



CHALMERS
UNIVERSITY OF TECHNOLOGY



UNIVERSITY OF GOTHENBURG

Change Management in Software Development Organizations

DIT035, 7.5 credits

Lecture 3: Emergent Change

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Previous lecture and reading

- ⚙ Questions?
- ⚙ Examples from exercise to share and discuss?



Agenda

- ⚙ Trukese vs European navigation
- ⚙ Improvisational model of change management
- ⚙ Enabling Conditions
- ⚙ Deliberate vs Emergent strategy





An improvisational model for change management: The case of groupware technologies (Orlikowski and Hofman, 1997)



Trukese navigation

- Objective is clear (but no plan)
- Responds to conditions as they arise



- Do what is necessary to reach the objective



European navigation

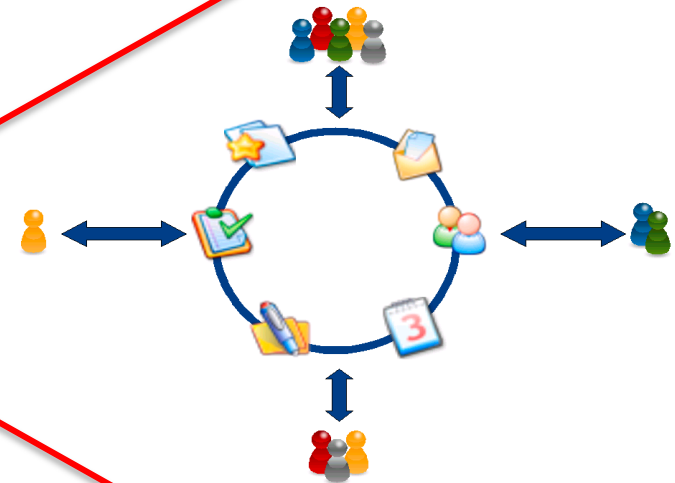


- ⊗ Begins with a plan
- ⊗ Plan is derived from universal principles
- ⊗ Relating every move to that plan
- ⊗ Efforts to remain 'on course'



Groupware

- ❖ Computer-supported cooperative work (CSCW)
- ❖ "how collaborative activities and their coordination can be supported by means of computer systems"
- ❖ Groupware SW products: email, calendaring, text chat, wiki, bookmarking..., when used for group work



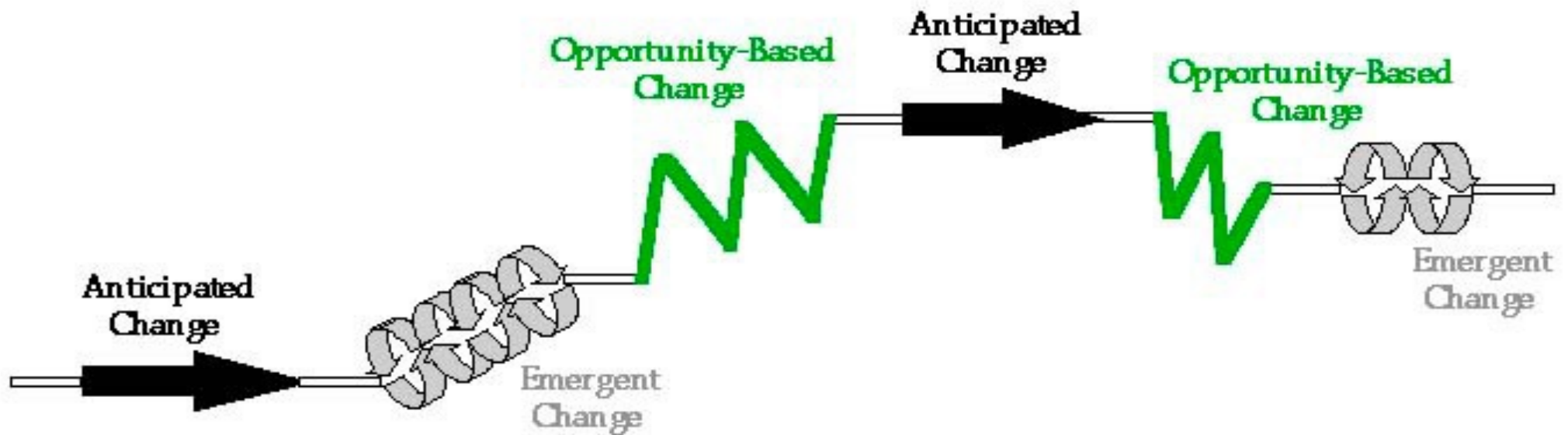


Assumptions behind model

- ⚙ Changes associated with technology implementations constitutes and ongoing process rather than an event with an end point
 - ⚙ All technological and organizational changes made during the ongoing process cannot, by definition, be anticipated ahead of time
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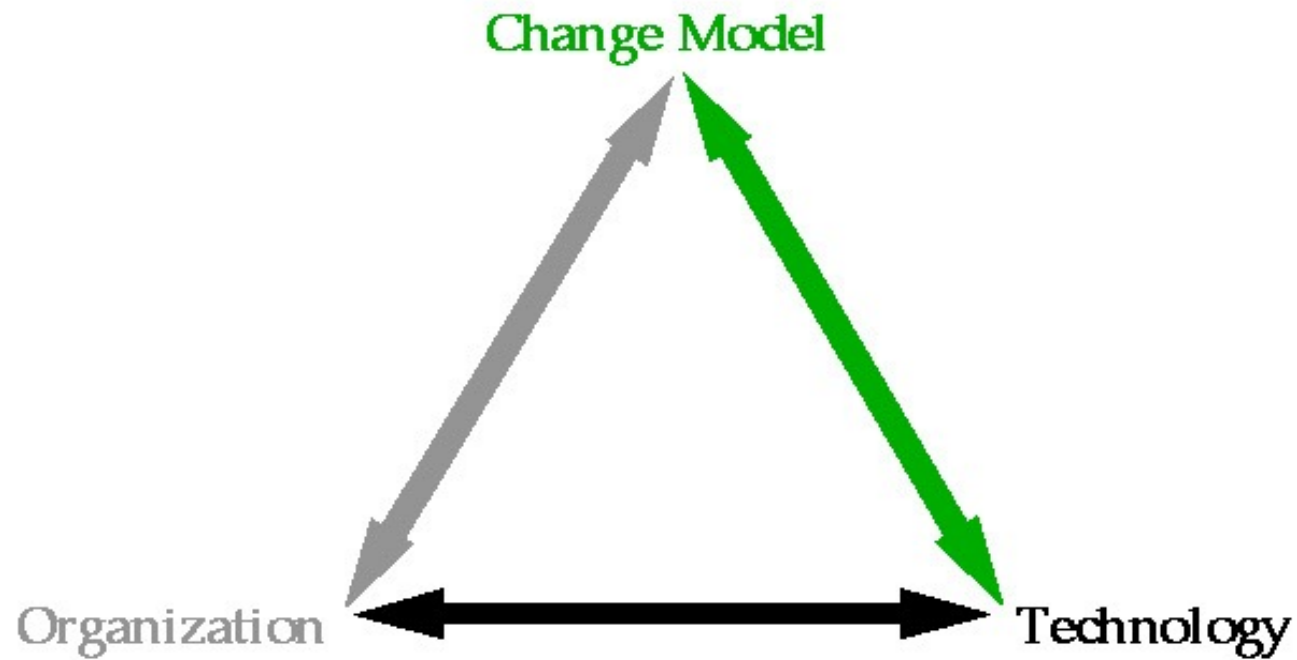
Improvisational Model for Change Management

(Orlikowski & Hofman 1997)





Enabling factors



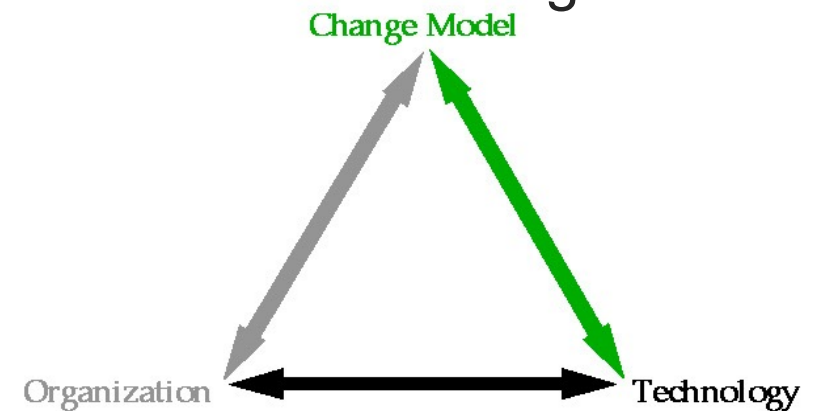
Aligning key dimensions

Dedicated resources to support ongoing process



Discuss

- ⚙ What are the most common mistakes done in IT-projects?
- ⚙ Why do so many IT-projects fail?
- ⚙ Relate your discussion to the "improvisational model for change management".





Of Strategies, Deliberate and Emergent (Mintzberg and Waters, 1985)



Types of Strategies (Mintzberg & Waters 1985)

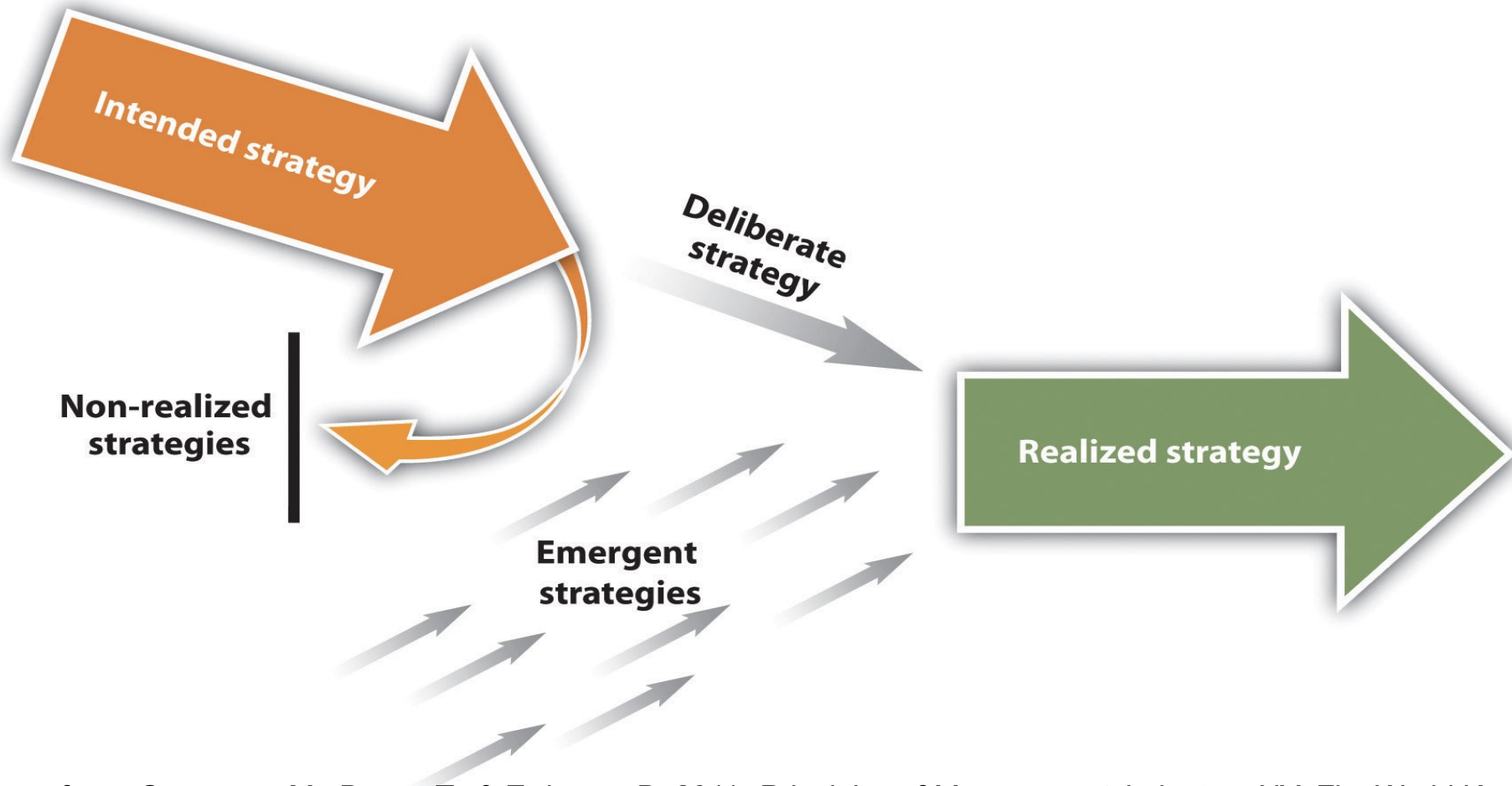


Figure from: Carpenter, M., Bauer, T., & Erdogan, B. 2011. *Principles of Management*. Irvington, NY: Flat World Knowledge.



Pure deliberate organizational strategy

1. Existed precise intentions, articulated
2. Collective intentions, common to all actors
3. Realized exactly as intended, no external forces could have interfered with them





Pure emergent organizational strategy

- ⚙ The environment plays a big role
- ⚙ Must be order (consistency in action over time) in the absence of intention about it





Facebook

The Social Network

Did Harvard University student Mark Zuckerberg set out to build a billion-dollar company with more than six hundred million active users? Not hardly. As shown in 2010's *The Social Network*, Zuckerberg's original concept in 2003 had a dark nature. After being dumped by his girlfriend, a bitter Zuckerberg created a website called "FaceMash" where the attractiveness of young women could be voted on. This evolved first into an online social network called Thefacebook that was for Harvard students only. When the network became surprisingly popular, it then morphed into Facebook, a website open to everyone. Facebook is so pervasive today that it has changed the way we speak, such as the word friend being used as a verb. Ironically, Facebook's emphasis on connecting with existing and new friends is about as different as it could be from Zuckerberg's original mean-spirited concept. Certainly, Zuckerberg's emergent and realized strategies turned out to be far nobler than the intended strategy that began his adventure in entrepreneurship.





A continuum of strategy – 8 types of strategy

Mintzberg & Waters (1985) derive 8 different types of strategy within the two poles of purely deliberate and a purely emergent strategy:

Purely Deliberate Strategies

Purely Emergent Strategies

Planned

Entrepreneurial

Ideological

Umbrella

Process

Unconnected

Consensus

Imposed



Discuss

- ⚙ What can be pros and cons of having a deliberate vs. a more emergent approach to an IT-related change process?
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Exercise

- ⚙ Define and explain the key concepts in the theory by Orlikowski and Hofman (1997) and the theory by Mintzberg and Waters (1985).
 - ⚙ Structure your text to reflect common denominators between the above theories. E.g. what different types of change are similar to each other?
 - ⚙ Connect the theories above to a case to exemplify.
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