective leadership requires "being yourself, with skills" (ibid). Collingwood elaborates on the notion of 'being yourself, with skills' and points out, that it is becoming evident that leadership is personal. The personality of the leader plays an important part in the exercise of leadership. The areas of 'effectiveness' (the "skills") need to be exercised in a way, which is congruent with the underlying personality of the leader (ibid), thus, to return to the emerging thoughts on leadership, there is a strongly evolving view, that emotional intelligence is a critical factor within effective change leadership of the twenty-first century organisations (Nordin, 2011; Dulewicz and Higgs, 2003; Stys and L. Brown, 2004; Lam and O'Higgins, 2012).

Goleman, Boyatzis and Mckee have contended that the higher up one advances in an organisation, the more important emotional intelligence becomes (Dulewicz and Higgs, 2003). This is also known as Goleman's hypothesis, as he claims that a leader only advances so far based on IQ, whereas emotional intelligence is what makes great leaders (Stys and Brown, 2004). Psychologist Warren Bennis supports the work of Goleman, with his writings on becoming a leader from 1989: *"Emotional*

intelligence is much more powerful than IQ in determining who emerges as leader” (Dulewicz and Higgs, 2003: 197). Higgs (2009) finally states that the quality of leadership is socially constructed and that ‘bad’ leadership arises when the leader does not meet follower needs and expectations. Contradicting, ‘good’ leadership is achieved when these needs and expectations are met. Goleman’s hypothesis thus suggests that leaders high in emotional intelligence are key to organisational success, as leaders must have the capacity to sense employees’ feelings about their work environment, to intervene when problems arise, to manage their own emotions in order to gain trust of the employees, and to understand the political and social conventions within an organisation (Stys and Brown, 2004).

Predictors of sustainable change

Both Kanter et al. and, more recently, Senge et al. have commented that there is no ‘right’ way to implement change. There is no single theory or framework or eight steps that can ever capture the complexity of organisational reality. What is important is that the leadership is built to diagnose, understand, confront and reshape the reality as people see it in order for them to commit (Higgs and Rowland, 2000). Higgs and Rowland (ibid) indicate with their study on building change leadership capabilities that, in order to support leaders of change, interventions designed to enhance employees’ individual self-awareness, such as coaching or provision of feedback etc., could lead to an improvement in capability to lead change in a productive manner. Finally, Higgs and Rowland indicate that it is important that leaders have a good level of self-awareness that enables them to see that their own mind-sets and behaviours may indeed contribute to change implementation success (ibid). Gilley et al. (2009) support the importance of a move from leader-centric, directive behaviours to more facilitating and enabling styles and indicate that specific leadership behaviours such as the ability to motivate, communicate, and build teams, are predictors of sustainable implementation of organizational change.

Empowerment as change mechanism

Kotter implies that to engage and motivate employees to actively participate in the transformation process, leadership is necessary both from the top and from below, as is possible through empowerment, in order to both reach the magnitude of change within a reasonable timeframe and, finally, to have employees engage actively, which, according to Kotter’s eight step model of change, is

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crucial for sustainable change (Kotter, 1997). Gill (2003) notes that empowering employees to act consistently with the new vision and help employees sustain commitment to the change is a leadership quality that can prove beneficial in a change process. According to Kotter (1990), aligning people and values leads to empowerment in a way that organising rarely does. Thus, one reason some organisations have difficulty adjusting to rapid changes is often due to the high amount of employees feeling relatively powerless.

Transformational Leadership

As the literature review simply provided sparse knowledge regarding transformational leadership, this section is meant as an elaboration of the concept to provide more in depth knowledge concerning ways in which transformational leaders perform leadership. Transactional leadership and change specific leadership are both introduced within this section as to provide more thorough literary knowledge on how transformational leadership is distinguished as more suitable for sustainable change implementation processes.

Conceptualization of transformational leadership

Bass' conceptualization of transformational leadership includes charisma or idealized influence (followers trust in and emotionally identification with the leader), intellectual stimulation (followers are encouraged to question their own ways of doing things) and individualized consideration (assignments are delegated to followers providing them with learning opportunities) (Eisenbach et al., 1999). With this conceptualization, Bass argues that transformational leadership direct employees and motivate followers to identify with the leader's vision and sacrifice their self-interest for that of the group or the organization (Eisenbach et al., 1999). It is the vision of a leader that makes it assure that actions and the decisions of organisational teams are fit into the actual picture of a desired future (Kotter, 1996).

Transformational and change leaders

The interests of the organization and its members need to be aligned, which is an important task for the transformational leader. The transformational leader inspires, intellectually stimulates, and is

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individually considerate of the employees (Herold et al., 2008). Transformational leadership theory talks of being able to articulate a compelling future vision for the entire organization, or for a more distant future, whereas change leadership talks of articulating a vision for the change at hand, more precisely put, what things will look like when the change is completed (ibid). While transformational leadership theory talks of empowering followers as a general, motivational tool, change leadership talks of involving others for the sake of improving their understanding and ownership of the particular change initiative, thus improving their motivation to enact the change (ibid).

Most change leadership prescriptions, such as communicating the plan for the change, building a guiding coalition, developing a sense of urgency or a compelling rationale for the change, and providing support (Kotter, 1996) can be linked to one or more dimensions of transformational leadership (Herold et al., 2008).

Although there is significant conceptual overlap between change specific leadership behaviours and those associated with transformational leadership, they do represent conceptually different referents. Change leadership refers to the here-and-now, focusing on the specific change at hand and how the leader is handling it from a strategic point of view, whereas, transformational leadership refers to a longer-term relationship established between the leader and followers built up over much interaction (ibid).

Transformational and transactional leadership

While transformational leaders uplift the morale, motivation and morals of their followers, transactional leaders cater to their followers' immediate self-interests. In other words, the transformational leader emphasizes what you can do for your country, whereas the transactional leader, on what your country can do for you (Bass, 1999).

An important contribution to the theory on transformational and transactional leadership is Burns' argument that leaders can be both transformational and transactional. Most essentially is it that a leader matches his or her style to the context in which one is leading. Bass uses the example of Nelson Mandela and states with this example that transformational leaders can be directive or participative, authoritarian or democratic. Bass states that Nelson Mandela is directive and transformational when he declares, "Forget the past". He can be participative and transformational when he actively supports and involves himself in open, multiracial consultations. He can be directive and transactional when he promises blacks better housing in exchange for their votes and is participative and transactional when

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he reaches mutual agreements about sharing power with the white minority. The same leaders display both transformational and transactional behaviour as well as mix direction and participation (Bass, 1999). Transformational leaders tell us about leaders who change the idea and outlooks of their followers (O'Higgins, 2012).

Transformational leaders in change management processes

Bass sees the leader as an individual transforming agent, capable of bringing followers to exceptional and unexpected performance. Within transformational leadership, it is suggested that leader's main aim is to go beyond the usual boundaries in order to bring about a change in the thinking patterns of their followers, which will lead to changes in the follower's action. Furthermore, theory on transformational leadership contribute with notions on leaders actions that cause subordinates or followers to *change* their values, needs, goals and motives, thus it is arguable that transformational leadership, therefore, might be considered appropriate leadership styles in an organisation, which is undergoing wide reaching restructuring such as during a change management programme. Finally, the most effective leadership style has been identified as transformational rather than transactional. Transformational leadership is more correlated to emotional intelligence than transactional leadership (O'Higgins, 2012), and both emotional intelligence and transformational leadership appear to be associated with similar positive effects on employee outcomes and satisfaction (ibid). Transformational leaders are characterised as much more emotionally intelligent, thus they aim at leading by using personal power rather than positional power or authority, which is the approach often taken by transactional leaders (ibid). Emotionally intelligent leaders 'win people's hearts' and are much more likely to create change friendly organisations than leaders not possessing neither transformational nor emotional traits (Gill, 2003).

Making Sense of Organisational Change

Up till now leadership has been main focus in this second theoretical chapter. The following section takes on another perspective as it focuses on organisational readiness and reaction to change.

In the literature review organisational readiness for change were briefly introduced saying that people are more easily motivated to adjust their behaviour if they have the opportunity to contribute in the making of common meaning, if they believe in the purpose, and if they understand the wider

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implications of their individual tasks. If this does not happen, people will resist change regardless of any alignment tactics the leaders might use. Change is therefore not sustainable if employees are not dedicated and loyal towards the change. However, those emotional attachments cannot come without effort, thus an important task of leadership is, understanding how to have employees make sense of organisational change.

Follower responses to change

It is necessary for leaders to be aware of *how* to lead and the effects they have on employees and the organisation as a whole. Just as important and relevant to leadership theory as defining and understanding styles of leadership, is the understanding of follower response.

Graetz (2000) showed that charismatic leaders have significantly different effects on their followers than successful but non-charismatic leaders. The study reported that followers of charismatic leaders tended to be more self-assured, placed greater meaning in their work, reported greater level of support from their leaders and saw them as more dynamic, were willing to work with longer hours for them and produced higher performance rating, than non-charismatic but successful leaders. The following part of this section will, thus, look more into resistance and commitment to change. Charismatic leadership is within the scope of this thesis equated with transformational leadership as the two styles have come to resemble each other much.

Resistance to change

While some believe that the processes involved in change and transformation include accepting that resistance occur, and must be dealt with by mastering strategies for eliminating it or at least preventing it from hindering the process of change, others disagree entirely, suggesting that resistance doesn't necessarily accompany change and that treating workers properly in the process can influence their resistance to change (Karp and Helgø, 2008). Nevertheless, whichever belief regarding whether resistance to change accompany change or not, this theoretical section is founded on the notion that resistance must be considered, as much literature points to the fact that employee resistance to change is what most often cause transformations to fail (Kotter, 1996; Graetz, 2000; Nordin, 2011; Gill, 2003; Karp and Helgø, 2008; Higgs and Rowland, 2010).

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Resistance to change may result for several reasons including perceived unfair treatment, many failed attempts at change on the part of the organisation, challenges to the status quo, loss of faith in leadership, perceived increased role complexity causing stress or even a change in, or lack of, rules (Karp and Helgø, 2008). Rule changes can often occur during restructuring of structures or systems.

Kubr provided in 1996 an important account of why people resist change. A cognitive and behavioural reason is lack of know-how. A lack of conviction that change is needed, where those involved, and, without significant influence of the process, are questioning the meaning and value of the change, which inevitably, leads to a lack of motivation to change (Gill, 2003). Though, Kubr concludes, the most powerful forces of resistance to change, however, are emotional (ibid). Karp and Helgø do, in correlation to Kubr, note that the real threat is to people's identities, thus values alignment and sense-making processes for all affected by the desired change is a way to overcome failure of organisational change strategies (Branson, 2007). A value-alignment and sense-making process is most thoroughly facilitated through an effective change vision that must include more than new strategies, as to also contain new aligned behaviours from leadership, thus executives must 'walk the talk' as first step to have employees consider commitment (Kotter, 1996). Hence, a lack of commitment to change may be due to a lack of compelling evidence for the benefits of change (Gill, 2003).

Organisational commitment

An effective way to implement change is through organisational commitment, thus leaders are eager to stimulate organisational commitment. However, the question of how remains.

The importance of value alignment and a compelling vision has already been introduced as ways in which employees might feel attached to the change at hand. Furthermore, previous section on transformational leadership investigates to what extent applied leadership styles affect employees' commitment. Therefore, at this given time theory has offered an understanding of an important notion within this second theoretical chapter: Leadership has a tremendous affect on transformation processes, however, change processes often lead to much resistance, and given the fact that change, according to both Stacey and Kotter, is not a solo project, change cannot be implemented without the engagement of employees.

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Following this knowledge, next section is meant to offer the reader information on ways in which employees feel motivated, since the source of motivation determines, which potential approach is most beneficial, when leadership aims at convincing its followers on the organisational direction.

Meyer and Allen's conceptualization of organizational commitment

Meyer and Allen develop one of the most prominent theories of organisational commitment (2001). In their literary work on organisational commitment they distinguish three dimensions of organisational commitment. In short, they argue that employees show commitment to their job and organisation either because they want to, they need to or, finally, they ought to. The first dimension refers to the desire of an employee to belong to the organisation and his affective attachment to the goal and values of the organisation (Meyer and Allen, 2001). This dimension is called affective commitment (AC) and is found to positively relate to performance measures (Nordin, 2011), implicating that when employees feel more involved with the organisation performance is much enhanced. According to the second dimension, continuance commitment, the employee basically needs to stay with the organisation for financial reasons. Finance is thus one reason to commit to the organisation and its tasks. The third dimension, normative commitment, reflects the perceived obligation to stay. It refers to whether an employee considers it morally right to stay in the organisation (Meyer and Allen, 1991; 2001). Since AC is an attitude towards the organisation, and the following two are not, this dimension can be seen as most important component of organisational commitment, as both continuance commitment and normative commitment reflect attitudes towards specific behaviour, namely leaving.

4. Introduction to Global as Case

This chapter will come to introduce the case object. Global is the chosen case for conducting the research and the following is thus meant as to provide the scene for the investigation. As neither the business nor the financial situation of the organisation is key to the study, those instances are not elaborated thoroughly. The introduction to Global as case is simply to understand the organisational structure and the internal organisational change that is being implemented.

Global – a world music venue

Global is a non-profit music venue located in Copenhagen presenting the world's many diverse music genres. The venue has existed since 2006 and hosts concerts two days a week. The organisational structure is shown below. The daily manager and product manager are hired externally. The Daily Manager splits his time between Global and Jazzhouse, another music venue located in Copenhagen, where he simultaneously works as daily manager. The product manager is bought ten hours a week from the Danish Music Festival, Roskilde. The production manager and the supply manager are both hired 15 hours a week, whereas the PR and marketing responsible is the only full time employee. Furthermore, a technical trainee, an intern and 30 volunteers are working at Global. The volunteers are engaged with Global, when concerts are being held.

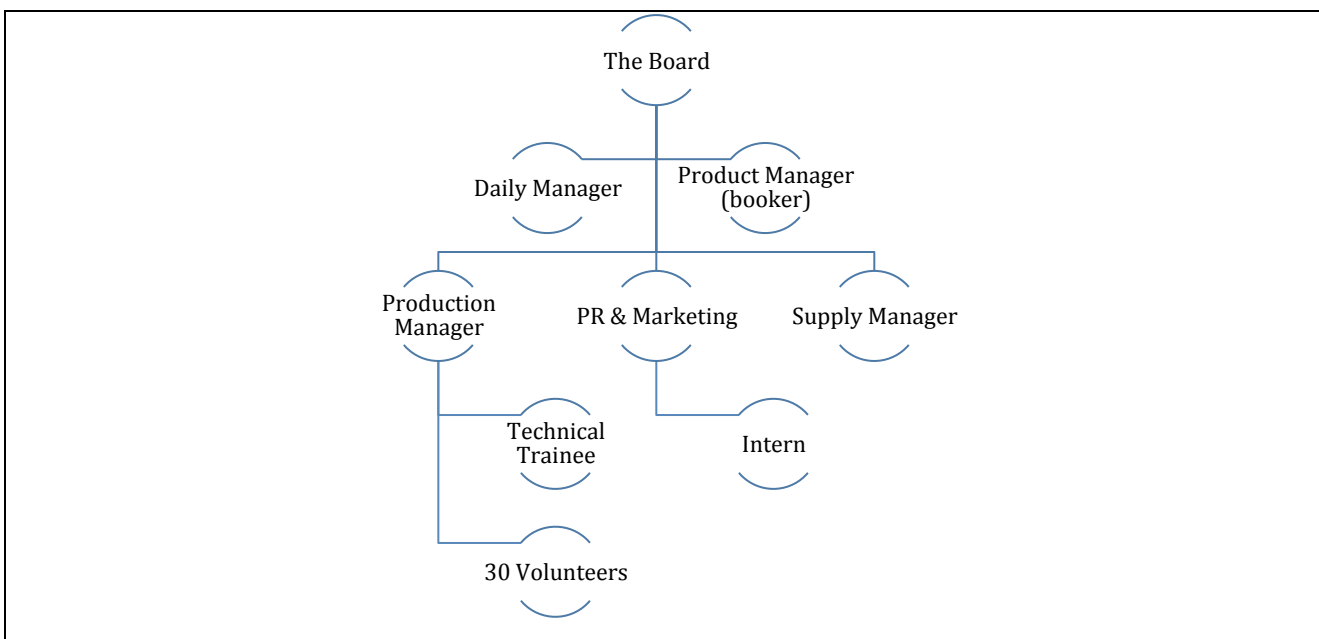


Table 3: Organisational structure at Global

Financial matter and grants

Public grants, own revenue streams and private contributions from foundations and sponsors finance the venue. Furthermore, additional public or private grants for separate defined projects support the venue financially.

Internal organisational change

A shift in management is primary organisational change. Due to great dissatisfaction among employees at Global with the former daily manager, the employees presented the Board with an ultimatum of *either he goes, or we go*, which resulted in the shift of management in December 2014. The new daily manager was prior to his hiring part of the Board at Global, however, when his name was mentioned as candidate for the position, he left the Board immediately. As the decision had to be taken rather quick not much time were left considering, which business model to go further with, and Bjarke Svendsen (BS) was then chosen as the person to take on the position as daily manager. He was initially hired for a six months trial period. However, his contract has recently been extended. Most decision processes are left for him to handle, nevertheless, the Board does, in many instances block many initiatives as many diverse areas of interests are represented within the Board. Primarily for this reason BS has worked towards replacing some of the members within the Board, while striving to make the organisation a Foundation instead of its current state as a Labour Union. He has so far succeeded with the first transition goal. Furthermore, BS is working towards establishing external collaborations and further strengthening the venue's collaboration with Jazzhouse. Finally, making the organisation self-propelled is a goal he strives towards. He aims at making the employees less dependent on visible leadership as to instead working individually and responsibly based on own initiatives. The objective is thus to eliminate decision blockers as to make the organisation self-propelled within a strong external network of collaboration.

As the empirical findings provide much more data concerning specifics about the change in management and the reactions toward the shift, this chapter is provided as to give some basic information's about the case objective.

5. Empirical Data

Chapter 5 is provided as to present raw data to give the reader a brief understanding of the findings prior to any analytical handling of them.

Raw data

This section provides a brief presentation of relevant data based on six themes discussed in the interviews. Only some quotes are presented in the following table as to provide an overview of the four informants response to the topics discussed. Themes are widely elaborated in four sub-sections in the chapter 6.

Themes discussed in interviews	Examples of Answer (Quotes)
Attitudes toward the shift in leadership	<p><i>"It was no surprise that he was removed. Everyone had wanted this for as long as I remember"</i> (VS1, 00:16:10)</p> <p><i>"He was just an idiot so we were all pretty excited to have Bjarke take over"</i> (VS1, 00:16:59)</p> <p><i>"The process was just weird. No one told us anything"</i> (MM1, 00:06:18)</p> <p><i>"Well the shift was rather abrupt as it kind of just happened over night. We gave the Board an ultimatum: either we go or he should"</i> (MM1, 00:07:55)</p> <p><i>"I never had any direct confrontation with him but I could see how much happier everyone got after he got fired"</i> (FV, 00:06:45)</p> <p><i>"The employees had the Board make the decision"</i> (BS1, 00:07:17)</p>
Attitudes toward former management at Global	<p><i>"You couldn't really talk to him, well you could, but you would never know with what mood he would respond"</i> (VS1, 00:14:07)</p> <p><i>"He was always quite at the office, there were never any small talk or listening to music. The office was like a small fridge, one could say. And it was odd, no one knew anything about his personal life"</i> (VS1, 00:06:49)</p> <p><i>"He had no human skills what so ever"</i> (MM1, 00:03:21)</p> <p><i>"Once he got extremely mad at me because my desk was not clean enough. He wanted control everything"</i> (MM1, 00:11:19)</p> <p><i>"We've had more people quitting. I believe it was because of him"</i> (FV, 03:23)</p> <p><i>"He was just a ruthless dictator"</i> (BS1, 00:08:56)</p> <p><i>"Everyone had to do what he said at all times. He did really believe he knew better"</i> (BS1, 00:15:57)</p>
	<p><i>"He is a well-known name in the industry, so I think we all had confidence in him as the new manager before he actually started"</i> (VS1, 00:35:55)</p> <p><i>"Bjarke is the complete opposite. I know he will definitely make great changes here. He hasn't yet,</i></p>

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<p>Attitudes toward present management at Global</p>	<p><i>but I'm sure it will come" (VS1, 00:27:09)</i></p> <p><i>"Well, I see it as a sign of confidence that he has given us so much responsibility and that he wishes to include us in so many matters. He represents the more soft values" (VS1, 00:05:11)</i></p> <p><i>"The way he leads is through delegating responsibility" (MM1, 00:13:07)</i></p> <p><i>"He has great input, he is just not here that much" (MM2, 00:09:57)</i></p> <p><i>"We can also ask what he is working with. In that sense he is really open about his work" (FV, 00:08:57)</i></p> <p><i>"It's always nice when someone recognises your work. Bjarke is good at that" (FV, 00:13:43)</i></p> <p><i>"I think that one of my stronger sides is that I am pretty good at helping people feel great at work. That's at least one of the things I've succeeded with at Jazzhouse" (BS1, 00:09:23)</i></p>
<p>Attitudes toward the first period after the shift in leadership</p>	<p><i>"At the beginning we were pretty confused because he gave us so much freedom and responsibility" (VS1, 00:14:37)</i></p> <p><i>"We all knew the potential that was hidden here. Now we can actually do something about it" (VS2, 00:12:34)</i></p> <p><i>"I feel that my work stalls a bit because he haven't communicated a direction for the organisation" (VS2, 00:14:16)</i></p> <p><i>"I liked that he gave us that much responsibility" (MM1, 00:08:02)</i></p> <p><i>"Sometimes I was a bit confused and he wasn't here as much as we were used to with the former manager so it was a bit frustrating" (MM1, 00:10:32)</i></p> <p><i>"The shift to Bjarke was kind of abrupt but I worked well. We all took responsibility right away" (MM1, 00:13:49)</i></p> <p><i>"I needed them to stop asking me questions about things I just wanted them to" (BS1, 00:10:37)</i></p> <p><i>"At first they were too dependent on me" (BS1, 00:11:34)</i></p>
<p>Commitment to Global after the shift in leadership</p>	<p><i>"I'm way more motivated to go to work now. Before we never had fun, now we make jokes and can talk about stuff outside work" (VS1, 00:19:24)</i></p> <p><i>"I can engage in personal projects now – we are allowed to" (VS1, 00:12:09)</i></p> <p><i>"I need him to set a direction for where the organisation is heading. It's affecting my work because I really don't know what I should focus on" (VS2, 00:15:16)</i></p> <p><i>"The magazine I'm working on as a collaboration with Jazzhouse is really fun. It's a good thing that we can collaborate externally" (MM1, 00:19:21)</i></p> <p><i>"He is not controlling everything I do, which is nice. But he has some great inputs that I like, he is just not here that much" (MM2, 00:11:44)</i></p> <p><i>"Everyone are just so much happier now" (FV, 00:16:43)</i></p>
<p>Personally related</p>	<p><i>"Well the biggest change is that David was fired" (VS1, 00:22:43)</i></p> <p><i>"He is giving us much responsibility that we are not used to" (MM2, 00:13:39)</i></p>

changes	<i>"The atmosphere is just so better now"</i> (FV, 00:17:12) <i>"I aim at making the organisation self-propelled"</i> (BS1, 00:09:54)
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Table 4: Coding of interview data

6. Analysis

This chapter will come to contribute with an analysis of the factors that are shaping of how transformational leaders can engage its employees within a transformation process. Two perspectives are presented as to comprehend the transformation process at Global, namely the one of the employees and the one of the daily manager.

Introduction to how empirical findings are presented

The following section on findings is divided into four subsections as to thematise the data. The informants are named with their first letters and the number of interview as shown in table 1. Firstly, organisational readiness for change is investigated to give insight to whether Global, at the time the transformation was initiated, had a change friendly culture. Secondly, the diverse leadership styles represented by former and present daily manager at Global are presented in order to provide overview and understanding of employee responses to change initiatives implemented by current daily manager. Top-down and bottom-up approaches to leadership are categories introduced in the second sub-section to investigate employee responses to the different attitudes, thus a comparison of diverse leadership styles, based on the empirical data, is provided. It must be noted that the informants themselves use these terms in the interviews. Next, the third sub-section provides data on empowerment as change mechanism tool. Data on how BS uses empowerment as method for engaging the employees to the change process and have them commit at an early stage are provided. Furthermore, employee responses to the method of empowerment will be investigated as to grasp whether empowerment, as change implementation tool, facilitates positive reactions towards the change. Again, both BS and the employees use the term as to describe the way by which BS has empowered them individually. Finally, the specific changes as experienced by both employees and the current daily manager are presented in a table and will further be elaborated. Findings on how the change process comes to develop are presented. This part investigates whether the findings provide

any insight to *how* the change process emerges as consequence to the present leadership style at Global.

Global as a Change Friendly Culture

This section will feature stories about the experiences of the transition period from former daily manager to the present.

Dissatisfaction with the former manager at Global

Several aspects are necessary to keep in focus when investigating the organisational readiness for change at Global, as readiness for change often is motivated by different situations, such as a general change friendly organisational culture, a period of time preparing an organisation for change or, in the case of Global, a dissatisfaction with organisational conditions: *"..., it was because of the staff that a change in the leadership position had to be done"* (BS1, 00:11:54). Furthermore, the notion of time to prepare mentally prior to a transition might be crucial to a change process. However, mentally preparation also comes in different forms and in the case of Global, as much data indicated that a wish for change was ever present throughout most of the Former Daily Managers (FDM) time: *"He was really just an idiot. It was extremely bad conditions. I could handle it because I was only part-time, but many have left Global because of him. I actually don't know why I stayed. I thought of leaving many times"* (VS1, 00:28:46). MM states that at one point, when FDM had reached a point of extreme negative stalemate and, due to his lack of communication skills, the situation was so tense that the Board had to be involved (MM1, 00:12:31). Noteworthy is it that it was never a one-to-one conflict, instead, though not all working at Global (including the volunteers) were in direct conflict with FDM, I interpret the situation as a one-to-all conflict that created a very negative environment: *"I never had any explicit conflict with him. Probably because I avoided it. But everyone talked about it and for sure I witnessed many unfortunate episodes that just created a tense atmosphere"* (FV, 00:09:11).

Many stories exist in the empirical data emphasising the bad environments that were prevailing during the time of FDM, which I interpret as a sign of organisational readiness for something new, thus change.

Employees urging for a shift in management

The knowledge of the dissatisfaction with FDM among the employees was not foreign to the Board, however, as stated by BS *“the transition process should actually have been much longer. But the employees made it clear that if nothing happened they would not meet in on Monday. So the decision was rather hasty as we didn't have much time to consider which model to implement or that it was me who became daily manager. It was more like ‘we really don't like the current situation, something has to happen, now”* (BS1, 00:18:01). BS thus emphasises that the employees were urging for something to happen and, at this point, anything would do, as I see it. Several times both VS and MM have approached the Board with their dissatisfaction notifying them that both the organisation and most employees were suffering from the way FDM were leading Global. VS even compares his management style with the French Foreign Legion (VS1, 00:13:56) and further notes that it was difficult to create professional partnerships because he was too difficult to corporate with, thus many declined to team up with Global (VS1, 00:28:46).

The new daily manager

Despite the fact that FDM had managed to turn around the finances preventing the organisation from closing the venue, the situation desperately called for a new daily manager and, in December 2014 BS made his entre at Global as new daily manager. A management shift that had been expected for much time calling for better conditions to both perform well professionally and simply, conditions that were tolerable to work in. With the shift came BS, whom all employees knew beforehand, as he used to be in the Board at Global, and also further visited the venue regularly as guest. Furthermore, the employees knew of his successful work turning Jazzhouse around.

With BS as daily manager the situation shifted immediately as all employees were just waiting to be set free from the prison that prevented both the organisation and the employees to improve performance: *“There have been so much competence in this house and enthusiasm just waiting to be set free only held back by the previous manager”* (VS1, 00: 13:47). As will be elaborated later in the analysis it was therefore not the specific leadership of BS that at first hand created the significant change – it was the dismissal of FDM: *“The real change was that we got rid of the old leadership. That's it”* (VS1, 00:23:55).

Employee adaption to changes

Among the staff exists a collectively agreed upon approach to the change implementation process that FDM was the one blocking both organisational and individual development (VS1, 00:14:01; MM1, 00:03:41; FV, 00:09:12): *"We always had FDM at the office and faced with the slightest question we asked. Not because we didn't know what to do but we never dared doing anything without permission. Actually he never appreciated any individual initiatives. So we asked so he wouldn't get back to us angry for not confirming with him"* (VS1, 00:14:01). They furthermore agree that working responsively and individually felt naturally as soon as FDM was no longer controlling every aspect of the organisation (VS1, 00:20:19; MM2, 00:33:02; VF, 00:14:47), hence I interpret that they perceive themselves as fairly adaptable to the changes. BS, however, provides another perspective arguing that they were too dependent on his daily presence at Global: *"The first month I spent much time at Global but in some way they got too dependent on me, I could feel. They asked too much about things I would just like them to do without asking first"* (BS1, 00:10:50). Though FDM was not daily manager any longer his fingerprints were still all over the way in which the employees would work independently and responsibly. They still wanted their daily manager, in this case BS, to approve any decision before executing whichever given action, which BS sees as direct consequence to the fact that they never in the time of FDM were given any space to independently work with their area within the organisation: *"He was a ruthless dictator. People have not been able to buy a stamp without asking him for permission"* (BS1, 00:07:11).

The former and present Daily Manager at Global

In times of change leadership is fundamental to *how* a change implementation process is facilitated and, the way in which leadership is performed often has great consequences on the outcome of one such change. Having pointed to this notion investigating the leadership style by which BS is implementing change initiatives at Global comes to be of great relevance coupled with an investigation of employee responses to the very same. To comprehend employee reactions an investigation of former management is requisite as basis for studying their understanding of and commitment to the transformation process. Important to the analysis is thus to understand employee preconditions for engagement and commitment to the on-going changes, hence both former and present leadership style is being analysed below.

Introduction to the former and present leader at Global

Data concerning the leadership styles of the two managers are in the following presented in a table to provide an overview. The categories in following table are based on central topics identified by the empirical data, thus they are not based on predetermined assumptions defining which parameters to compare the two managers by. A selection of quotations has been made, however, those presented, are representing the general attitude toward the topics included in the table.

	Former Daily Manager	Present Daily Manager
Competencies	<p><i>"He was really structured and good at routines" (VS1: 00:03:01; BS1)</i></p> <p><i>"He managed to create good economy at Global which secured our jobs" (VS1: 00:08:55; BS1, MM1)</i></p>	<p><i>"He is an enterprising person" (VS2: 00:15:09)</i></p> <p><i>"It is much easier to find partners now. Bjarke has a great network and is very open toward outside input" (VS2: 00:23:42; FV, MM1, MM2, BS1)</i></p> <p><i>"It was indeed a comfort to know that Bjarke would come in at put his name on Global, because he is very much a name in Copenhagen" (VS2: 00:34:40)</i></p> <p><i>"His loyalty and support is easy for us to feel" (MM1: 00:17:09; FV, VS1, VS2).</i></p> <p><i>"He is by far more socially intelligent and just much nicer to be around. Furthermore, he is extremely professional" (FV: 00:09:59; VS1, VS2, MM1, MM2)</i></p> <p><i>"He is just extremely clear in his communication. Short and precise. I always feel that I can come to him with everything" (FV: 00:12:55; MM1, MM2, VS1, VS2)</i></p> <p><i>"He always recognised our work and says 'hey you did that really well'" (FV: 00:13:43)</i></p> <p><i>"Well I think what I do well is helping people feel good at work" (BS1: 00:09:02)</i></p> <p><i>"Acknowledging those doing the jobs is important. Making them visible and draw attention to their efforts is how I do things" (BS1: 00:23:11)</i></p> <p><i>"He makes us want to engage on a personal level" (VS2: 00:12:02; FV, MM1, MM2)</i></p>
	<p><i>"He was extremely controlling of all processes. I don't think he ever read</i></p>	<p><i>"The trust is there one hundred percentage" (VS2: 00:24:05; VS1, MM1, MM2, FV, BS1)</i></p>

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<p>Level of trust in employees</p>	<p><i>what I wrote but I could do nothing without having him watching me” (MM1: 00:04:10)</i></p> <p><i>“Trust? He had no confidence whatsoever in us. If I had to put out posters he would make the route for me” (MM2: 00:31:40; VS1, FV, BS1)</i></p> <p><i>“He always took decisions about things he didn’t have to. We were never asked for advice, not even the Board were included I think” (FV: 00:09:43; MM1, VS1, BS1)</i></p>	<p><i>“It is a big part of his management style to delegate most work to us. And to trust us. We talk about things and find out together” (MM1: 00:12:57; VS1, FV, BS1)</i></p> <p><i>“My leadership is not visible in the traditional sense. They have free hands to do things and define their own areas and take control. I treat them like adults who can make a decision on their own” (BS1: 00:12:07)</i></p>
<p>Level of support toward individual initiatives</p>	<p><i>“He rarely opened up for individual initiatives. We weren’t allowed to do anything. It was totally damage control. There was no air for nothing” (VS1: 00:05:40; FV, MM1, BS1)</i></p> <p><i>“The only way the employees were to get better at their jobs were if he would tell them how to” (BS1: 00:12:17)</i></p>	<p><i>“Now I work in a different way. We are allowed to work with projects of personal interest. At the moment I’m working on some new concepts. Not because I was asked, but because I wanted to and I’m allowed to now” (VS2: 00:11:59; MM2, FV, BS1)</i></p> <p><i>“It’s not that my work is entirely changed but all of a sudden the initiative is mine and that makes it far more exciting” (MM1: 00:09:40, VS1, FV)</i></p>
<p>Level of communication</p>	<p><i>“Well, we could talk to him like you and I right now. There had to be a recorder and notes had to be taken. It was not a talk, but instead an evaluation with an agenda” (VS1: 00:06:17)</i></p> <p><i>“It was very hard to go to him personally. He was certainly no friend if you can say that. You would never know what mood he was in and how he would respond” (VS1: 00:06:59; VS2, MM1, MM2, FV)</i></p>	<p><i>“I have a mantra: say it how it is, when it is. In that way you don’t collect conflicts because you know when its there, you will talk about it and only be talking about that specific conflict. It’s very important to be conscious about how we communicate” (BS1: 00:19:10)</i></p> <p><i>“We can talk about everything and he gives great inputs to my work. After Bjarke started everything is much more open. We never knew what the former manager was doing and we never dared asking. Now we always know what everyone is doing. Or at least we can talk about it if we want to which, I thing, is good for us and for Global” (MM1: 00:13:12; VS1, FV)</i></p>

Table 5: Former and present daily manager at Global

OBS: first highlighted reference after each quote is the informant making the citation, while the others are supportive references.

The former daily manager at Global

Table 5 established that change in management happened due to employee dissatisfaction with the former management at Global. Table 5 further proves that FDM gets poorly feedback in all four categories. The competencies that are listed, are also what actually come to be his downside, as shown by the empirical data: *“He was extremely structured at everything he did. Actually he never distinguished between people and spreadsheets”* (VS1: 00:13:02). VS elaborates and states that FDM never considered that employee performances at times were affected by contextual circumstances or bothered engaging in any sort of dialogue concerning reasons for momentarily less optimum performances (VS1, 00:13:50): *“... his approach was that at all times the result should be the same. Like writing two times two on a calculator and every time the result would be four. We should be a fixed thing, but hey ‘we are not’. He just knew nothing about humans”* (VS1, 00:15:43).

Both BS and VS stress that FDM managed to turn around Global from a venue struggling with its finances to one of the more economically balanced within the industry in Copenhagen (BS1, 00:13:02; VS1, 00:04:16). Both BS and VS thus argue that FDM was the right person to turn Global from minus to zero, however, as mentioned by all four informants, the leadership of BS is much more suited, with his redemptive potential, to get the organisation from zero to plus (BS1, 00:13:02; VS1, 00:04:16; MM1, 00:32:17; FV, 00:11:55).

Current management at Global

As a means to reach creative redemption VS states that under the management of BS making mistakes are not frowned upon, instead mistakes are viewed as someone independently trying to solve a problem or come up with alternative and creative solutions without necessarily involving BS, he stresses (VS1, 00:31:02). BS supports this notion and states that he trusts the employees to be better at what they do than him, hence being more competent making decisions related to their areas (BS1, 00:19:07). As part of BS' leadership at Jazzhouse he always aims at hiring competent staff members that do what they do much greater than he, simply as a means to be able to focus on own areas and not be bothered making decisions about every corner of the organisation. In this sense Jazzhouse is much more efficient and performance is improved (BS1, 00:32:21).

Delegation of responsibilities

FV supports the importance of delegating responsibilities and decisions related to those of relevance as to improve engagement. At the time of FDM no one could make any creative decision without consulting with him beforehand, which simply killed the creative process (FV, 00:09:04).

Related to the matter of decision delegation the findings show that BS' absence from the office, due to his obligations at Jazzhouse, is being approached as signs of trust towards employees at Global (VS2, 00:06:07, MM1, 00:10:07). The daily manager no longer controls decisions, which has released much space for engaging in creative improvement at Global. Instead, decisions are jointly made as to reach best possible solution or simply to try alternative scenarios. Actually, what is collectively agreed upon is the great potential being stashed at Global and, due to the size of the organisation, no point exist in one person performing top-down management: *"Well first and foremost everything was put into boxes. Every Monday we had a production meeting where we would talk about the week that had gone and the one to come. At these meetings FDM would set in stone what we should do. He would discuss every minor detail so we at all time would be prepared due to his agenda. Now, with BS, everything is improvisation. Off course I know my primary tasks but everything that occurs outside those, which is much, I simply improvise"* (VS2, 00:05:07).

New workflows at Global

One transformation initiative initiated by BS is redefining all internal work procedures ranging from systems of reporting to simple work structures. No structure is made by those working with it at Global, meaning that FDM had defined the ways in which the employees should do their tasks and the whole flow of it. BS emphasises the importance of leaving employees with the responsibility of their individual work field, thus define their own set-up and workflow as to engage with and commit to it (BS1, 00:11:01). FV points out that FDM defined the ways everyone had to perform their responsibilities, though he had no knowledge about the reality outside his little office booth: *"I don't think he was that interested in the concerts. He didn't seem like it and he almost never attended any. Still, he wanted to decide how VS should make the schedule for the volunteers. He really had no clue about what worked better"* (FV, 00:03:12). Shortly after the shift in management VS changed this predefined structure: *"Now I've got all the contact with the volunteers, as I'm the one in charge. I'm trying to make it less top-down with flat structure and much less hierarchy"* (VS1, 00:13:01).

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To most it was difficult to understand the way FDM used his position as daily manager at Global as everyone but him, it seemed, realised the discouraging atmosphere at Global (VS1, 00:06:22). VS further states that the combination of work and a pleasant environment was entirely foreign to FDM. You had to choose between the two, he pronounces (VS1, 00:07:49). At the second round of interviews, VS notes that naturally a combination of the two is impossible (VS2, 00:34:54), thus, I interpret, that the shift from FDM to BS has redeemed much tension and creative potential as the daily manager becomes less controlling.

Implementing Change at Global

This third sub-section of implementing change will introduce findings regarding how empowerment is used as tool for engaging employees in and have them commit to the transformation process.

Employee adaptation to changes

All employees knew of BS prior to his hiring as daily manager at the venue. Through his successful turnaround of Jazzhouse in 2011 knowledge of his management style was widely spread among staff members at Global. BS is a known and respected name in the industry and employees had confidence in him as initiator of better times at Global (VS1, 00:16:12).

As presented in previous section BS was very clear in his communication about what he expected from employees concerning responsibility. To BS leadership is delegating responsibilities to employees and trust in their competencies to do their job professionally and necessarily better than he himself might be able to. However, due to former management at Global and the process by which BS came to be current manager, employees weren't as adaptable to taking on the amount of responsibility that was handed to them as BS had expected them to (BS1, 00:09:08). As established the employees were ready for a change in leadership, however, I interpret that, the lack of communication prior to the actual transition regarding how change would be facilitated coupled with insecurity toward how to act independently proved difficult to adapt to throughout the first period after the shift from FDM to BS: *"I think we were in a bit of a chock. We suddenly had so much freedom that we weren't used to. So I guess we've all been a bit frustrated"* (VS1, 00:14:13). VS further states that FDM was always at the office to

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answer questions (VS1, 00:14:57). Confusion about how to act responsible thus emerged, despite much data emphasising that responsibility indeed was what FDM never handed to the employees and what came to be among the reasons for dissatisfaction with his leadership, they explain. The difficulty with responsibility as presented by the empirical data is, among other reasons, caused by the previous situation where FDM at all times were the one in charge of even the slightest alteration at Global, the data shows. Anything that were to be done differently or simple practical elements that were to be fixed, it was a closed country for everyone but him: *"We couldn't do anything our own way. I weren't even allowed to change the light bulbs without confirming with him. Information about everything was closed in his spreadsheets, so you can imagine how it felt to suddenly have to figure out most ourselves"* (VS1, 00:18:13). According to MM having freedom to define own tasks felt extremely weird when the responsibility was suddenly handed to him. Not necessarily in a negative way, he states, but it took some time to get used to it (MM1, 00:08:59).

Different employee needs

In the second round of interviews MM talks of how much spare time he will get now that the venue program and the magazine he was working on are finished. To the question regarding what to do with all this spare time he replied: *"I think I need to discuss that with BS"* (MM2, 00:25:20). This I translate as implying that he is still depending on his daily manager to approve his work and actually tell him what to do.

In contrast VS doesn't necessarily needs BS to be present at the office, he pronounces in the interview (VS2, 00:14:12). Instead, VS is much more concerned with BS setting directions for the venue in general, as he would like for BS to clearly communicate his vision for Global (ibid). MM responds to the question concerning the importance of him knowing the overall strategy for the organisation by saying: *"Hmmm, well it doesn't affect my work. But off course its important. It's not something I have considered actually. Probably I should"* (MM2, 00:17:09). MM finished his sentence in a laugh implying that his focus is an entirely different place than VS: *"It affects my work a great deal. I don't know in which direction we are heading before BS communicates to us what his strategy is. We need to find a sustainable solution soon"* (VS2, 00:39:20). At the moment BS is waiting for the Board to decide whether the solution with him as daily manager is sustainable in the long run, and, according to VS, this is the reason why BS hasn't communicating his strategy by now (VS2, 00:40:23).

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I interpret the two diverse focus areas represented by VS and MM regarding strategy as showing that BS needs to approach responsibility delegation differently when dealing with the two employees individually, as to gain most commitment toward his change initiatives. Both pronounce several times that they are extremely pleased with the way BS has confidence in their work, however, both experience individual frustrations related to the responsibility handed to them. VS doesn't feel he can work entirely free before knowing the vision and future plan for Global and MM needs BS to be more present at the office to approve and guide his work.

Employee motivation

Both VS and MM states that it took some time to get used to the way BS had completely faith in their work, as the responsibility that came with that trust, not necessarily were easily executed for them. However, consistent in all three employee interviews is that BS' way of leading Global is motivating all three to perform better and work harder as to prove that BS was right trusting their competencies: *"It's rather normal to work 25% more than you are paid for in this industry. I do that gladly now. Maybe even more than those 25%. I also worked more than I was paid to before, but it was like....well it was definitely not as fun. You kind of just had to. Maybe one would work more back then out of fear"* (VS1, 00:24:11). MM agrees and states that: *"Well yes, my motivation is higher now, for sure... well, I always thought Global was a cool venue and I've always been happy to represent and write about it. But off course it's so much better now that the atmosphere has changed and we are allowed to do our work without constantly being controlled. I really want to prove to BS that off course he can have confidence in me"* (MM1, 00:14:11). It is obvious that both VS and MM feel great respect for BS and his work thus, I interpret, due to their enthusiasm to prove him right in giving them more responsibility, they engage in the changes by committing to Global with much more personal commitment.

A clear management

Another aspect proven by the empirical data is, as introduced previously, BS' clear and concise management style. The employees pronounce that they are never uncertain, when he gives them responsibility, about whether he expects for them to finish the project themselves without necessarily discussing it with him. Furthermore, he expects them to be more competent making decisions within their fields, resulting in the employees not having to constantly confirm with BS prior to ending a

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project (VS2, 00:13:07). Though the employees seemed uncertain about how to respond to the amount of responsibility early on in the transition period and, due to the level of uncertain aspects as a consequence to the change of management, they still keep calm. I understand this behaviour as caused by BS' ability to establish a common belief that it is okay to make mistakes as long as you try. They know of his support and loyalty as he directly and indirectly show his encouragement of independent workflows through meetings and his behaviour in general (MM2, 00:08:07). As established previously VS sees his absence as a statement of confidence in them.

A much more open organisation

Finally, MM argues that he believes that everyone has learned much about working independently and to trust own judgement: *"I think this change in leadership has taught us all to act responsibly. We did so before as well, but not in the way we do today. Now we have to take responsibility if anything is to be done around here, before we never had the last word"* (MM2, 00:11:17). MM further states that due to the need of figuring out collectively how to handle different situations, they gain knowledge of each other's work areas, which he sees as a positive reaction to the changes. The employees do not feel as isolated within their own field anymore (MM2, 00:13:02). I understand from the findings that due to the size of Global knowledge of each others work fields is much valued as to both help each other out in matters of confusion and simply to create an inspirational environment where conversations across areas occurs. Though FV is not as affected by the changes he reflects much on what has happened and concludes saying: *"Well, I'm just a trainee so I'm not as affected about it, but I can tell that Michael is happy about the responsibility. He has got a lot more resources to do his job so he seems content. And the same goes for Viktor. He has got new responsibilities as well with the volunteers. Off course everyone kind of had to get used to the confidence in us. It's cool now. And much more fun to go to work. Now we use each other a lot, which is really positive for the organisation. Before we couldn't do anything. Now BS just delegates most to us and it works fine"* (FV, 00:15:07).

Changes at Global

This section will investigate change as experienced by all four informants and change as concept. Change as experienced will be presented in table 6 as to easily compare if and how employees differ in their experience from the one of their daily manager. The overall transformation at the venue is the

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shift in management, which all agree upon. However, series of waves are caused by the shift, whereas those will be the ones presented in the following table.

	Employees	Daily Manager
Change Experience	<p><i>"I would say that the most significant change is that the former manager has been removed. But now we have to make the changes sustainable and this is where Bjarke comes in" (VS1, 00:23:11)</i></p> <p><i>"It's not as much what Bjarke has done at Global as it is his reputation" (VS2, 00:36:49)</i></p> <p><i>"Well Bjarke has given us much responsibility, which we are all exited about but I need him to communicate his vision and where we are going" (VS2, 00:09:05)</i></p> <p><i>"No one outside Global was interested in working with him. Well now finding partnerships is so much easier. Probably because of Bjarke's network but also because he thinks Global benefits from collaborating across venues" (VS1: 0013:24)</i></p> <p><i>"It much different – now we talk freely about everything, which off course is better for us but also better for Global" (MM1, 00:13:17)</i></p> <p><i>"After Bjarke became daily manager we have a much closer collaboration with Jazzhouse. The magazine I'm working on is a great example of the two venues working together. It's really cool" (MM1, 00:17:12)</i></p>	<p><i>"Now it's simply a question of making the organisation as self-propelled as possible" (BS1, 00:10:40)</i></p> <p><i>"We are collaborating more and more with Jazzhouse, also because I'm both here and there simultaneously. We work together with the magazine and also we borrow equipment from each other. I try to have employees at Global and Jazzhouse become more familiar with each other. There is no reason in not seeking out the benefits from working together" (BS1, 00:35:49)</i></p> <p><i>"So I guess one primary task is to figure out how competent people are at Global and teach them that it's okay to take on responsibility and act independently without being punished for making mistakes. Instead they need to know that things only move if they do" (BS1, 00:10:07)</i></p> <p><i>"Furthermore I need to look into their reporting systems that they are working on each of them. No one made the system they are working with, so I need them to find a system and that works for them" (BS1, 00:10:55)</i></p> <p><i>"Empowering employees to be more visible is very important. I believe that is how they commit and I don't want to be the one deciding everything" (BS1, 00:14:08)</i></p> <p><i>"The changes here are pretty fundamental. But actually I don't think the employees see it that way. They just think it's new ways of doing things. In reality we are turning the old organisation upside down. I'm doing the complete opposite compared to the former manager" (BS1, 00:24:54)</i></p> <p><i>"I'm working on making the venue more visible and to do that</i></p>

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	<p><i>"It was like walking into a fridge. The atmosphere was ridiculously tense. It's definitely not like that anymore. Everyone seem lighter and happier" (FV, 00:15:02)</i></p> <p><i>"With FDM we knew what to do at all times because he told us. Now we have to figure out ourselves and also often I have to improvise because Bjarke is rarely here" (VS2, 00:05:14)</i></p>	<p><i>it's essential that the employees commit more to Global and become proud ambassadors for the place so they can say that they are happy to work here. And further it's extremely important for me to place Global within useful partnerships, which the former manager was not very good at" (BS1, 00:27:49)</i></p>
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Table 6: Experience of changes

Table 6 listed the changes as experienced by the employees and the daily manager at Global. It has been established that the shift in management is the primary change. Changes related to that shift are what the employee's are focusing on, whereas BS' focus is more strategic.

Employee and management approach to responsibility

All three informants agree that the removal of the former manager is the main reason for their sudden feeling of responsibility. Both MM and VS pronounce that they see themselves as initiating change, in form of taking on much responsibility prior to BS' introducing his delegation strategy. However, as introduced in the former section BS did not have the same experience: *"In reality I'm supposed to be here much more than I am right now. But I deliberately choose not to as to force them to take more responsibility and act independently. They ask me too many questions about things they should just do"* (BS1, 00:10:07). Table 6 shows that BS is aiming at making the organisation self-propelled and not as dependent of him as daily manager.

Shift in employee attitude from the 1st to the 2nd round of interviews

Within the first round of interviews the three employees talk about the shift in management as very positive since all have gotten much more freedom to perform. Naturally, due to being much more empowered, they all felt insecure, however, a general positive attitude existed within this first round. Nevertheless, their frustrations with BS' absence at the office have developed proportional with time. Within one month this choice of absence might have caused other problems to arise as the employees'

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approach to his lack of presence have changed from the first to the second round of interviews. Though they have a general positive attitude toward being trusted in professionally, insecurity about BS' whereabouts causes entirely different conflicts to surface. VS notes that information about directions for the venue is basically what they need to do their job. However, none of the employees wish to bother BS, as they believe, waiting for the Board to decide his future at Global, worries him enough.

Global in collaborations

As emphasised by the empirical data compliance between employee reactions and manager attitude toward external collaboration exists. Collaborating with Jazzhouse does indeed make sense to all three employees, as VS and FV benefit from the possibility of borrowing equipment from Jazzhouse, whereas MM highlights the Magazine and usage of Jazzhouse' contacts as beneficial to both the venue and his own engagement toward the venue as his work simply is much more interesting (MM2, 00:14:11). BS, as the one facilitating the partnership, does definitely experience the partnership as an important strength as well. However, in time the aim is to combine some of the job positions at Global and Jazzhouse (BS1, 00:31:04).

Employees as proud representatives

BS announces that he furthermore is working toward making the venue much more visible, which is done by collaborating with external organisations, but importantly is it additionally to have the employees embrace the venue as proud representatives. Working toward obtaining great representatives is aimed at by delegating responsibility to the employees and stressing an organisational environment that create a positive and creative work atmosphere.

Employee and manager experiences with change

Communication runs much more freely and BS is of the belief that they have an open dialogue, though VS pronounces that he needs BS to communicate his vision much more clearly and within a reasonable timeframe. Though VS feels his own work stalls, as he is unaware of the direction for the venue, he doesn't want to burden BS, which clearly, as I see it, is a restraint in communication.

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Finally, the employees do not, according to BS, experience the changes as fundamental. He believes them to simply experience the transformation as new ways of doing things. Related to this notion, the empirical findings highlight that, according to the employees, fundamental changes are not due to the leadership of BS, but instead to the removal of FDM. VS pronounces that BS has not been daily manager long enough for them to really experience his potential (VS1, 00:26:09). Conversely, what BS highlights as significant is his lack of presence as strategic choice, to have them take on Global as their own. VS experiences his lack of presence as signs of trust, but he also pronounces in the second round of interviews, that he believes BS to be in a waiting position restraining him from setting directions for the venue, thus VS is not aware of the underlying intended strategy of BS' absence, it shows. I therefore see it as communication once again has a gap. However, to the employees the changes are related to *new ways of doing things* for the simple reason that it actually is. However, much data prove that all three employees experience the shift in leadership, and probably more the removal of FDM coupled with confidence in their competencies from the new manager, as key to their newly found engagement and commitment to their work at Global.

At this point the different perspectives of change have been presented in table 6 followed by an elaboration of the coherence between employee and management experiences. It has been established that similarities exist, however, that diverse attitudes, primarily due to gap in communication, further have been proven by the findings. Next, a brief investigation of how changes at Global have emerged will be presented.

The emergence of changes at Global

By now a clear picture of the two leadership approaches has been provided and findings thus imply that the two positions additionally contain very diverse ways of approaching change. As the study takes its basis on changes as they occur after FDM has been removed and changes are investigated based on the transition from FDM to BS, findings do not provide insight to how FDM would come about facilitating changes. However, findings do provide insight to the way by which the new daily manager enables changes to emerge and develop.

As been founded no accurate phases prior to the transition in December 2014 have accumulated an organisational readiness for change, besides the ever-growing dissatisfaction with former

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management at Global. The decision to have BS replace FDM as manager came due to employees setting an ultimatum, thus neither the Board nor the daily manager at the time had communicated to the employees what would happen. Initiatives were therefore entirely employee based. FDM had at one point pronounced that the Board no longer had trust in him (MM1, 00:07:09), however, he never gave further information about the situation to follow up on the insecurity placed among the employees about whether he would stay at Global or be replaced due to the Board's distrust in him. The progress leading to his replacement had therefore no phases to prepare the organisation for the situation to come, hence change initiative to replace FDM with BS came in the form of an ultimatum.

Finding a future way for Global

In the time to come after BS had started as daily manager much confusion arose as to the way things were done with partners, suppliers etc. within the organisation. Neither BS, due to his recent hiring, nor the employees, due to FDM's none inclusive leadership style leaving the employees with no knowledge of structures outside their own area, knew about the different agreements and simple work structures internally at the organisation, thus much time were spent collectively finding a way. Prior to BS' management FDM had a very strict way of controlling every adjustment or alterations internally. Conversely, BS with his much more inclusive way of approaching leadership does, with his lack of absence and control and further due to his belief that leadership is about trust and delegation, hence trusting employees, take on a much more aligned approach to changes as they occur collectively through conversations, dialogue and both joint and individual action. Finally, he forces employees to take responsibility with his absence as a means to eventually make Global self-propelled.

The two rounds of interviews

However, the second round of interviews has proven a stall in action, as employees at this point cannot understand the situation, as they are uncertain of both the quality of their performance and directions for the organisation, which I see causes entirely different conflicts to occur as employees spent much time internally discussing the meaning of BS' absence.

It can then be argued that changes are a result of both employees taking independent responsibility, thus implementing and developing new ways of doing things as to take ownership of workflows. This scenario was to a much greater deal pronounced within the first round of interviews, whereas the

second presented findings illustrating a potential conflict if management were not to either communicate a future vision for Global or have employees understand the motivation behind his current strategy of not being as much available to the employees, which he argues for as his way of having them take on the organisation as to be great representatives.

7. Discussion

This section will integrate the elements from the findings and discuss the implications they have on the transformation process at Global. The discussion is structured around the three sub-questions followed by a concluding proposition to each sub-section. The alignment of propositions is what comes to form an answer to the overall research question of how transformational leadership use empowerment as change mechanism.

The Role of Organisational Readiness for Change

Organisational readiness for change has been established as necessary for enabling sustainable change implementation. Change cannot be implemented unless enough people are on board, thus, according to Kotter, establishing a sense of urgency is first step when initiating change. When looking into Kotter's eight-step model of change the assumption of linearity within change implementation must be considered, as Kotter stands for leaders as primary promoters for change. The findings, however, showed that a change in management were actually due to employee dissatisfaction. Urgency had been established in the sense of employees not believing in the status quo at Global. Discussions regarding widespread frustrations with the former manager had consequently established informal structures leading to a joint action against the management at the time. The point of stable equilibrium had been disrupted and due to an extremely harsh organisational environment the level of complacency was extremely low, which is what Kotter argues for as most optimum scenario in times of change. According to Kotter allowing too much complacency is by far the biggest mistake when trying to change organisations (Kotter, 1996). Without a sense of urgency employees won't give that extra effort that is often essential (ibid). However, as the transformation process at Global emerged within the informal structure among the employees, complacency were already low and urgency high, which Kotter would argue for as best possible scenario in times of change. Nevertheless, the way in which the

high sense of urgency and organisational readiness for change emerged at Global must be discussed. This discussion is provided in the following part.

Informal organisational system as change initiator

The findings prove that the former manager were unable to recognise the informal system as requisite for employee behaviour. It has been stated that he at no time would interact on a personal level, neither was he open for dialogue concerning the employees frustration regarding the negative work environment. Both VS and MM actually stress that he didn't realise the dissatisfaction within the organisation. The former manager himself were therefore not pushing for change, however, his lack of understanding of both the formal legitimate organisation with its processes and hierarchies and the informal shadow system with its personal network and conversations as forming the organisation as a whole, were indeed pushing the employees toward the establishment of a high sense of urgency, thus a culture ready for change.

Kotter argues that a change friendly organisation, based on high levels of urgency, is an extremely competitive advantage (Kotter, 1996). However, since change initiatives at Global emerged bottom-up, due to a weak legitimate system where information were not forthcoming from either the daily manager nor the Board, the bottom-up emergence of change thus implies the erosion of traditional linearity within transformation processes. The informal system at Global thus acts as a means of providing structure to uncertainty, even though the messages created countered the legitimate intent. The former leadership at Global did not manage to tap into the shadow system, and change therefore emerged based on negative attitude toward the organisation and not due to a leadership strategically working toward establishing a shared sense of urgency as to drive employees toward top-down initiated transformation. Instead, the informal system became self-organising pressing for change as a respond to a joint dissatisfaction with the status quo.

A reverse situation with a higher level of complacency based on confidence in management might therefore be preferable at Global at this point with the new management. However, as the aim of the research is not to investigate the success of the transformation at Global, but instead how transformational leaders can engage employees within the transformation process as to make the transformation sustainable, the notion of whether readiness for change as established within the informal system is a competitive advantage, is not elaborated. However, the notion of whether a high

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sense of urgency is a competitive advantage when it emerges bottom-up must be mentioned and considered.

Nevertheless, in the case of Global, the change in management were proven by the findings to actually occur with great timing, as the former manager at no point were able to lift the organisation from zero to plus. In this particular case, a press for change initiated by dissatisfaction among employees therefore proved positive for the organisation.

This part discussed the way by which a high sense of urgency had emerged and how an organisational change friendly culture where complacency is low had developed prior to the shift of management. This discussion is necessary as to understand the mental state prior to the shift in management leading to employee acceptance of the change. However, next, as a management shift by now has happened and implementation of changes is an on-going process, commitment to the long-term implementation of changes related to the shift must be discussed as to comprehend the engagement, thus sustainability of the transformation.

Sense of urgency

Prior section discussed the notion of a reverse establishment of an organisational sense of urgency as emerged through self-organising bottom-up structures in the informal system. This section comes to argue for a traditional establishment of organisational readiness for change based on a joint sense of urgency as originating from Kotter's first step in his eight-step model of change. Three important stages within the change implementation process are shortly presented next, whereas the third comes to be key to the argument discussed in the following.

I find that the transformation process being implemented at Global has three key stages: the first being the employee's forcing through a change of management, secondly, BS' entering as daily manager at the venue and finally, BS' management of the phases appearing after the 'honeymoon' phase has cooled. Findings, provided by the first interview round, showed a widely spread satisfaction with being empowered, due to the responsibility given by the new daily manager. What proved interesting from the one interview round to the other was the notion concerning organisational readiness for change and commitment to it. Within one month interval a shift in attitude toward the change at Global had surfaced, implying a potential conflict.

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BS states that he aims at making the organisation self-propelled and, one strategy to reach the stated objective is, not being as available around the office. He has communicated a clear message about his management style expecting the employees to easily respond and adapt to it. Furthermore, he has provided a compelling future scenario for the organisation concerning delegation of responsibility based on trust and finally, BS has worked toward facilitating a supportive culture and alignment with the organisational values, which should serve to motivate and inspire the employees to work independently. Beyond that, BS works strategically with empowering employees and draw attention to them, while he himself steps back primarily showing visible leadership in financial matters.

However, while the above efforts all contribute towards aligning the employees emotionally with BS' transformation agenda, he needs to consider that developing emotional alignment in accordance to a schedule is not sustainable, as he risks losing momentum causing employees to stall and eventually resist change. BS does not necessarily consider himself to have a rigid schedule, however, I interpret from the findings that he has left the employees to work independently too fast, as second round of interviews prove signs of dissatisfaction from both VS and MM concerning the directions of the organisation. Though, BS states that naturally changes do not happen over night, the second round of interviews proved a shift within employee attitudes, due to his lack of presence at the office.

The first round of interviews proved that employees were highly motivated by three factors: being empowered, confidence in their work and most importantly, the firing of the former manager. They pronounce themselves that taking on responsibility, as a reaction to both the firing of the former manager and BS' strategy of empowerment was highly motivating and fostering of engagement and commitment toward the change. Nevertheless, the second round proves, being empowered has not yet become 'the way things are done around the office', as both VS and MM pronounce a need for BS to both set a direction for the organisation through the establishment of a future vision and further provide inspirational input. However, until new behaviours are rooted in social norms and shared values, they are always subject to degradation as soon as the pressures associated with change effort are removed (Gill, 2003).

A high sense of urgency must constantly be recreated

The findings showed that the biggest transformation from an employee perspective was the firing of the former manager. VS announces that BS has not been around the office enough for him to explicitly realise, which direction BS is setting besides his strategy of empowerment. Therefore, at this point, BS needs to work towards establishing a high sense of urgency as to have the employees understand the importance of independent workflows. A high sense of urgency is not a constant state once established. It must be recreated each day as to facilitate a change friendly culture (Kotter, 1996), thus BS needs to behave with urgency every day to walk the talk and lead by example.

A true sense of urgency is rare, mainly for the reason that it is not a natural state of affair (ibid), thus the notion of recreating the sense of urgency is important. BS is already working towards bringing the outside world in by collaborating externally. The findings proved that the former manager represented an "I know best" culture, which reduces urgency (ibid). Instead, BS needs to help the employees realise external opportunities as to increase a sense of urgency.

A high sense of urgency as leadership task

Kotter argues that in no times is the need for great leaders more pressing than in times of change (Kotter, 2001). BS therefore needs to teach the employees to work in alignment with organisational values, which, Kotter argues for, is reached by leaders 'walking their talk' (Kotter, 1996). BS needs to help the employees feel accountable and committed to the change, which in turn provokes a sense of urgency in their work. The ability to move people to being actively engaged with a sense of urgency plays an important role in separating the highly effective leaders from the average ones (Kotter, 2001), stressing the notion of BS leading by example and not simply expecting the employees to know how to act independent.

Vision is key

The second round of interviews prove that acting independently becomes highly difficult for VS, as he doesn't know in which way to work independent, as no guidance in the form of a compelling vision, has been provided. Kotter argues that for organisational change to be sustainable and to consist in the long run, an approach must be based on vision, as one such, when thoroughly aligned with the

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organisation works toward clarifying the direction of change and ensures that everything is done in line with it in a motivating manner (Gill, 2003). According to Kotter, new initiatives fail far too often when employees, though they embrace the change, feel disempowered by obstacles in their path (Kotter, 1996). In this case, lack of direction setting and a strong vision potentially come to create great barriers to change.

BS thus needs to work on the edge of chaos as to balance between just enough structures to keep the employees working within the direction, he has set based on vision. However, enough chaos and loose structure is further necessary as to have the employees take on the venue as proud representatives. In spite of BS' objective concerning Global as self-propelled, he needs, as daily manager, to lead, support and walk the talk in order to engage employees in a long-term sustainable way and not simply reduce his presence at the office to a minimum as to force through an act of responsibility taken on by them employees.

Proposition 1

A sense of urgency emerges both bottom-up and top-down, thus leaders must work consistently and actively with engaging employees with a sense of urgency coupled with leading on the edge as to balance the legitimate system with the informal as requisite for facilitating sustainable readiness, which consequently create greater commitment to change.

Leadership and Transformations

The following will come to discuss the implications of BS' leadership approach to the change implementation process at Global.

Throughout the thesis the importance of competent leadership in times of change has been emphasised. Kotter argues for a leader as anchorperson within organisational change (Kotter, 1997) and stresses that crucial to leadership is matching one's leadership approach to the employees (Kotter, 1996).

VS announces that BS has not been daily manager enough time for him to realise whether the strategic approach taken by BS is contextually suitable to take Global from its current level to the next. However, prior knowledge of BS' leadership at Jazzhouse coupled with his personality, as proven by

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the findings, is what came to be elements influencing the employee's immediate acceptance of his leadership style. As elaborated by Collingwood 'being yourself, with skills' proves that leadership is personal. The skills of a leader must be congruent with the underlying personality. The following section is therefore a discussion of BS' leadership style within the context of Global.

Intervention tools

Bass uses the example of Nelson Mandela to stress his argument concerning optimum leadership as a mix of several style contributions (Eisenbach et al., 1999). Nevertheless, most essentially is it that a leader matches his or her style to the context in which leadership is being practised (Kotter, 1996).

BS announces that his approach to leading Global is basically equal to his turnaround of Jazzhouse. Though the two venues are much similar both in size and creative offering an important difference exists: BS fired all staff members at Jazzhouse, whereas at Global he must work with existing members hired by the prior daily manager.

The findings show that BS aims at employing people more competent than he himself within their area of work, thus he can empower them to work independently. MM, however, states that the former daily manager pronounced much speculation regarding his competencies prior to his hiring at Global as PR and marketing coordinator, which indicates that somehow he is not the best candidate, nevertheless, FDM chose to employ him. BS therefore needs to comprehend that the employees might not be as capable of working independently as the employees working at Jazzhouse, as those were people specifically hired by BS based on their independent workflow and initiatives.

Differences in employee group

Moreover, within the employee group further differences exist - primarily between MM and VS: MM needs much coaching on a regular basis, whereas VS pronounces a greater need for future settings for the venue and a compelling vision to guide directions and work effort. Interventions like coaching or provision of feedback should thus be considered by BS as to enhance employees' individual self-awareness, as a way to improve capability to lead change productively.

As earlier analysed the second round of interviews proved signs of drop in motivation due to a lack of guidance from BS as daily manager. The ability to motivate, communicate and build great teams are all

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predictors of sustainable implementation of organisational change, however, Global is, at its current state, not prepared to work independently without BS as visible daily manager, as work initiative stalls and motivation drops, if BS is too rare around the office. However, logistics, due to his management of both Jazzhouse and Global, prevent him from spending much time at Global. Neither, due to his future plan of a self-propelled organisation, does he want to spend much time at Global and finally, he pronounces that he practices invisible leadership as he believes everyone should work independently based on individual initiatives within small organisations. Finally, due to his position and future plans regarding an elaborate collaboration between Global and Jazzhouse, much information cannot be shared with employees at Global, which causes inconsistency between perspectives. The following part will therefore look into BS' leadership style as practiced at Global.

Transformational leadership

When looking into Bass' conceptualization of transformational leadership BS can be said, interpreted from the findings, to contain qualities resembling of transformational leadership. Idealized influence is argued to be one way of performing this specific leadership approach. All three employees articulate trust and emotionally identification with BS, which is in alignment with practicing idealised influence, according to Bass (Eisenbach et al., 1999). Furthermore, stimulating the employees intellectually through encouraging them to question own workflows is additionally a competence specified by Bass. As presented in previous analysis FDM had defined all workflows, which BS is working toward individualising to match those performing the task. Furthermore, BS supports initiative and personal drive as a means to develop a dynamic organisation with much externally orientation. Individualised consideration is the third quality emphasised in Bass' conceptualisation (ibid), which BS implements through delegation of assignments to employees to provide them with learning opportunities.

From this conceptualisation of transformational leadership BS could be defined as one, as he loosens control and focuses on forming identities through empowerment as change mechanism tool. However, Stacey (2003) adds to the notion of transformational leadership and argues for the formation of relationship building through interaction as what comes to facilitate sustainable change. Through before mentioned intervention tools the opportunity to create alignment between BS, as daily manager, the employees and the organisation would be a way to accomplish sustainable change. An important task for a transformational leader is thus to align the interest of the organization and its members through Bass' conceptualisation.

Change specific leadership

As thoroughly elaborated in chapter 3 articulating a compelling future vision for the entire organisation, or for a more distant future, is absolute key within transformational leadership. This specific task is what VS in the second round articulates as greatest frustration. FV notes that shortly after BS came to Global he held a meeting notifying the employees of his management style and expectations for the nearest future. However, a more thoroughly and compelling vision has at no point been articulated. Instead BS has communicated a plan for the changes at hand and what will happen now that he is daily manager, which resembles the behaviour of change specific leaders. It is arguable that BS at this given time is empowering employees at Global as to improve their understanding and ownership of the particular change initiatives, thus improving their motivation. MM has been made great part of the collaboration between Global and Jazzhouse due to the jointly created magazine, which has come to make important sense to him, thus he supports further collaboration with Jazzhouse.

Nevertheless, transformational leadership theory talks of empowering employees through much time spent coaching them either by daily inspirational input or by 'walking the talk' as general motivational mechanisms (Herold et al., 2008). However, although significant conceptual overlap between change specific and transformational leaders exist, they do represent conceptually different referents (ibid): Change leadership refers to the here-and-now, focusing on the specific change at hand and how the leader is handling it from a strategic point of view, whereas, transformational leadership refers to a longer-term relationship established between the leader and followers, built up over much interaction (ibid).

Different leadership for different times

The transformation at Global can naturally be said to contain more phases. Before BS is able to work towards internal organisational alignment the foundation of Global has to be in place.

In the second interview BS states that he has spent much time setting a new Board, as internal conflicts in the Board were dominant, thus making long-term decision making difficult for BS. Furthermore, BS is working toward Global as owner of the venue, instead of renting it. Positive consequences of owning the place would be the possibility of improving the venue combined with the possibility to host events other days than just Friday and Saturday. All these logistic matters are taking

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up much of BS' time and furthermore preventing him from setting internal organisational directions, as the foundation for making those decisions is not solid.

This has created inconsistency between employee and manager perspectives of BS' leadership style, as both VS and MM, in spite of their knowledge concerning Board decisions etc., articulate a pressing need for top-down direction setting, although BS continuously is encouraging independent initiatives. Conversely, BS' focus is not internally oriented, for reasons just listed, thus he is pressing for the employees to simply take over Global without a need for constant visible leadership.

BS' leadership approach

Held up against theory it is thus arguable that BS contains aspects from transformational leadership theory as he has managed to create emotional attachment from the employees and further engage them in the transformation process through idealized influence, intellectual stimulation and individualised consideration. However, due to the process of foundation building at Global, BS' focus is currently not directed toward the employees for the reason just provided coupled with insecurity regarding the future employee situation concerning whom to keep. His present management style thus has some resemblance with change specific leadership, as his approach at this given time is primarily strategic, which causes the employees, though they are empowered, to feel disempowered due to lack of guidance and visible leadership.

An appropriate leadership style at Global

The employees need transformational leadership with much coaching and where a future plan is communicated. Through connecting the employee's sense of identity and self to the transformation and the collective identity of the organisation by acting as role model (walk the talk), empowering employees coupled with an understanding of the strengths and weaknesses of the employees at Global, it is arguable that BS would have a better chance at aligning the employees with the tasks that optimize their performance. However, for now, transformational leadership, enacted in its genuine form, is not the aim for BS. Instead, through change specific leadership, he can build the foundation leading him subsequently to a transformational approach. BS is therefore not matching his leadership style to the context, hence the employees at Global, as he currently does not know whom to continue with. Instead, he enacts several leadership approaches in this early stage of the transformation process

as to take Global from zero to plus and provide the best foundation for further internal organisational transformation.

Under-led organisation

According to Kotter, developing a strategy is necessary, however, an insufficient condition. Instead, he states that most importantly to a transformation process, is implementation, not as much formulation of a strategy (Kotter, 1997).

BS has made it clear that Global should eventually be self-propelled. This objective is reached through an entirely flat organisational structure, where no one should approach him as leader. Instead, he aims at an internal structure where every employee should be responsible for developing own fields through independent initiatives. Kotter further argues that empowerment is an optimum tool for reaching the full magnitude of a change process (ibid). Due to his distinction between management and leadership, he claims that one often occurring transition failure is under-led and over-managed organisations. Under-led organisations risk developing organisational cultures that doesn't support the transformation.

Due to Kotter's literary work leaders are the authorities setting the direction in an inspiring way in order to gain enough followers, thus he argues that under-led organisations, where change efforts are distributed to the manager, which is the case at Global, will often fail to succeed. Held up against Kotter's notion concerning under-led organisations, BS might risk losing support from the employees, based on the argument that the organisation is currently under-led. For the employees to further commit at this given time in the transition process, BS needs to ensure some clarity about his strategy to bring the organisation's vision into reality, so the employees know what is to be done and how they contribute to the whole. Crucially, the employees should be involved in the development of the future strategy and be empowered with the necessary skills and resources to carry out the strategy, not simply being told that the initiative is theirs and that they have freedom to perform.

A leadership paradox

BS has made it very clear that he will not lead by dictation. Instead, he is of the opinion that changes within the organisation should develop based on employee initiatives and organisational dynamics.

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In accordance with the emergent thoughts of change efforts BS is focusing on identifying the enabling forces and enhancing them by opening up to collaborations and external inputs, instead of diminishing the restrictive environmental forces, which is characterised within planned change efforts (Liebhart and Lorenzo, 2010). BS is indeed opposing the notion of him as supra-individual setting directions for Global, as he is of the conviction that a future setting is a joint project. However, in accordance with the increase in frustration due to BS' lack of visible leadership as proven by the second round of interviews, coupled with his none official plan of merging positions at the two venues, he cannot renounce the power he has to influence the future at Global. It is therefore arguable that changes are not an entirely joint process, as the decision of potentially firing employees due to a merging strategy, is entirely in his hands. It is thus a paradox that he speaks for an entirely flat structure where hierarchy has been completely eluded.

According to both Kotter and Stacey change implementation processes are not solo top-down projects. However, as discussed in chapter 3 they both to some degree support the notion of leaders as facilitators of change: Kotter more explicitly through his model of change and Stacey with his view on bounded instability, where organisations hovers between equilibrium and chaos (Stacey and Griffin, 2005). This notion has much resemblance with the concept of competing on the edge, where a balance must be situated between structure and chaos.

BS has communicated a framework arguing for independent work based on individual initiatives coupled with complete invisible leadership, thus, providing both structure and chaos. However, whether a balance of the two exists at this given time in the transformation process, is discussable. Held up against theory, BS needs to balance equilibrium and chaos, as a way to enhance the strengths of both the legitimate and the informal shadow system at Global, as the second interviews proved signs of a weaker formal system, compared to the first round. Taken from the concept of competing on the edge in times of change implementation, it is important, in this specific case, to consider *how little to structure* if employees are to make sense of the transition.

Proposition 2

A match between the specific leadership style and the organisation in transition coupled with a balance between structure and chaos is essential for engaging employees to the change implementation process.

The Role of Empowerment in a Transformation Process

Empowerment as change mechanism is used by BS as to stimulate the employee's creativity and engagement in the change process, their risk and initiative taking and finally as a building stone toward trust. However, as discussed, the employees do not feel empowered as intended by BS, since they experience obstacles due to BS' lack of presence and guidance in the process.

The discussion of how empowerment can be used by transformational leaders as change mechanism will come to involve arguments concerning situations, where BS has succeeded to use empowerment as tool, and situations, where it can be argued that he is less successful. Five parameters as implied by theory as important ways to empower employees, will establish the foundation for the following discussion about identified successful and less successful use of empowerment as change tool at Global.

Important is it to stress that two understandings of the use of empowerment will form basis for the discussion: One is the employees', who within the first round of interviews articulate that being empowered had a great motivational impact on their work experience. Whereas second round proved a negative development of the experience of being empowered. BS on the other hand expresses frustration concerning the constant need from employees to ask for permission for every tiny detail. He is of the belief that he has empowered the employees to carry out tasks that has enough flexibility for creative input. However, data proves that in reality it is far more difficult to break out of the leader-follower mind-set and BS, as both transformational and change specific leader, is not, at this given time, able to prevent the employees from being excessively reliant on him as their daily manager. Instead, theories argue that he must cultivate the employees in order for them to feel empowered and self-guided. Power is therefore not something that a leader can give; it comes with a great responsibility of cultivating employees to translate power into action.

Following are five parts discussing roadblocks for change at Global and ways in which BS has succeeded using empowerment as change mechanism tool.

Encouragement of continuous feedback

It has been established that intervention tools are important instruments for transformational leaders to engage employees in a change implementation process. However, due to the implication of leadership priorities the informal system is thus developing a detachment to the change process, as BS, at this stage of the process, is not focused on the employees as primary areas for attention.

The empirical data confirms a need for continuous feedback, which, in the lack thereof, consequently develops further obstacles to change. The opportunity to communicate workflow issues as they occur, in order for proper action to be taken is not continuous. BS, however, articulates a mantra: *“say it how it is, when it is. In that way you don't collect conflicts because you know when its there, you will talk about it and only be talking about that specific conflict”* (BS1: 00:19:10). This opportunity has been proven by the data not to exist on a regular basis, which has the implication that the employees either neglect the arisen conflicts or come to confuse and mix it with other conflicts.

Empowerment as change tool is therefore, due to and in the light of the inconsistency of feedback, not entirely successful at Global, as the informal system develops resistance to the change. Furthermore, improvement of employee performance stalls as no one provides constructive criticism on a regular basis as to guide and motivate for further engagement. BS has articulated an ambition of entirely invisible leadership, however, the empirical findings indicate that one such is either an illusion, if the organisation is to develop or, simply not suitable within the early stages of a change process. Until working independently has become ‘the way things are done around the office’ visible leadership must be pointed towards. In the case of Global, feedback, as either task specific or as strategic orientation, must be provided continuously in order for empowerment as change mechanism tool to develop positively.

Transparency of management

Once again the two rounds of interviews proved a significant difference in employee attitude. Firstly, transparency of work areas was pronounced as one reason for a better organisational environment and motivational inspiration. Secondly, lack of knowledge of BS' whereabouts was articulated as causing nuisance. Despite BS's busy schedule, the employees insinuate a need to understand his priorities and strategic decisions. A lack of understanding thereof shows signs of a weaker formal system, as the employees imply a decline in acknowledgement of BS' leadership if a certain

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transparency isn't in place. In the case of Global the employees are not used to be thinking at the executive level, since the former manager kept all decision processes entirely closed to everyone but himself. This fact proves that the employees cannot rise to BS' level in order to understand the importance and necessity of priorities. However, BS' risks that the employees get wrapped up in small everyday decisions, consequently causing an inability for them to comprehend the big picture, if he doesn't include them in his strategic whereabouts. If employees are to understand BS' choice of invisible leadership, BS must host regular meetings with the employees to share with them the large happenings within the organisation. He needs to help them understand the main goals that is driving the change, as the more pieces of the puzzle that BS is communicating to the employees, the easier it will be for them to enter 'the executive mind-set'.

Entirely invisible leadership seems unrealistic, as the employee's need answers to their questions, if they are to consistently act empowered. For empowerment to flourish some framing of freedom must be put in the form of vision setting as guidance for action.

New challenges and opportunities

One way, by which BS seems to have found an approach to engage the employees and have them commit to his strategic choice of empowerment as change tool, is through presenting new challenges and opportunities to the employees. BS is challenging the employees in order for them to demonstrate and achieve their full potential. MM has been made great part of the magazine collaboration with Jazzhouse and responsible for coordinating the work leading to the new external visual expression for the organisation and, VS is being challenged through being entirely responsible for the volunteers. Through these initiatives BS is working with their unique interests and abilities in order to realise hidden potential and diverse interests of each employee as to develop individual skills to work independently. Through an open dialogue BS seems to have managed to discuss with each employee what types of experiences would help them grow professionally. However, his invisible leadership seems to have pushed the employees beyond their zones of comfort, and the experience with the lack of leadership presence proved to be closer to negative within the second round of interviews.

The challenge of being completely empowered in all everyday decisions seems to be one too big for them to embrace, which causes insecurity leading to initiative resistance and inability to act empowered.

Flexibility with boundaries

With previous management at Global the employees were used to a daily manager directing the team with no flexibility to act independently. With the shift in management times were changing to let the employees take the steering wheel to run the organisation based in their independent initiative. BS has given the employees much flexibility to examine own workflows and to identify key areas that would benefit from greater flexibility and creative input. However, as pronounced by both MM and VS, some boundaries need to be established as to guide their actions. BS needs to explain the level of flexibility they will each have within their area either through a clearly communicated vision or by providing an understanding of his strategic choices and priorities. At this point BS has left the situation open-ended with no parameters to work with, which have created employees overwhelmed with options leaving them paralyzed at times.

Control of workflows is not the answer

Giving up control and empowering the employees were proven by the empirical findings to be an entirely foreign thought within the former management at Global. As part of the leadership of FDM it seemed he felt compelled to watch the employees every move. However, the data proved that by monitoring the employee's every move FDM was actually impeding their ability to grow professionally leaving the venue in a situation with no further organisational development. Conversely, the approach and attitude of BS is to provide much creative space and freedom to the employees. He trusts them and in return he hopes to be impressed by what they are actually able to achieve. BS is aiming at breaking with the traditional leader-follower mind-set to create stronger employee bonds founded on trust, self-confidence and achievement. By creating room for independent work and decision-making through empowerment, BS is hoping to discover that the employees at Global are actually able to achieve far more than they originally thought possible. However, as BS' leadership is founded on invisibility and empowerment of employees, he doesn't believe in traditional direction setting, though a need thereof has been pronounced.

The discussion of empowerment is thus left with the argument that competing on the edge where creative freedom is complete within a clearly defined organisational frame is what facilitates employees that are competent to act empowered.

Proposition 3

Empowered employees is a vital change implementation tool that is optimally reached through visible leadership providing creative framed freedom as to improve and develop employee possibility to act empowered competently.

8. Perspectives

Relevance

Simply put, case studies are inquiry concerning a particular phenomenon. When generalizing, however, one refers to the ability of extending the validity of case study conclusions to other similar cases. This part will discuss the concern of whether this research applies to other cases, hence, if some external validity exists.

At no point this research strives for generalizability in its traditional sense. Nevertheless, the study does have some redeeming features, which makes the research valuable within similar matters. The close link between theory and empirical data provides much foundation for further elaboration of the field, however, small organisations experiencing transformations, which affect internal structures, might benefit from the findings concerning motivational and engaging considerations as one essential task for leaders managing change. Naturally, large organisations with entirely different organisational designs would find less direct use of the research, as the possibility to have a loose balance between structure and chaos coupled with management working toward realising each employee's unique competencies might prove more difficult within large corporations. The benefit of being a small organisation is the possibility to build strong emotional ties from direct and frequent interaction. This advantage proves possible and much valued within this research, however, due to the less frequency of the interaction between management and employees, the result was in this case not effective, though, for external validity, the possibility to build emotional ties as to have employees engage to an organisational transformation is not specific to this case. This case is thus not without the possibility of generalization in the sense that small organisations in general have great advantage in trust creation. The research found that leaders must take full advantage of the ability to get face to face with

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employees; they must create opportunities to let employees talk to leaders informally and finally, leaders must perform visible and accessible leadership as to cultivate trust and motivation. The paper thus proves that key when driving change forward revolves around a leader's ability to engage and energize employees. Much inspiration can therefore be taken from this research as to have employees commit to a change process in any given change situation in smaller organisation with similar organisational structures.

The goal of the study was therefore to focus on a selected contemporary phenomenon of organisational change where in-depth descriptions would be an essential component of the process. Partial generalizations may be possible to similar situations, though not the primary concern of this qualitative research. Instead, a thorough understanding of the phenomenon of change and the results can potentially contribute valuable knowledge to the field of managing change.

Further studies

Organisational learning is a method of successfully dealing with continuous change. Investigating the four branches of emotional intelligence; emotional awareness, emotional facilitation, emotional knowledge and emotional regulation to identify the links between organisational learning and emotional intelligence, which contribute to successful organisational change, would be another step to study sustainable change. Such study would identify the impact of emotional intelligence on the behaviour of employees and managers during organisational change.

9. Conclusion

This research suggests that empowerment, as change mechanism, is a great way to have employees engage and commit to a change implementation process. However, the study found that empowerment is not something a leader can 'give'. Instead, empowerment must be taught in order to provide a sustainable implementation of change. Transformational leadership enacted in its genuine form contains competencies appropriate for obtaining a sustainable facilitation of consistent engagement towards new internal structures. Most important, is it that leadership aims at matching the context; otherwise the risk of an increase in resistance to change occurs.

The leader at Global deliberately chose not to align his leadership style to match the specific context. For strategic reasons his leadership style was more situation-determined resembling the characteristics of change-specific leaders. However, until new structures become 'the way things are done', this choice of leadership approach consequently accelerated a detachment in employee commitment to the change process. The research thus shows that a great need for consistent emotionally intelligent and visible leaders within the early phases of a transition are vital for sustainable change. The study further found that certain parameters, besides a context-determined transformational leadership style, are crucial prior to and during the use of empowerment as change mechanism: An understanding of the need to create a shared sense of urgency as a collectively facilitated state of organisational mind, an understanding of the necessity to comprehend both the legitimate and informal organisational system as two, at times, conflicting structures and finally, an understanding of vision as vital direction setting facilitator are all key for exploiting the benefits of great empowered employees.

The research points at a balancing act between structure and chaos through a competing on the edge strategy as best solution for empowering employees most ideally. The risk of employees being overwhelmed by the freedom and flexibility exists leaving the employees, in the case of Global, paralyzed. For empowerment, as change tool, to have best possible options to support a transformation it cannot stand alone as motivation and engagement mechanism. Employees must be professionally challenged through constructive feedback and the development of work areas and responsibilities. Invisible leadership coupled with an entirely flat organisational structure is an illusion before new structures and procedures are rooted within the organisational culture.

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Finally, the study found that leaders must aim at involving employees within the bigger strategic picture in order for the employees to be able to rise to the executive mind-set level. The risk of employees getting wrapped up in small everyday tasks prevents them from acting completely empowered causing deterioration in the legitimate system. To act empowered, one must know what is going on, otherwise contributing to the whole becomes increasingly challenging. Empowerment is therefore an appropriate tool for sustainable change implementation processes. However, the research proves that it cannot stand alone. Being empowered is a learning process enabled by contextually suitable leadership.

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Interviews

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