The Strategic Management of Corporate Change

Dexter Dunphy and Doug Stace

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Dexter Dunphy[1,3] and Doug Stace[2]

To investigate the controversy between universal and contingent approaches to corporate change, a study was undertaken of 13 service sector organizations. The study used the Dunphy/Stace contingency model of organizational change strategies, developing measures to place the organizations within the model. Results indicate that universal models of change management are inadequate to describe the diversity of approaches actually used by these organizations. In particular, the traditional Organizational Development model is unrepresentative of how change in many contemporary organizations is actually made. The traditional OD model prescribes incremental change combined with a participative management style but most organizations in the study made rapid transformative change using a directive leadership style. The OD model is also inadequate as a prescriptive model because very different change strategies, some dramatically different from OD, resulted in successful financial performance. Four case studies are presented to illustrate how each of the major contingencies in the model can operate to create effective organizational performance.

KEY WORDS: corporate change; contingency model; organizational development (OD); organizational transformation (OT); performance.

INTRODUCTION

Advocates of particular change ideologies mostly claim that their model is universally applicable. However, turbulent times demand different responses in varied circumstances. So managers and consultants need a model of change that is essentially a "situational" or "contingency model," that is, one that indicates how to vary change strategies to achieve "optimum fit" with the changing environment. Dunphy and Stace (1988) have

[1]Centre for Corporate Change, Australian Graduate School of Management, University of New South Wales, P.O. Box 1, Kensington, New South Wales, Australia 2033.
[2]Principal, Stace Management Networks Pty Ltd; Senior Research Fellow, Centre for Corporate Change.
[3]Requests for reprints should be addressed to Dexter Dunphy, Centre for Corporate Change, Australian Graduate School of Management, University of New South Wales, P.O. Box 1, Kensington, New South Wales, Australia 2033.

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developed a model of this kind with two critical dimensions: the scale of change needed to bring the organization back into fit with its environment, and the style of leadership required to bring about that change. In developing their model, they criticized the prevailing emphasis among OD writers up to the mid-1980s on the need for incremental rather than for radical or framebreaking change (Quinn, 1980; Golembiewski, 1979; Shaskin, 1984). Dunphy and Stace argued, with others (Miller, 1982; Kimberley & Quinn, 1984; Miller & Friesen, 1984; Harris, 1985; Shein, 1985; Peters, 1988) that turbulent and unpredictable environments may make radical change a necessity.

Since that time, the traditional OD emphasis on the positive value of incremental change has increasingly given way to acceptance and sometimes advocacy of transformational change. For example, Bartunek and Louis (1988) noted that "Organizational development and organizational transformation represent two different approaches to the understanding of organizational change" (p. 97) but argued that the two approaches are compatible and "considered jointly, inform the larger understanding of change" (p. 97). They noted that the traditional OD approach involves improvements "within already accepted frameworks" (p. 100), i.e., first order change. On the other hand, transformational approaches involve "discontinuous shifts in frameworks" (p. 100), such as rethinking the organization's mission, i.e., second-order change. They did not, however, argue for synthesizing the two approaches but for continuing to treat both approaches separately, maintaining a debate between them.

In a review covering the development of OD into the 1980s, Mirvis (1988) documented the development of the movement from its innovative, even radical origins in the 1960s to a point where "the OD movement has become an established discipline" where its proponents "are, in effect, part of the establishment (p. 35). However, Mirvis judged that in 1988 OD was showing signs of escaping from a period of stagnation and "reinventing itself ... Theorists are attempting again to define what change really is: distinctions are being made between development transitions and transformations" (p. 47).

By 1990, Mirvis (1990) was including OT in OD, noting that this was a response to massive environmental change which had led half of the top 800 U.S. companies into massive restructurings. Similarly in 1991 Porras and Silvers (1991) referred to OT as "second-generation OD." They noted, however, that since the OD area "is so underdeveloped, it is our hope that an increasing amount of vigorous theory development and research will appear in the near future" (p. 74). Similarly, in a study of the impact of dramatic restructuring of environmental conditions on the savings and loan industry in California, Haveman (1992) concluded that "the results presented here suggest that scholars working within the ecological framework may benefit by shifting their attention from the question of whether change is hazardous to the questions of under what conditions change may be hazardous or helpful ... firms in dramatically changing environments may be compelled to adjust their strategies and structure in order to survive" (p. 73).

This is change of the kind referred to by Kanter, Stein, and Jick (1992) as "revolutionary change," i.e., change "so great that it must be considered a fresh start rather than an extension of what preceded it" (p. 173). Clearly most OD practitioners clung strongly to their belief in incrementalism for most of the 1980s but, faced by demands for more radical interventions, by the 1990s were looking for ways to reconcile the two divergent approaches to corporate change.

Dunphy and Stace (1988) also reviewed the debate between participative approaches to change and directive/coercive approaches. OD theorists have argued for a universally applicable leadership style that creates widespread organizational involvement in defining goals and implementing change (Eldon, 1987; Golembiewski, 1979; Quinn, 1980; Shaskin, 1984; Schein, 1985; Beer & Walton, 1987) while pluralist power writers have argued that directive and coercive approaches are often necessary to resolve significant conflicts of interests (Salancik & Pfeffer, 1978; Mason & Mitroff, 1981; Muczuk & Reimann, 1987). Interestingly enough, even participative approaches may not be as participative as they seem for, on the basis of empirical work, Newmann (1989) estimated that approximately two-thirds of a workforce typically choose not to participate in change programs even when they are given the opportunity (Neumann, 1989).

Dunphy and Stace contend that different circumstances demand different styles of change leadership. In particular, transformative change may often demand directive/coercive leadership. Dunphy and Stace's contingency model (outlined in Fig. 1) claims to be "a more comprehensive approach to organizational change management strategies which finds a place for transformation as well as incrementalism and which accommodates the use of directive/coercive as well as collaborative means of achieving change" (Dunphy & Stace, 1988, p. 331). This article describes field research undertaken to test the Dunphy/Stace model's applicability and usefulness as an explanatory tool for understanding how and why organizations choose different change strategies.

RESEARCH METHOD

During 1988/89, a research study using the Dunphy/Stace model was conducted in the Australian service industry. The Australian service sector

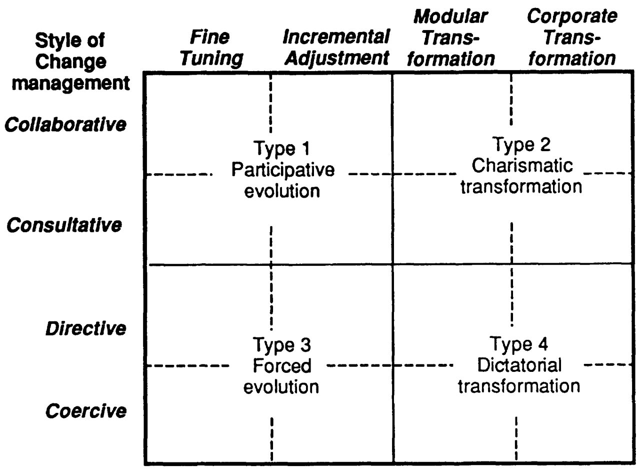

Fig. 1. The Dunphy/Stace change matrix.

has been subjected to large-scale environmental change such as deregulation, increasing overseas competition, and technological innovation.

Thirteen Australian organizations were selected in banking, insurance, aviation, and international telecommunications. High, medium, and low performing organizations were included, independently ranked by three industry market analysts. The research involved structured interviews with over 450 executives, managers, and supervisors. At least eight members of each top executive team, including the CEO, were interviewed. These interviewees responded to forced-choice instruments on business strategy, change strategy, and HR practices. This article reports only results relevant to change strategies. A stratified random sample of middle managers and supervisors was also interviewed in each organization, using group interviews structured on a modified Delphi technique. Several of the forced-choice questions used with executives were also used with personnel at these levels. In this article, the extensive qualitative data gathered cannot be quoted at length and is mainly used to explain apparently discrepant results and, in condensed form, is also used in the case studies.

As a result of an initial pilot study, the Dunphy/Stace dimensions and model were modified to create four descriptive types on each of the model's dimensions. Appendix A gives the definitions for each of the four types which define the scale of organizational change, viz. Fine Tuning, Incremental Adjustment, Modular Transformation, and Corporate Transformation. Appendix B gives the definitions of the four styles of change leadership: Collaborative, Consultative, Directive, and Coercive. On each dimension, the respondents (who were senior executives) were asked to choose the description which best matched the organization as it was 3 years before the study (1985) and at the time of the study (1988). Modal scores were used, i.e., the description most frequently chosen was regarded as representative of the view of the executives in a particular organization.

RESEARCH RESULTS

Research Results on the Scale of Change. Table I shows the results (as modal scores) on the scale of change. There are 26 observations, i.e., 13 organizations at two time periods. Two thirds of these cases experienced or were currently experiencing transformative change (our scale Types 3 and 4), reflecting the turbulence of these industries. (Of the 13 organizations, only four maintained the same scale of change over a period of 3–5 years). The table illustrates that some organizations operated with the fairly minor changes of Fine Tuning or Incremental Adjustment but organizations changing in this way are a minority; Modular and Corporate Transformation have become the norm rather than the exception.

Research Results on the Style of Change Leadership

The second component of the change model is a continuum from collaborative, through consultative to directive and coercive leadership of corporate change. Our research enables us to describe the prevailing styles used to manage change in our 13 Australian service sector organizations at two time periods (see Table II).

Table II shows how executives described the styles they used in managing corporate change processes. Clearly the predominant style is

Table I. Scale of Change: Research Results[a]

Type period	Type 1: fine tuning	Type 2: incremental adjustment	Type 3: modular transformation	Type 4: corporate transformation
3 years ago	4%	11%	8%	27%
Now (1988)	8%	11%	31%	—
Subtotals	12%	22%	39%	27%
Totals for alternate approaches	34% (incremental approaches)		66% (transformative approaches)	

[a]N = 26, i.e., 13 organizations in two time periods; figures given are based on modal responses of senior executives in each organization, and have been converted to percentages.

Table II. Styles Change Leadership: Research Results (at Corporate Level)[a]

Type period	Type 1: collaborative	Type 2: consultative	Type 3: directive	Type 4: coercive
3 years ago	—	11%	31%	8%
Now (1988)	—	19%	31%	—
Subtotals	—	30%	62%	8%
Totals for alternate approaches	34% (incremental approaches)		66% (transformative approaches)	

[a]$N = 26$, i.e., 13 organizations in two time periods; figures given are based on modal responses of senior executives in each organization, and have been converted to percentages.

Table III. Change Strategies of Sample Organizations[a]

Style of change	Scale of change				
	Fine tuning	Incremental adjustment	Modular transformation	Corporate transformation	Total
Collaborative	—	—	—	—	0%
Consultative	8%	12%	12%	—	32%
Directive	4%	8%	26%	22%	60%
Coercive	—	4%	—	4%	8%
Total	12%	24%	38%	26%	100%

[a]$N = 26$, i.e., 13 organizations in two time periods; figures given are based on modal responses of senior executives in each organization, and have been converted to percentages.

directive. These are measures, however, of the style of the executives, as rated by the executives themselves. We can ask two questions about this: "Is their perception of their style shared by their subordinates?" and "Is this leadership style also used for change management at lower levels?" As noted, we also interviewed a systematically selected sample of middle level managers and first line supervisors. In nine of the 13 organizations, there was exact correspondence between the scores of the executives and their subordinates; both the executives and their subordinate managers/supervisors agreed that their corporate leadership style was directive, or in one case coercive. In each of the other four cases the executive group saw their own style as consultative whereas a majority of the middle managers and supervisors saw it as directive. These four cases were all organizations where the field research showed that senior executives espoused consultative values, had embodied these values in a formal corporate value statement, and had also devoted considerable time and energy to a range of consultative activities. However, these activities were not necessarily perceived by supervisors, or if perceived evaluated as consultative. When asked, most supervisory respondents favored a directive corporate leadership style for their senior executives.

We also gathered data on the leadership style at business unit level. Ratings for this were obtained only from first line and middle managers. In nine organizations, middle managers/supervisors rated the change leadership style differently at the corporate and business unit levels. In eight cases, the shift was from ratings of "directive" at corporate level to "consultative" at business level. This strongly suggests that the traditional OD model is more widely applied at the business unit level than at the corporate level. The most probable explanation is that, as a general rule, major organizational change strategies are conceived at corporate level by senior executives who expect those below them to follow the strategies. At business unit level, however, there is consultation on the implementation of these strategies to ensure commitment and relevance. However, at neither level did we find any scores for collaboration, as defined in our Style Type 4.

Research Results for the Contingency Matrix. Using the Dunphy/Stace matrix shown in Fig. 1, we are able to classify the overall strategies of the 13 organizations at two time periods (see Table III). Table III shows clearly that the dominant strategy used in managing change has been "Directive Transformation," that is, large-scale organizational transformation achieved by directive leadership. Fifty-two percent of our sample of 26 cases (13 organizations at two time periods) fall into the Dictatorial Transformation quadrant, although the majority are more accurately described as examples of directive transformation. Only 12% fall into the Charismatic Transformation quadrant, which has been widely advocated in the U.S. literature on Organizational Transformation, 20% fall into the Participative Evolution quadrant, the traditional OD approach. Sixteen percent fall into the Forced Evolution quadrant. The directive/coercive style of leadership (of corporate change) accounts for 68% of cases, the remaining 32% being consultative.

The Change Model and Corporate Performance

In the sample, there were two organizations which were relatively lower performers. We were interested therefore to compare their change strategies with medium to higher performing organizations. We found that the two lower performers were the only organizations using Fine Tuning change; one associated with the use of a Consultative Change Style, the other associated with the use of a Directive Change Style. How do the medium to high performers fare in comparison? Figure 2 shows how performance related to choice of change strategy and illustrates principles of maintaining or regaining enhanced performance.

These principles are: Fine Tuning is not a viable change strategy in the current environment; Corporate Transformation (using a directive/coercive style) is the most common change strategy used when an organization needs to radically regain "fit" with a changed environment. There were two groups of organizations in this category: the first group were previously medium performers, where, because of radical legislative changes in the financial services and airlines industries, the executives took radical action to transform their organizations in order to survive in the dramatically new conditions. The second group were extremely low performers before the study, unlikely to survive in the new competitive environment created by changed legislation. In all cases, new chief executives were appointed to re-shape the organizations, resulting in major re-positioning of each organization within its environment. So high performance can be maintained by either a Consultative or a Directive corporate leadership style, and by Incremental Adjustment or Modular Transformation.

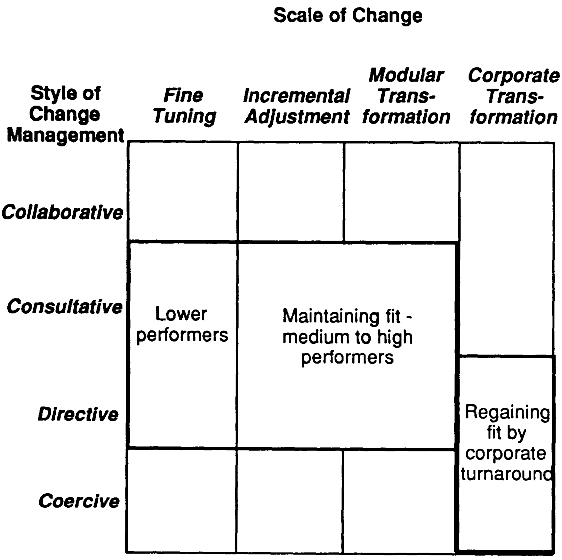

Fig. 2. The change model and corporate performance.

CASE EXAMPLES

We present four summary case studies, each is representative of one of the four major change strategies defined by the contingency matrix (see Fig. 1) to indicate how each strategy can be effectively used, in specific circumstances, to maintain high performance.

Macquarie Bank: Successful Participative Evolution

Much of the traditional OD literature has been concerned with Type 1, "Participative Evolution," and its prescriptions are valid for conditions more prevalent in times of stability or steady economic growth. However, our study showed that continuous incremental (evolutionary) change combined with flexible, far-sighted change leadership can maintain high performance even in a rapidly changing industry environment. Macquarie Bank was the one organization which had continued to be highly profitable using an incremental change strategy. Macquarie is a niche merchant bank with an impressive growth and performance record. Over the period 1984–88, its total revenue rose from A$46 million to A$198 million. Its high performance has continued; in 1990, it became the only Australian bank to receive an upgrade of its credit rating (from A–to A+ on its international rating by Standard and Poors).

Under the leadership of David Clarke (Chairman) and Tony Berg (MD), the bank developed a strategy of continuously proactive innovation. One executive remarked: "We never stay still, but we don't change in quantum leaps—our corporate culture would preclude that—running a business on partnership concepts means that policy decisions are not dramatic, they evolve." Macquarie met banking deregulation in the 1980s by diversification into high valued-added specialist markets like foreign exchange, bullion, and commodities and later making carefully chosen acquisitions. Internal change was managed by developing an increasing number of relatively autonomous business units (30 by 1988) and solving coordination problems, not by establishing additional control systems, but by developing a strongly held set of corporate values. The management style was a collegial style seen as consultative by the executive but, on balance, seen as more directive by first line and middle level managers. These lower level managers all rated a directive style as appropriate; "we need strength and decisiveness at the top," one commented.

Macquarie Bank's strategies were successful because of its relatively small size relative to other banks and its development of innovative niche-oriented business strategies combined with a continuously adaptive loose-coupled flexible organization. There can be a place for evolutionary change strategies in a turbulent environment, provided that environmental scanning is effective, relevant organizational changes are made continually, and the style of executive change management is flexible rather than stereotyped.

Westpac Bank: Successful Charismatic Transformation

We have one case of successful Charismatic Transformation—the Westpac Banking Group. In the early 1980s, the merger of two different banks created the largest financial institution in Australia. The period leading up to the merger represented a period of corporate transformation; a major organizational change program was mounted to back up an aggressive market strategy for the new institution. This first wave of change was heavily sponsored from the top, by the MD, Bob White. The change program was focused on goal setting, team building, appraisal, and management development. The bank was renamed, a new product divisional structure created, and there were several major corporate restructures.

The second wave of change was still consultative in style but focused on change at the divisional level. As the largest Australian bank, Westpac was responding to new levels of competition from domestic and foreign financial institutions. In addition, many leading Australian corporations were internationalizing their operations. This meant that major Australian banks needed to offer international services to their Australian client base. To achieve its aim of becoming an internationally recognized financial intermediary, Westpac embarked (in 1983–87) on an aggressive strategy of diversification into related financial services by developing business in profitable market niches (e.g., insurance) and by acquisition. It entered a phase of almost continual structural change at Divisional level. Over the 1978–1988 period we see, therefore, a move from corporate transformation to modular transformation in the scale of change and a move from a consultative change style to a directive change style by 1988. The increase in directive leadership at the corporate level represents a move to achieve greater accountability and a sharpened focus on results in the face of a tougher, more competitive economic environment. Westpac lifted its revenue from approximately A$4500 million in 1983 to just over A$9000 million in 1987. Its profit (before tax) in the same period rose from A$412 million to A$849 million. Charismatic Transformation is a change method widely advocated by behavioral scientists in the U.S. (e.g., Kanter, 1983; Schein, 1985), but it is interesting that executives "toughened" their style from consultative to directive when faced with the task of managing a larger, more diversified organization in a more competitive environment.

Advance Bank: Successful Forced Evolution

Advance Bank is typical of several medium-sized Australian financial institutions which have changed markedly in the period of financial deregulation. In 1985–86 the former building society became a bank, moving through a transitional period of directive transformation before settling down into ongoing change of Type 3 Forced Evolution. Following the period of Directive Transformation initiated by its dynamic new CEO John Thame, the bank repositioned its corporate strategy by diversification and geographical extension from NSW to other Australian states. Thame's leadership represented a major shift from the Fine Tuning consensus style approach of the previous CEO who ran the organization as a NSW-centered building society. The current strategy has proved effective in maintaining high performance for a localized niche bank with a specialist focus on property financing and commercial transactions in the small to medium end of the financial market. There was growth in 1984–88 in total revenue from A$233 million to A$597 million, of profit before tax from A$22 to A$57 and in total assets from A$1899 million to A$4556.

MLC Life: Successful Dictatorial Transformation

In our study, MLC Life Ltd is an example of Dictatorial Transformation being an effective means of regaining high profitability. MLC Life went through cataclysmic transformative change subsequent to its takeover in 1983 by Lend Lease Corporation, one of Australia's most successful building construction companies. Pettigrew and Whipp (1991) have pointed out that "a crisis provides the space and legitimacy to effect major strategic re-orientations" (p. 174).

MLC Life was a traditional insurance company that had failed to adjust its culture to a series of major industry changes beginning in the mid-1970s and intensifying in the 1980s. As a result, it was rapidly becoming unprofitable and losing market share. Under two successive chief executives from Lend Lease (John Morschel and Ian Crow), a new focused business strategy was chosen which targeted superannuation and products designed for middle socioeconomic consumers. As a result, the organization was dramatically downsized, with reductions of up to 40% in some areas. A new business-driven, externally-oriented culture was built around concepts of accountability, initiative, and high performance. This culture was underpinned by a leaner, flatter organization driven by well-defined objectives. By 1988, Corporate Transformation had given way to Modular Transformation and a Coercive change management style had given way to a

Consultative style (as seen by senior executives) or a Directive style (as seen by supervisors and middle managers).

In business terms, the change strategy was highly successful. MLC's revenue rose from A$243 million in 1983 to A$453 million in 1987; its pre-tax profit rose from $133 million to $249 million. In 1993, MLC Life remains one of the most profitable companies in the Australian insurance industry. Its market share position increased from number 25 at the time of acquisition to number 3 in 1988. Directive/Dictatorial Transformation (Change Strategy Type 4) becomes more common in a turbulent business environment in which global business re-definition, social change, new technologies, and political intervention all have marked effects on the organization. At such times, major organizational restructuring is needed, may run counter to the entrenched interests of some key stakeholder groups, and there may be few rewards to offer them for changing. In such circumstances, force (authoritative direction or coercion) may become the only available means to ensure organizational survival. In the Australian public sector, governments have used commissions of inquiry, replacement of "permanent" heads, and efficiency audits to bring government organizations into line with changed definitions of function and reductions in resources. In the private sector, boards of management have removed CEOs and senior executives, and individual entrepreneurs have used takeovers and mergers to initiate organization-wide transformation.

CONCLUSION

A more comprehensive approach to organizational change management and consultancy is needed which finds a place for transformation as well as incrementalism and which accommodates the use of directive/coercive as well as participative means of achieving change. The revised Dunphy/Stace model reconciles the views of the major and often opposing theoretical traditions in the organization behavior area, as they apply to the management of organizational change. These are the "tender-minded" tradition of the "human relations/human resource" theorists whose theories underlie OD strategies, and the "tough-minded" tradition of the pluralistic power perspective theorists and economic rationalists. Rather than evolution and transformation being incompatible strategies, and collaboration and coercion being incompatible modes, they are in fact complementary, their usefulness depending on the particular circumstances.

The situational model for planned change strategies described here allows managers and consultants to go beyond personal value preference as the major selection criterion for an organizational change strategy. The model suggests that for most organizations undergoing transformational change at the corporate level, a directive management style is needed to begin the process of repositioning the organization. However, it goes on to suggest that once this basis for organizational renewal is in place, there is a choice to be made at the corporate level as to the mix of directive and consultative strategies needed to keep up the momentum of change. If the change program is to be successful, there must also be a predominance of consultative practices at the business unit level in order to win commitment at that level to the implementation of change. Effective organizational change therefore demands that managers and consultants give up rigid reflexive responses in designing organizational change programs in favor of a mindful flexibility of choice.

APPENDIX A. DEFINING THE SCALE OF CHANGE

Scale Type 1: Fine Tuning. Organizational change which is an ongoing process characterized by fine tuning of the "fit" or match between the organization's strategy, structure, people, and processes. Such effort is typically manifested at departmental/divisional levels and deals with one or more of the following:

- Refining policies, methods, and procedures.
- Creating specialist units and linking mechanisms to permit increased volume and increased attention to unit quality and cost.
- Developing personnel especially suited to the present strategy (improved training and development; tailoring award systems to match strategic thrusts).
- Fostering individual and group commitment to the company mission and the excellence of one's own department.
- Promoting confidence in the accepted norms, beliefs, and myths.
- Clarifying established roles (with their associated authorities and powers), and the mechanisms for allocating resources.

Scale Type 2: Incremental Adjustment. Organizational change which is characterized by incremental adjustments to the changing environment. Such change involves distinct modifications (but not radical change) to corporate business strategies, structures, and management processes, for example:

- Expanding sales territory.
- Shifting the emphasis among products.
- Improved production process technology.
- Articulating a modified statement of mission to employees.
- Adjustments to organizational structures within or across divisional boundaries to achieve better links in product/service delivery.

Scale Type 3: Modular Transformation. Organizational change which is characterized by major realignment of one or more departments/divisions. The process of radical change is focused on these subparts rather than on the organization as a whole, for example:

- Major restructuring of particular departments/divisions.
- Changes in key executives and managerial appointments in these areas.
- Work and productivity studies resulting in significantly reduced or increased workforce numbers.
- Reformed departmental/divisional goals.
- Introduction of significantly new process technologies affecting key departments or divisions.

Scale Type 4: Corporate Transformation. Organizational change which is corporation-wide, characterized by radical shifts in business strategy, and revolutionary changes throughout the whole organization involving many of the following features:

- Reformed organizational mission and core values.
- Altered power and status affecting the distribution of power in the organization.
- Reorganization—major changes in structures, systems, and procedures across the organization.
- Revised interaction patterns—new procedures, work flows, communication networks, and decision making patterns across the organization.
- New executives in key managerial positions from outside the organization.

APPENDIX B. STYLES OF CHANGE LEADERSHIP

Type 1: Collaborative. This involves widespread participation by employees in important decisions about the organization's future, and about the means of bringing about organizational change.

Type 2: Consultative. This style of leadership involves consultation with employees, primarily about the means of bringing about organizational change, with their possible limited involvement in goal setting relevant to their area of expertise or responsibility.

Type 3: Directive. This style of leadership involves the use of managerial authority and direction as the main form of decision making about the organization's future, and about the means of bringing about organizational change.

Type 4: Coercive. This style of leadership involves managers/executives or outside parties forcing or imposing change on key groups in the organization.

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BIOGRAPHICAL NOTES

DEXTER DUNPHY holds the degrees of BA(hons), ME(hons), and Dip ED from Sydney University and a PhD from Harvard University. He has held visiting professorships at Harvard University, Keio University, and the National University of Singapore and has been a recipient of the Fulbright Senior Scholar Award. He is now Executive Director of the Centre for Corporate Change at the Australian Graduate School of Management in the University of New South Wales. His main research areas are the management of organizational change and human resource management, with a special interest in comparative and international management. He is the author of many articles and several books, the most recent of which is *Under new management: Australian organizations in transition* co-authored with Doug Stace.

DOUG STACE is principal of Stace Management Networks Pty Ltd, providing consultancy services in the areas of strategic and organizational change, human resource management, and executive and management development. He holds a quarter time position as Senior Research Fellow in the Centre for Corporate Change. Prior to establishing a management consulting firm, Doug had a career in domestic and international banking, followed by senior positions in universities and tertiary colleges in Australia and overseas. He holds the degrees of BA, MLitt, and MEd Admin from the University of New England and a PhD. from the Australian Graduate School of Management in the University of New South Wales. The results of his doctoral research have been published in the book *Under new management: Australian organizations in transition* co-authored with Dexter Dunphy.