

Creating employee readiness to change

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ABSTRACT

Organizational transformation is important for business enterprises in order to make more money and stay alive. They are forced to follow market trends and new demands in general society in order to survive. Therefore, a large number of organizations are renewing their strategy to improve the employee performance and effectiveness. However, 70% of all organizational transformation initiatives fails as they lack support from employees and managers (McKinsey, 2008). Theory on strategic renewal is primarily concerned with external dynamics. However, it is also dependent on the way employees respond and behave during the process of change. Impacting employee performance tend to be forced top-down and hence neglect the important role of employees in strategic renewal. As people are reluctant to change, this results in resistance towards the change initiatives paralyzing the transformation. Introducing design perspectives and tools to change management may prevent employee dissatisfaction during these demanding processes and serve as an aid to make sure that co-workers pull in the same direction in order to reach organizational goals.

KEYWORDS: Strategic renewal, change management, design

1. INTRODUCTION

During the last decade, design-driven innovation has widespread among companies in both public and private sector (Yee et al., 2017). The innovation approach is human-centered, resilient and nimble. It helps organizations to deliver better products and services towards customers, and to improve employee performance and effectiveness (McKinsey, 2017; Yee et al., 2017). Focusing efforts around customers rather than technology allow organizations to identify new capabilities, audience and opportunities (Snowden, 2007; McKinsey, 2017). An increasing number of organizations are changing course of action to benefit from this approach (Yee et al., 2017). Among them are several Norwegian tech-companies that are driven by a rigid technology development process. Due to the dynamic and fast turning market of today, they face massive challenges and they must improve (Pwc, 2019).

When organizations change course of action, they conduct “an alternation of an organization's

strategy with the intent of regaining sustainable competitive advantage” (Spector, 2010). This is called a strategic renewal and is accomplished through impacting employee performance. Whereas traditional scholars considered strategy as the outcome of activities, modern literature understands strategy as a continuous process and a “commitment to a set of coherent, mutually reinforcing policies or behaviors aimed at achieving a specific competitive goal” (Pisano, 2015). Strategic renewal reframes existing values, objectives, priorities and ways of thinking. As a result, it challenges the established organizational culture, the way employees and managers behave and respond. Change is difficult for people, especially if they don't seem to understand the need of it (Floyd & Lane, 2010). Therefore, strategic renewal is a demanding process and it poses complicated challenges.

Change management is concerned with how organizations can proceed from one state to another and to cope with the challenges it brings. Hence, it supports strategic renewal through

facilitating the process of transformation an entity undertakes (Spector, 2010). However, the majority of change management methods fail to support the way change efforts, such as strategic renewal, are initiated, driven and implemented: A global empiric study conducted by McKinsey in 2008 shows that 70% of all organizational transformation initiatives fails. The case is that it lacks support from employees and managers and hence it cultivates dissatisfaction at the workplace (Burnes, 2011). This failure rate might seem surprisingly high. However, the majority of change literature also recognize a failure rate of 60%-90% in culture-change initiatives (Rogers et al., 2006). It seems like inventing and introducing a new strategy is easy, whereas to align employee behavior and values to the demands of the new strategy is difficult. It is essential to investigate how organizations can gain support from employees in the process of strategic renewal, and if common approaches of change management facilitate or hinder this.

Pettersen (2015) describes the role of design as to enable change through the use of tools and approaches that allow gathering of information and to develop and implement interventions appropriately. Design methods aim to reframe existing orders to reach a better situation. This is done with the human perspective closely in mind. Different techniques and approach can be utilized to identify, create and drive an alternation (Pettersen, 2015). Therefore, it seems to be suited change management. This article seeks to investigate the potential of exploiting the design mindset to better accommodate change among employees in the process of organizational transformation.

This literature review aims to investigate how employees experience the process of organizational transformation, what they require to accommodate change and if the management of change meet these needs. Furthermore, the intent is to investigate if there are aspects in management of strategic renewal that can benefit from different perspectives within design to better foster employee readiness to change.

2. METHOD

This paper collects relevant literature and articles about three topics; strategic renewal, change management, and perspectives of design. General academic databases and design specific databases have been used to purposely search and sample relevant literature. References in relevant articles were also used for further search. Some publications have been used in a greater extent than others. Hence, the work has followed the back and forth snowball technique to conduct a qualitative research.

3. KEY FINDINGS

3.1 Employee experience in strategic renewal

3.1.1 Strategic renewal - shaped by both internal and external drivers

An organization can be understood as a pluralistic context shaped by both internal and external drivers (Fenton & Jarzabkowski, 2006). Drivers in the external environment can be the threat of competitor, bargaining power of suppliers, or the demands of customer, investors or owners. Internal drivers refer to all layers of employees within the organization (Fenton & Jarzabkowski, 2006). "Internal changes can be seen as responses or reaction to the outside world which are regarded as external triggers" (Paton & McCalman, 2000). Strategic renewal is the process of influencing the performance of internal drivers to respond strategically to external dynamics by forming renewed values, objectives and priorities (Sammut-Bonnici & McGee, 2015).

Traditional theory tends to suggest that internal drivers should take a purely selective or adaptive state to tackle the external drivers (Barney, 1991). A selective state is to strengthen and explore existing core competencies (exploitation), whereas a adaptive state is to explore new competencies and behaviors to overcome rigidities (exploration). Furthermore, strategic renewal is described a rapid, discontinuous shift of course in performance

(Barney, 1991). On the contrary, modern literature argue that companies evolve over time and that strategic renewal is a long-term, incremental process of both exploitation and exploration (Ravasi & Lojacono, 2004). Hence, it is a continuous process of corporate transformation. Literature address that strategic renewal require; change in employee behavior and responses; alignment of employee objectives and priorities to the new demands; knowledge sharing across all levels and adapt based on learning (Schmitt, Rasich & Volberda, 2016).

Theory on strategic renewal is primarily concerned with how to tackle external drivers efficiently and focuses on what it requires of internal drivers to meet the demands of the external environment. Snowden et al (2007) argue that the approach is too rational and lack inadequate knowledge of - or is in total ignorance of - the challenges that arise internally. They stress that top management tend to expect the existence of a certain order and expect employees to accept the renewed strategy obedient (Snowden & Boone, 2007). However, the assumption of predictability is unfavorable as it “disregard certain, sometimes irrational—but predictable—elements of human nature” (Aiken & Keller, 2003).

Paton et al (2000) state that it is important to understand the surrounding circumstances of a situation and the interactions required to identify the “potential impact of associated variables” (Paton & McCalman, 2000). Strategic renewal affects the performance of internal drivers and their expectations to the work setting. The shared behavior norms, values and expectations - the existing company culture - are impacted when changing a strategy (Handy, 1976; Pettigrew, 1979). It is important to take into account that people might be reluctant to change. Strategic renewal largely fail due to employee resistance and lack of management support (McKinsey, 2017). “Resistance is a result of fear, prejudice, anxiety and ignorance” (Paton & McCalman, 2000). This indicates that those responsible for the firm's overall competitiveness

and those responsible for enacting accordingly does not share the same understanding, interest or commitment towards the suggested change. Furthermore, it implicates that the involvement of internal drivers is important to overcome resistance. Therefore, since the internal drivers are the one to adopt and enact the suggested alternation, strategic renewal is also inevitably connected to the perspective of internal drivers.

Nonetheless, little is being written in literature on strategic renewal about the perspective and experience of internal drivers (Fenton & Jarzabkowski, 2006). This calls for a closer investigation of what internal drivers require in the process of strategic renewal; employee incentives, motivation and barriers towards changing course of action. Therefore, the following part address how employees go through change, their incentives, motivation and barriers to participate in the process and how this applies to strategic renewal.

3.1.2 How employees go through change

There are many different models within the field of psychology that aim to explain and understand how people go through a process of change and how this affects them psychologically. Among many, *The stages of Change* is effective in explaining the aforementioned and to guide interventions (Littell & Girvin, 2002). The model understands change as a process of 6 stages (Table 1), whereas each stage affects us differently. Furthermore, it explains what actions that can help humans to cope with change. The model emphasize that change must be seen as a continuous and gradual progression, and that each stage should be coped with in relation to how people experience it. Furthermore, the model stress that relapse should be seen as an inevitable part of the process instead of a major setback (Littell & Girvin, 2002). Thus, the process of change should consist of small, iterative steps toward a larger goal to view relapse as an opportunity to learn and adapt rather than a failure. If setbacks occur, it is important to find new ways to stay motivated and to try new techniques to cope (Cherry, 2019).

Stage	Characteristics of people	Strategies to cope
Precontemplation	Denial and ignorance of the problem	Assess risks of current behavior; Introspection and self-analysis; Rethink your behavior
Contemplation	Aware of potential benefits of change, ambivalence and conflicting emotions	Confirm readiness and ability to change; Identify barriers to change
Preparation	Experimenting with small change, collecting information about change	Write down the goal to be achieved; Prepare a plan of action
Action	Taking direct action toward a goal	Reward your successes; Seek social support
Maintenance	Maintaining a new behavior and avoiding temptation	Develop coping strategies for temptation; Remember to reward yourself
Relapse	Disappointment, frustration and feelings of failure	Develop coping strategies for temptation; Remember to reward yourself

Table 1: The stages of change (Cherry, 2019)

A threshold condition occurs when impacting employee performance; In the transition of moving from old norms towards renewed, the known is still present and the new is rising. As a result, internal drivers interpret objectives, priorities and values differently and conflict arise. This creates a complex dynamic (Concannon & Nordberg, 2018). In anthropology this is referred to as the state of liminality. It creates uncertainty among employees on how to act and respond (Soderlund & Borg, 2017). The stages of change also emphasize that conflicting and ambivalent emotions arise, especially in the stage of contemplation; People becomes aware of the potential benefits of changing. The result of the initiated change depends on whether humans are ready to support the unknown (readiness). The result can either be resolution, normlessness or a fallback. This implies that strategic renewal is likely to fail if proper preparation is not taken. Hence, it is important to create readiness to change among employees. Furthermore, it is important to understand the process of change as continuous and gradual, that must consist of small iterative steps towards a larger goal. It must allow employees to relapse, learn and adapt. Good communication about possibilities and desired results is important for humans to stay motivated. Furthermore, as the stages of change stress, it is important to understanding employee motivation and barriers to change.

3.1.3 Employee incentives and barriers
 Ryan et al (2000) understands motivation as to be moved to do something; a reason for acting or

behaving in a particular way. In strategic renewal, it is hence important for employees to understand the rationale behind. According to the self-determination theory (SDT), this can be fostered through intrinsic or extrinsic motivation. Intrinsic motivation appears when acting in a particular way for its inherent satisfaction, as seeking novelty and challenges or to explore and to learn. Extrinsic motivation is acting based on obtaining a goal that is separated from the activity itself (Ryan & Deci, 2000).

Empirical studies on SDT shows that humans have three universal psychological needs; Competence, autonomy and relatedness. Relatedness is the feeling of being connected to or cared for by someone, competence is the ability to do something and autonomy is the capacity to make an “informed, uncoerced decision”. Intrinsic motivation is facilitated when satisfying these psychological needs (Ryan & Deci, 2000). If the three psychological needs are continuous satisfied, people can maintain optimal performance and well-being at the workplace; autonomous motivation facilitates for employees to thrive, whereas controlled motivation is harmful. It diminishes outcomes in terms of creativity, cognitive flexibility or processing of information (Gagne & Deci, 2005). The process of taking in a value or regulation is called internalization. Integration is the process in which humans transform the regulation into their own to create a sense of self (Ryan & Deci, 2000). Contexts that support the three psychological needs foster a greater

internalization and integration, whereas contexts that fails to do that in fact hinder employees to perform optimal and flexible (Ryan & Deci, 2000). The presence of perceived competence and to feel relatedness facilitates for internalization. Hence, when fostering feelings of ability and mastery, an activity is easier to be adopted. If organizations fail to foster these feeling, employees will resist to enact. Moreover, if employees are not given the choice of task engagement or can't fully understand the meaningful rationales behind, it is hard to enhance feelings of autonomy (Ryan & Deci, 2000). In strategic renewal it is challenging to foster internalization and integration if employees don not have an incentive towards the proposed act or cannot see how their actions fits together with the overall goal.

To impact employee performance and to handle how employees react, has played a central role over a century; In 1911 Taylor considered the overall performance in an organization to be "a function of individual work behavior being carefully specified, explicitly linked and tightly controlled by operational leaders" (Gilsson, 2015). Strict monitoring was hence used to secure employee alignment to the demands of the strategy. The top-down approach is still present in modern times; A common understanding is that the overall strategy should be defined by top-management. Employees shall adopt the goals and plans to fulfill the strategy (Floyd & Lane, 2000; Ravasi & Lojacono, 2004). However, as SDT emphasize, strict management paralyze employees; it makes it hard to process information, take in a value, to create a sense of self and to see the rationale behind.

3.1.4 Managerial implications
Organizations face three problems when impacting employee performance; power, anxiety and control (Kruger, 2010). *Anxiety* arise among employees when impacting known performance. This is because established norms changes, which affects their common ground. Furthermore, the renewal creates a diffuse *power* internally due to divergent interests; top

managers believe they understand why change is needed and how to do it. However, the rest does not seem to share the same interest or understanding towards the suggested alteration (Fenton & Jarzabkowski, 2006). Human psychology argues that it is challenging to foster employee motivation and commitment, and to adopt constructive behaviors if one fails to foster a common understanding. Due to the lack of employee support and acceptance, conflicting forces or powers arise in strategic renewal. People either behave in favor of or against the change. This makes it difficult to *control* the transition from current to the desired state.

To summarize, the internal drivers require to be *empowered through involvement* to experience readiness and ability to change. This is because employees must establish an understanding of why change is required. Furthermore, they must shape the process of change themselves to experience that *change comes from within* rather than forced top-down. This will reduce anxiety and foster feelings of motivation and commitment towards the change. Furthermore, they must see how their actions support the *larger journey*. This is because employees must experience a feeling of greater importance to develop an inner drive towards the change. Next, the paper will investigate if change management are to meet these needs.

3.2 Change management: Anchoring, involvement and communication

There is a substantial amount of theories and approaches within change management. All of them aim to explain how organizations best can facilitate the process of change and tackle the internal challenges that arise. The most famous approach is developed by Kurt Lewin and consists of three stages; *unfreeze* from the current to break free from the old, *move* towards the desired future state through new constructive behaviors and *refreeze* at the new stage through reinforcement (Lewin, 1947). Lewin (1947) stress that there are different forces within the organization that can either work in line with or hinder the change initiative. Hence, it is

important to utilize methods to cope with the forces to reduce anxiety, create a uniform power and to secure control. Literature suggest that the conflicting forces can be tackled by creating *readiness to change* (Smith, 2005).

The term organizational readiness for change (ORC) is used to describe the process of mobilizing an organization to transform (Armenakis & Harris, 2002). It aims to anchor a common understanding of the value and importance of changing. The term anchoring refers to “providing firm basis or foundation”. It aims to create a common interest towards the process, ensure commitment and that it is successfully completed (Lønsvik et al., 2016). Scholars emphasize the following as important to anchor: [1] An understanding of the need to change must be present among employees. Furthermore, it requires a demonstration of why the suggested change initiative is favorable; [2] Objectives, incentives and goals of different groups of employees must be aligned to secure commitment towards the change at all times; [3] Top-managers must clearly communicate the impact that each employer’s behavior will have on the larger process and the impact that the change will have on the employee to foster confidence, incentive and motivation (Armenakis et al., 1999). However, in strategic renewal, top management often lack support from employees. This indicates that the internal forces against change are greater than those in favor, and that there are acceptance problems in the way change is implemented and managed. Therefore, it seems necessary to investigate if top management are to meet the identified needs of employees in the process of strategic renewal.

3.2.1 Understanding the need to change and why it is the right change

Literature state that if the change recipient “believe they understand the reason for a change and consider that reason to be meaningful, they tend to have a more favorable attitude to the change” (Stouten et al, 2018). The technique of communicating a compelling vision or story is suggested to create employee understanding and

to demonstrate why it is the right change (Oreg et al., 2011). The story should emphasize the advantages for individuals and group towards changing. The story is communicated top-down and aim to reduce anxiety by helping employees to agree with the change (Stouten et al, 2018). Literature suggest that the key performance index (KPI) serves as a story; metrics implies if the performance must improve or has improved (Lauren, 2007). This is suggested to create motivation and commitment.

3.2.2 Aligning diverse objective and incentives

Involvement of stakeholders is crucial to shape the political dynamics within (Kruger, 2010). Stakeholders are employees that will be affected by the change. Involvement of key people is an efficient method to receive feedback and input from within. It require top managers to map out the relevant stakeholders, as well as to develop a strategy to gain their support (Armenakis et al., 1999). This can be done through empowering them as participants in workshops or pilot projects, or to isolate them entirely with the intent to foster a bargaining power. This makes it easier to align divergent forces (Kruger, 2010). However, involvement requires a lot of resources and planning. Literature suggest that surveys can be beneficial to get feedback even though it is widely criticized for limiting the feedback in terms of quality and sincerness.

3.2.3 Interventions to drive behavior change

If employees are to change behavior, they must first understand the need of acting differently. This helps to create an underlying drive or willingness to behave or respond in new ways (motivation). Furthermore, they must experience that they are capable of engaging in a new behavior or response (ability) and feel support in demonstrating new behaviors (opportunity to practice) (Ajzen et al., 1975). Literature often stress that a compelling story, role modeling and capability building foster employee feelings of have intimate knowledge of, being in control of and having invested oneself into something (Aiken & Keller, 2003). Role modeling refers to the need of seeing others behaving according to

the renewed demands, which requires an alignment of objectives, incentives and goals. Capability building refers to new talents and skills possessed by employees that can help them to accommodate change.

3.2.4 Identified pitfalls

Lewin's model of change has become the template for managing change. However, it is criticized for over-simplifying the process of change as it promotes a linear process of steps. Hence, it suggests that the process follow a straightforward, standard procedure. It implies that success is guaranteed when the different phases are worked through. Snowden et al (2007) argue that top managers tend to rely on the assumption of predictability and that such management style falls short in complex situations (Snowden & Boone, 2007). When expecting all change efforts to follow the same path, one neglect the fact that change is a complex process greatly influenced by how employees perceive and handle the change.

The three main pillars of creating employee readiness to change builds on the fundamental principles of anchoring, involvement and communication. However, the suggested approaches to achieve employee support are criticized for being too analytical and strict. Clegg et al (2005) argue that it builds on the very same philosophy as Taylor's top-down perspective; the methods are argued to primarily focus on how top-managers can control and manipulate employee behavior through isolation techniques and to align incentives through the communication of consequences. Furthermore, Child (2005) argues that the methods is inappropriate as they lack attention to action and learning. The point is that the surroundings must be part of the designed intervention to accommodate it. However, the involvement of key people is often done too late, too little or only for the sake of it (Hess & Hess, 2016). The following section present some of the key perspectives of design that might improve this.

3.3 Design perspectives

The field of design and its methods is concerned with creating desirable and accurate solutions through a holistic problem-solving process (Pettersen, 2015). Holistic means that "the parts of something are intimately interconnected and explicable only by reference to the whole" (Cambridge dictionary, 2019). The approaches within design utilize methods that help to understand the whole context in which they operate. A comprehensive examination of the different approaches and methods within design is out of scope of this article. However, the important aspect is that they aim to identify relevant social, mental and physical aspects in the context they operate to identify and create sustainable solution. Furthermore, they build on the human-centric perspective of design to understand how human think, feel and behave when interacting with people, product and services (Pettersen, 2015).

3.3.1 How does design approach humans?

The problem solving is fundamentally iterative and human-centered. This means that it is largely concerned with a value creation that evolve around the end-users needs and perspectives. Insight grounded in real life situations is utilized as a common understood language or guideline throughout the design process. Hence, a premise in design is to identify and involve key stakeholders early in the process to gain appropriate insight (Buskermolen and Terken, 2016). Stakeholders refers to any experts on their own domain that is considered relevant. The involvement helps to identify if the problem-solving bring value to those adopting the solution; The design field is largely concerned with feedback to transform insight into actions. Hence the design process is *evidencing* as it utilizes different validation techniques, and it is dynamic as it allows to iteratively adapt based on learning.

Co-creation is often used as a method to involve stakeholders. It is understood as "any act of collective creativity" (Sanders and Stappers, 2008). Co-creation can be understood as the process in which key stakeholders are able to

share and combine knowledge, create a common understanding and generate meaningful solutions to a challenge (Crandell, 2016). A comprehensive examination of different co-creative tools is out of scope in this article. The point is that co-creation allows people involved to influence their own lives: they enact as co-creators or co-designers themselves. Therefore, the method helps to anchor suggested solutions among end-users at an early stage. As an example, Sanders et al (2008) argues that the involvement of employees can help to ideate, and problem solve how to improve performance. Furthermore, increased employee support and enthusiasm towards change is one of the reported long-term benefits of co-creation in organizations (Steen, Manschot & Koning, 2011).

3.3.1 *Communicating human context*

Through engaging with people directly a tremendous amount of insight about the user perspective is collected. Including the perspective of key stakeholders throughout the process require different communication methods. The use of visualizations and storytelling are effective and powerful communication tools. Interactions between people, places and objects create stories (Atasoy & Martens, 2016; Zomerdijk & Voss, 2010). Therefore, stories make it possible to understand and gain empathy with the user's situation. Furthermore, they are easy to remember and help to create a shared understanding in cross disciplinary teams (Buskermolen & Terken, 2016). Storytelling is a beneficial tool to better the communication in co-creation as it shapes a shared vision (Quesenbery & Brooks, 2010). Often, the story is visualized through drawings. Among many, the creation of personas, customer journey and emotional journey map are used to illustrate and communicate contextualized based on real life situations (Quesenbery & Brooks, 2010).

4. DISCUSSION

So far, this paper has presented key findings from the literature review. In short, the internal drivers require *involvement* in the process of strategic renewal to experience that *change*

comes from within. They also need to see the *larger journey* to stay committed. Furthermore, the methods in change management aim to create employee readiness to change through techniques of *anchoring, involvement and communication*. Change efforts are considered inevitably dependent on the approach of implementation and scholars tend to promote a "one best way" (Burnes, 2011). However, evidence show that among 70% of change initiatives fail to gain support from employees and managers. Spector (2010) states that the flaw is the "misconceptualization of the implementation process". Paton et al. (2000) argues that the bitterness that emerge in strategic renewal often is the result of how change is managed, not the change itself. The management of change is criticized for forcing initiatives top-down, lack employee involvement and attention to adaptation and learning. The literature reviews clearly indicate that the perspectives of design are relevant to improve the way organizational transformation is managed. If done properly, this can greatly enhance change efforts and results.

4.1 *Proposals on how to improve anchoring, involvement and communication*

Strategic renewal affects the core elements of an organization; the employees, the established norms, values, believes and behavioral patterns. The process is often experienced as unclear, fuzzy and overwhelming. To improve the communication and involvement can help to anchor the change process.

Employees must be closely involved throughout the process of change to reduce anxiety and to experience that change comes from within. Hence, employees must be empowered as a **co-creator of the change themselves**. The human-centered perspective and the use of co-creative methods may help to achieve this. A suggestion is to utilize co-creative methods to ensure that key stakeholders meet and share knowledge effortlessly. Furthermore, it brings insight in what change recipient understand, do not understand, fear or resist. Furthermore, the collaboration can

help to ideate and create a plan of actions to overcome the identified barriers and to reinforce positive behavior. It also identifies what mindset and skills the internal drivers possess and what must be provided. Furthermore, involvement allows top managers to consider employee perspectives as their routines, needs, and agendas. This may lead to more sustainable solutions of change (Segelstrom, 2013). When identifying what internal drivers require, one can foster feelings of relatedness. Furthermore, it helps employees to reflect upon their own experience, identify the need to change and how they may do so. Hence, it serves as an aid to stimulate feelings of autonomy and competence.

Design communication tools and methods may also help to **make things more concrete**. The holistic perspective of design, the visualization tools and storytelling can help to communicate the larger journey to be conducted, as well as to clarify how employees contribute towards the change. Communication tools as journey maps, stakeholder maps, scenarios and user stories can help to explain and clarify interrelated parts - a *sequence* of the whole picture. These techniques allow to **zoom in and zoom out**. Hence, it may serve as an aid to see the greater picture and interrelated parts. Furthermore, it can also be used to clearly emphasize that change comes from within by visualizing employee feedback. This may serve as a more powerful story and **to see the importance of one's own contribution**.

Brown (2008) notes that the value design brings to an organization is a different way of framing situations and possibilities and to tackle problems. Although the principles of design primarily aim to create products or services, the mindset have potential in change management in terms of reframing how methods of anchoring, involvement and communication involve employees. However, it is important to note that this article is based on purposely selected theory and therefore have some limitations. The majority of the sources are purely theoretical and lack real evidence. However, some empirical studies are included and should have been

weighted more greatly. Furthermore, this article is not an exhaustive study, especially in the part about design, and there should be done more research in order to specify what specific design tools that should be used, and how.

CONCLUSION

Change management have struggled for decades and perspectives of design may solve some of the managerial challenges that organizational transformation bring. Albert Einstein said that we cannot solve our problems with the same thinking we used when we created them. The point being, the problems will not disappear unless we think outside the box and test new ways. Design perspectives may improve the management in terms of anchoring, communication and involvement. However, further research is needed to conclude on how this should be done. One thing is certain; strategic renewal must be initiated, managed and driven differently to succeed with impacting employee performance.

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