INTERNATIONAL BLACK SEA UNIVERSITY

Faculty of Business Management

MANAGING THE CHANGE INITIATIVE (EXPLORATORY RESEARCH AND CASE STUDY

OFSCHOOL EDUCATION SYSTEM OF GEORGIA)

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Urgency of the Problem

Education reform is one of the soundest reforms that Georgia initiated in order to create a better future for its following generations. Considered as successful, this reform is in action and is unstoppable. Among the many problems along the way that the schools have experienced adoption to change is considered as a factor of prosperity and a thorough research is needed to be performed in order to help the reformers, in our case the teachers to be capable of adapting to the changing environment. The faster we give concrete recommendations to the ones in charge and the participants the more time we can save for action and see the outcomes that will once again motivate the participants and the society to get involved in the ongoing change initiatives.

As competition becomes more severe and markets oversupplied, organizations in general must find products and services that are differentiated not only by purpose and form, but also by the "added value" which is attached to them. This means identifying potential customer expectations and then exceeding them. In other words, organizations must constantly increase customers' perceived value of money. As product lifecycle shortens, organizations are under increasing pressure to introduce new products and hence there is a need for constant innovation. Innovation, is however not only associated with the product itself, but also with ways of supplying and marketing. What may differentiate one product offered from another is not the product itself, but the innovative production techniques, quality and relationship marketing – skills that are difficult for competition to copy. This leads us to the necessity of constant change in order to conform to the standards of the developing markets and increasing demands from the customers for each particular product offered by numerous competitors.

Meeting the demands of current market is essential and organizations with an ambition to survive have to bear in mind that the only path towards the increased customer satisfaction is the ability to adapt to changing demands of the market. Unless the reaction to the altered conditions is timely, there is no chance of winning the hearts of the customers and the failure in doing so eventually results in the loss of market share. Primary task of every manager is to help the organization be ready to embrace any projected change and successfully implement thoroughly planned actions directed towards the goal attainment.

It can be argued that very often we can see that something in the organization is crying out for change, but yet the system the organization operates in seams to be too great to overcome. Industry like education, as any other industries involve a kind of change that engages both intellect

and our emotions; it may impinge on people's value systems; it affects not only the individual but also the organization, its structures, its norms and its environment. Much research has been conducted on this notion that in comparing to a change in other organizations, teachers usually show more resistance to change than any other professions (Fullan 2007).

Once again we would like to point out the urgency of the problem due to the intensity of the reforms in education sector. Teachers are being suppressed with the demands, requirements and the targets that need to be achieved often contradicting the style of work they were used to, questioning the values that drive the teaching motivation. Tested actions that enable teachers prepare themselves for being ready for adaption are needed and research should urgently provide the actions that guarantee the proper, timely and fruitful implementation of any initiative of change.

Subject of the Research

Having set the goal of proposing action plan to better managing change we decided to study the subject of our research thoroughly. The subject we started out with was the phenomenon of the change itself. It is impossible to talk about the change without mentioning the resistance to it as the other side of the coin. What makes the change important and complex at the same time is the resistance to it. Literature review allowed us to analyze change in all aspects starting with the concept, the triggers of change, the feeling associated with change and the reasons of opposing. The subject of change has already been discussed by number of scholars and we had an advantage of including the approaches to change management, contrasting and comparing them and therefore narrowed our study down to three variables – motivation, communication and leadership that in proper manipulation we believe will lead towards a guaranteed successful implementation of the change initiative. Believing that the subject of our research – the change was thoroughly investigated, the survey performed left us with some question marks about the variables, so the subject of our study was narrowed down to the readiness to change. A combination of literature review with additional interviews held with the survey participants allowed us to study the narrowed down subject of readiness to change which offered us an insight into the subject of our research.

Policy changes in education may have a particular role to play in stressing professionals in education, as we mentioned above these professionals tend to show more resistance to change. Working in a managerial atmosphere where accountability is publicly demanded through inspection and targets, teachers may feel levels of stress that are hard for the individual school or other

educational organization to counter. Teachers may be stressed because they are being asked to work in ways that do not accord with their values and beliefs about education (Coleman & Glover 2010).

Change is always related to new things, "change requires that people do something they have not done before" (Galvin 2003). People are generally critical to innovations and they are the most critical resource, supporter, barrier and risk when managing change. A range of emotions may be displayed by those affected by the change process: frustration, anger, despair, acceptance, enthusiasm and elation. Which emotion is encountered will depend on whether staff makes the change willingly or unwillingly (Part 1 of Survey 1 of the present research), the level of consultation that occurred and the support provided by leadership (Part 3 of Survey 1 of the present research). Awareness of the range of reactions to change will help the leader of the change process respond appropriately to concerns that are expressed. Understanding why these emotions occur may assist the leader to introduce change in a manner that anticipates, acknowledges and responds to concerns.

Resistance is a direct refusal to accept information or to defy or oppose a proposal, request or order of some kind (Fineman, 2003; Gabriel, 1999). Empirical evidence points out the fact that employee resistance is an important predictor of a number of work-related variables that impair effective organizational functioning (Wanberg/Banas, 2000). Resistance usually has an unconscious origin and may not appear reasonable or rational, and those resisting may not be able to articulate any rationale. Resistance results from a powerful and deeply seated sense of anxiety, which, in turn, may result from a perceived threat to an individual's sense of their identity, esteem and worth. Imposed educational change may be experienced as just that kind of threat, which is why opposition to it can be so strong. Among the outcomes most frequently cited are lower level of job satisfaction and commitment, as well as stronger withdrawal intentions and increases in sick time. Here, some studies outline the importance of trust in management of job satisfaction, organizational commitment, and intentions to leave the organization during the change process. Again, the above mentioned is obtainable only by the proper communication of reasons, the benefits and the favorable outcome to each individual employee and the organization as a whole.

Purpose and objective of the Research

Resistance to change is a widely used phrase that includes using it in different aspects and meanings. It describes the individual employee who is in the condition of changing working practices and who fights and also employees collectively, when the whole workforce of an organization refuses to change. It is often seen as a negative thing that management should try to eradicate but this overlooks the fact that those who are doing the resisting might have a good reason. In the research we point out the advantages that can be taken from the resistance to change. Employee resistance boosts the awareness of tension within the organization and alarms the management about the processes at the workplace. Therefore, managers need to return to the purpose, communicate what needs to be changed and why, and in doing so they tend to improve their communication with the employees leading to a better outcome as a result. While executing the change implementers identify serious points and pitfalls and challenge them timely. Passing through difficult times allow the team to create a group spirit thus resistance can be turned into an opportunity to build engagement and completing the past actions successfully creates an additional motivation for raising the self-confidence of the members.

The purpose of our research was to find out the ways to use the resistance of employees to the advantage of change initiative implementers. A strong force like resistance as we mentioned can be used as a powerful tool for turning things around and proper dosages of actions we believe will definitely lead to changing the course of success.

For communicating the right message at the right time one needs to analyze the stages of change because there is no magic way to impose change so that all employees accept it with open arms. At first the team members cling to yesterday's status quo. They pretend that they are operating in a time warp where strategic threats, economic volatility or other nagging variables do not exist. Still, the followers maintain their cool and appear to listen rationally and nod in understanding as the leader pleas for them to embrace change. In this case what needs to be done in terms of communication is the explanation of the benefits and thorough details about the action plan and each employee task and the role in the whole process. The second stage is when instead of brushing aside change, people start to lash out and assign the blame to generally their superiors for the disruptions that discomfort them from all sides. They grieve for the simple, predictable past and feel scared and unsure of an uncertain future. Here is when the skills assessment and the training are vital. When the employees, convinced that they can do a better job with a proper training realize that it is of their

own advantage to get involved the magic of change starts to happen. In the third stage of resignation the followers begin to exhibit the grudging acceptance, having the attitude of "there is no sense fighting anymore". So, this is when the praising of every little action towards the attainment of the tasks becomes a decisive factor for success. The final stage that every leader strives to accomplish using various tools of communication is when teammates decide to buy in fully. They ally with a leader that finally makes sense to them and the better the leader ensures the smooth flow of the transition the more the employees tend to take the responsibility for their actions. The stages offered are somewhat general and one can not use them as sole guidelines for implementation of change.

There may be different followers and when the change is being implemented, the leaders are likely to face various types of people. Among the followers, the most time consuming are the ones who believe that they have no choice in the change. They believe that the change is happening regardless, and their role is to wait and see the impact. There is a group that does everything within their power to defeat change because it creates an extra burden on them and they find several reasons why the change may not work. Leaders also face the group who does all the talking about how change is badly needed but they rarely take any actions towards meeting the goal of the planned change. Of course there are also the followers that spend their time and energy wishing someone else or some new system would automatically do the work for them. And finally, there are the few who have a keen interest in prosperity and profitability through growth, continuous improvement, and effectiveness. Such people are change owners, masters, agents, champions and leaders who do the work, design, promote and implement the change required. So, the task of a super leader is to screen out all the possible group members before any action is taken "to make the change". These groups of resistors can be useful but the problem with them is that determining the belongingness of every single employee to any particular group is time consuming and therefore may create an extra time lost in the implementation. What also needs to be done is the tracking of employee movement from one group to another which we believe is also a waste of time and effort.

Variables for measuring change

Variable one - Effective communication, both within the organization and with people outside the company, is a major challenge and responsibility for managers. Although in most companies, poor communication does not risk people's lives, as it does in a hospital operating rooms, ineffective communication can cause significant problems, including poor employee morale, lack of innovation, decreased performance and a failure to respond to new threats or opportunities in the environment. To stay connected with employees and customers and shape company direction especially in the times of change, managers must excel at personal communications. Many people think that communication is a simple process. After all, we communicate every day without even thinking about it. However, communication usually is complex, and the opportunities for sending or receiving the wrong messages are innumerable.

Variable two - When dealing with the change the traditionally proposed techniques for using motivational tools for increasing the morale of the staff tend to fail delivering the outcome desired. Accordingly, there is a question of how should the workers be motivated to deal with the hard times and keep up with the ever changing pace of the industry. As all agree people are any organization's most valuable assets, but at the same time they are the most difficult ones to manage, needing care, fostering, monitoring and controlling. Because the people possess various talents and they react differently to different circumstances they are believed to be not forecastable. This means other than machines, they are not interchangeable which generates problems for organizations in difficult times like transition. There also might be a case of a simple change, and when needed the most. So the only tool management can manipulate with is the "motive", which is simply a need of a driving force within a person. Understanding human behavior can be complex. Motives can be clear to one but puzzling for others. On the other hand, a person may him/herself fail to understand own motives which make it impossible for the management and supervision to understand he alternatives an employee has and therefore adapt their leadership style accordingly.

Variable three - No topic is probably more important to organizational success today than leadership. Leadership matters. In most situations, a team, military unit or volunteer organization is only as good as its leader. Top leaders make a difference in business organizations as well. The concept of leadership continues to evolve as the needs of organizations change. That is, the environmental context in which leadership is practiced influences which approach might be effective, as well as what kind of leaders are admired by employees. A significant influence on

leadership styles in recent years is the turbulence and uncertainty of the environment in which most organizations are operating. A common theme in discussion of leadership and change is the idea of linking different approaches to different change situations. Greiner (1972) and Quinn (1988) proposed that different organizational life cycle stages: formation, growth, maturity and decline need different leadership styles to take the organization forward. In the formative period when markets and structures are evolving quickly, for example, a creative and entrepreneurial style fits the best. There is no single all-embracing theory of educational leadership. In part this reflects the astonishing diversity of educational institutions, ranging from small rural primary schools to very large universities and colleges, and across widely different international contexts. It relates also to the varied nature of the problems encountered in schools and colleges, which require different approaches and solutions (Bush, 2005).

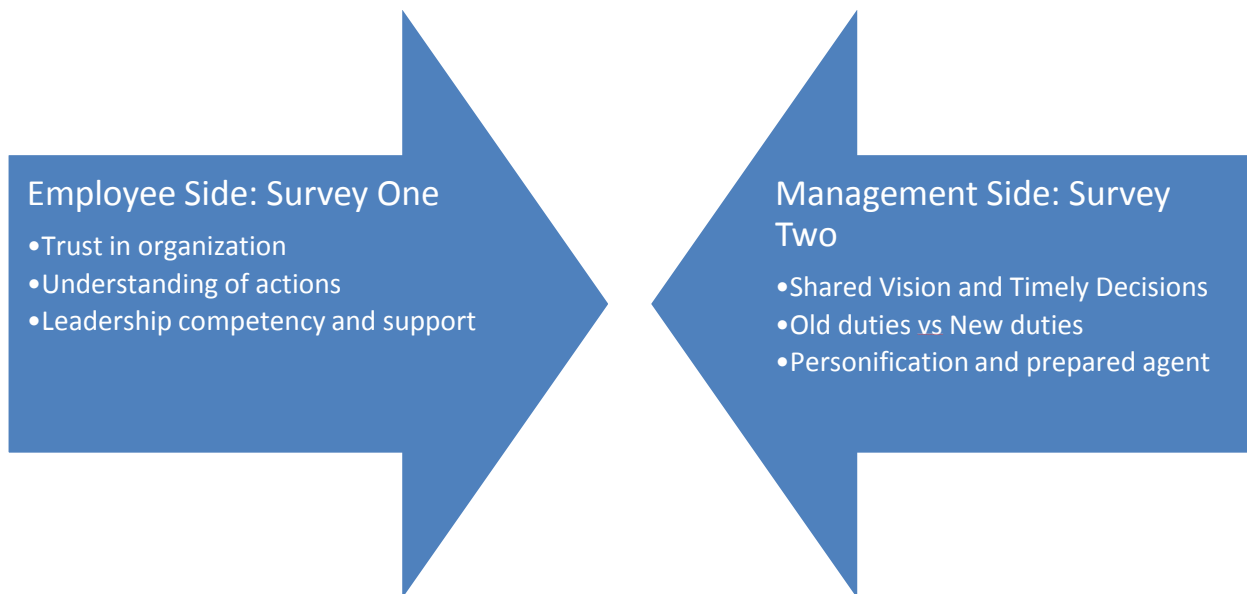**Novelty of the Research, its significance and limitations**

The research analyzes the general problem of change management, existing approaches and methods. It discusses the specific characteristics of change management in Georgia and includes a detailed study of concrete change process, the educational system reform in Georgia.

Considering that the sensitive educational reform in Georgia proved to be unsuccessful in terms of change management, the research discusses the situation of educational sector prior to the reforms, each step of change and the results of every stage of the reform. Research presents an original, system analysis of the problem based on the existing practice.
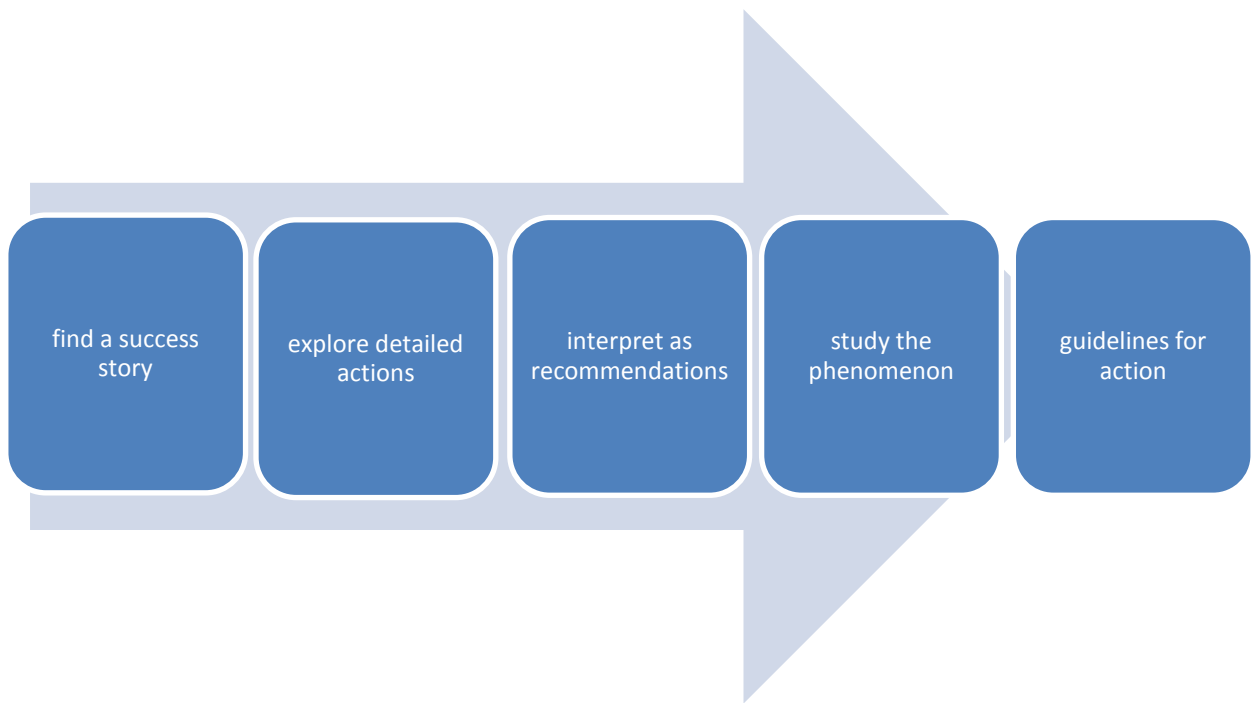
The research identifies three variables of change – communication, motivation and leadership which can be observed, measured and used to manage the change process. The analysis of the obtained variables provides the factors of success and failure of a change initiative. The importance of each variable and its strength is discussed.

The research allowed to obtain a method that enables to measure the variables. The survey created based on the variables enabled to better acknowledge the importance and effect of each variable on the process of change management. The research includes an analysis of each variable according to the results obtained through the survey. An additional research, interviews identified concrete actions on the behalf of the management and subordinates that enabled additional measures for analysis of each variable.

Identifying and measuring each variable enabled to create a model of change management. The model allows developing an approach to efficient and effective management of change initiative in the educational system of Georgia. The model allows to manage important variables of change – motivation, leadership and communication to ensure an effective management of an educational reform and reduce the resistance to the reform to the minimum.

Employee Side: Survey One
- Trust in organization
- Understanding of actions
- Leadership competency and support

Management Side: Survey Two
- Shared Vision and Timely Decisions
- Old duties vs New duties
- Personification and prepared agent

We have learned over the past decade that the process of educational reform is much more complex than had been anticipated. Even apparent successes have fundamental flaws. In their development work Fullan and the colleagues were interested in how long it takes to turn around a poorly performing school or district to become a well- or better-performing system. In the third edition, Fullan concluded that you can "turn around an elementary school in about 3 years, a high school in about 6 years, and a school district (depending on size) in about 8 years" (Fullan, 2001). Six years later, it can safely be said, based on recent experience, that by using the latest change knowledge these rates can be cut in half. Nonetheless, there still is not any talk about changing the whole system.

find a success story

explore detailed actions

interpret as recommendations

study the phenomenon

guidelines for action

There are also some limitations of the study that could be addressed in the future research. More testing is necessary to validate the developed measure and strengthen its generalizability. This measure was developed and tested within a small private school staff undergoing transformation change. As noticeable differences have been observed between the environments and cultures of private and public schools (Rainy, 2003), the measure cannot therefore be automatically assumed to apply to other types of schools or other types of change. In our case we advocate intensive training of the participants to help them acquire the necessary knowledge for following the change properly. A detailed survey of public sector schools will provide a check point for our current research and clear out its extent to generalizability. Case study of the effectiveness of the model provided by us will also enable us to make specific conclusions about the core aspects that need to be considered when directing the change. We need not just only to speculate or make the assumptions about the change events that occurred in educational system but study the chosen topic of change a phenomenon by choosing appropriate methods of research to yield the outcome desired for exploring aspects of change initiative and giving concrete guidelines for the further actions in the similar situation.

Organization of Research

Our research consists of an introduction; four chapters: a literature review, overview of educational reforms in Georgia, research methodology, the findings and the conclusion with its guidelines for the future implication.

Literature review holds a significant part of our research because we strongly believe that it is essential to review all the works prior to our study. We have analyzed all the possible aspects of change starting with the definition of the change itself and the reasons behind the change. We analyzed the features of organization as an entity and specifics of educational organizations. Since our topic was extended to the measurement of the readiness to change, we analyzed the feelings associated with the introduction and the implementation of the change initiative and the environment that organizations operate in especially in the times of change. Resistance was looked at as a separate phenomenon. We did not want to limit our literature with only the concept discussions and explored the approaches to change separately. Models were grouped into models directed towards understanding an organization, models dealing with areas of change and overcoming the resistance, models analyzing the stages of change and the models providing success factors for the change. As a result of the literature review we determined the three variables for our survey: motivation, communication, and the leadership. We believe that the literature review alone gave us a significant outcome, finding the variables that are a core stones of the change initiative which determine the future success or the failure of the initiative. We conclude our literature analysis with further study of the resistance to change enriching our understanding of the concept and its important differences when studying the change.

Chapter two includes a separate discussion of the reforms of education held in Georgia. We decided to include the explanation of the conditions in the education industry, particularly the schools before the start of the reforms in 2004. Later we included the concrete legislation acts that created a basis for the reforms, discussing their main propositions. Afterwards we analyzed the main achievements of educational reform dividing them into four components: new model of financing, new model of management, curriculum development and the teacher qualification. The process was discussed both from the proposed initiative to the reality that followed the implementation of each component. We believe that this chapter will give a good insight to the reader into what changes did our respondents dealt with.

Chapter three involves the research methodology of our study. We discussed the stages of our research in details and tried to show the whole work done during the research. Stages of our works are followed by the two research algorithms that were used during our study: Research algorithm for "How to Manage Change" and the research algorithm for "Measuring the Readiness to Change". For both of the algorithms we discussed the research topic, variables, general population, convenient sample, methodology of collecting the data, ways of manipulation of the data collected and the conclusions on the sample and therefore on the general population for the research topic. After having completed the first research algorithm, the chapter gives reason for the necessity of the second algorithm and the conclusions of the second algorithm as well.

Chapter four includes the findings of our research which is demonstrated in a model that we created. Two types of analysis are shown on the study of "How to Manage Change" divided into three sections: Part One: Willingness or Unwillingness; Part Two: level of consultation that occurred; and Part Three: The Support provided by the Leadership. The first one is cumulative analysis of the data collected as a result of surveys and then a departmental analysis is also performed as a result of which the departments are grouped according to the groups of champions, followers and resistors. Results of the study of the "Readiness to Change" are shown in four sections of senior management, change agent, communication of change and impact of change on work. The model created by us is a combination of the findings in the study of "Managing Change", which we called an employee side and the findings in the study of "Readiness to Change", which we called the management side. Joining together two models we concluded that both sides speak the same language and therefore have found a novelty which we demonstrated in the recommendations part of our study.

General Conclusions: "Managing Change" – The employee side

An exploratory study conducted by us was an attempt to provide recommendations for the organizations willing to involve in the change process. The work done was an attempt to offer concrete steps to the organizations to have their employees ready to embrace the change when the time came. A lot of emphasis was made on the study of the variables and their influence on the ability of an organization to champion the change.

There is no magic way to impose change so that all employees accept it with open arms. At first the team members pretend that they are operating in a time warp where strategic threats, economic volatility or other nagging variables do not exist. Still, the followers maintain their cool and appear to listen rationally and nod in understanding as the leader pleas for them to embrace change. In this case what needs to be done in terms of communication is the explanation of the benefits and thorough details about the action plan and each employee task and the role in the whole process. The second stage is when employees grieve for the simple, predictable past and feel scared and unsure of an uncertain future. Here is when the skills assessment and the training are vital. When the employees, convinced that they can do a better job with a proper training realize that it is of their own advantage to get involved the magic of change starts to happen. In the third stage of resignation the followers begin to exhibit the grudging acceptance, having the attitude of "there is no sense fighting anymore". So, this is when the praising of every little action towards the attainment of the tasks becomes a decisive factor for success. The final stage that every leader strives to accomplish using various tools of communication is when teammates decide to buy in fully. They ally with a leader that finally makes sense to them and the better the leader ensures the smooth flow of the transition the more the employees tend to take the responsibility for their actions.

Literature provided us with different level analysis and the number of variables was reduced to the three, motivation, leadership and the communication. We have discussed the models of change that were proposed by the theorists and all were reduced to the above mentioned variables. We understood that the variables we dealt with had a complex nature and decided to test them on a concrete case of the sample chosen from the general population. The survey was formed basing on the three variables and the results obtained were analyzed as follows:

Willingness versus Unwillingness – self-evaluation to readiness

An interesting finding that the survey offered was the trust in the organization and its prospects of success. We believe that this should have become a decisive factor, regardless of having 70-73% nonbelievers/partially non-believers, the members still felt that overall the organization is to succeed. For any initiative to succeed the theory proposes that it should have firm believers that no matter how hard the process is still do not give up because they are confident that the organization can make it through the process anyway. But having a high percentage of nonbelievers is an alarming figure and despite this still being able to succeed after all is a dilemma that our research needs to address with a further detailed analysis.

Accepting that there were a considerable number of nonbelievers, we attempted to explore the reason behind lack of confidence by describing the concrete steps within the reform. Detailed understanding of the steps was the weakest point of our change process, when 87% of the respondents did not keep the personal teaching plan, which is the reason we keep portfolios (only 5% had had portfolios before). This brings us to the point of having the lack of concrete steps to follow or the failure to understand the action plan. So, we could link the unwillingness to the lack of proper communication at the beginning of the change initiative. Recommendation for this again is the thorough and in-depth instruction and regular feedback.

The survey attempted to check the understanding of the process offering the components of the teacher portfolio and checking the understanding of each separately. Even though the respondents did not keep the portfolios, the understanding of the components of the teacher portfolio was satisfactory and it was even surprising when we saw from the general questions that actually only 5% had an experience in keeping a portfolio. This brings us to the notion when the old is done by a new style and just overcoming the fear of new is sufficient to succeed. So, linking this subject to the replacement of old duties by the new duties and communicating this aspect correctly can lead to a better outcome in terms of raising the trust and confidence within the organization to succeed the change. The results obtained from the stage one of the research were enhanced by the second stage of the research and we believe that we were able to receive a complete picture describing the whole process of the change. But for now we offer the findings separately, and join them later for generating final recommendations.

Level of Consultation – Communication - level of support and feedback

Linking the findings obtained in the first part of the survey about nonbelievers and the leadership and communication factor that was analyzed separately we can find the link between these two aspects in terms of being a guarantor of the success that the organization experienced. Leadership support in the willingness to help and the trainings delivered by a supervisory were believed to be enough for the followers to do their job. This brings us to the 70-73% of the teachers not believing in themselves and in their success believed that the level and the intensity of the supervisor consultation, training and the feedback was satisfactory. This leads us to the point where we can conclude that the supervisor factor had played its role successfully.

When analyzing supervision, theory about leadership and its capabilities to encourage the followers offers us the traits that every leader should possess in order to be followed. The universal trait that all the leadership approaches offer is the knowledge of the subject, or the competency as many calls it. Leadership competency of the supervisor does matter in deciding to follow him or her. In our case we had perceived 19% of the lack of competency which is a significant figure when we add another 24% who doubted the competency of the leader, getting 43% in total, which is not an attractive figure to start with. In our case the reform was compulsory, so the employees had no other choice that to follow the supervisor. It was a matter of time until they actually accepted the fact that they needed to get involved. But still, having the half of the team against the supervisor shows a hard work that the supervisor would need to convince the followers and eventually lead them through the course of actions guaranteeing the success.

We can infer that the unbelievers in the competency of the supervisor were the ones that never got to get a feedback because they simply did not believe the feedback or recommendations would be competent enough. Accepting that there is always a possible group of unbelievers can help us rule out some externalities, but still the percentage of them needs to be monitored, not to become contagious to others.

Recommendations at this stage about the tactics of the leader would be that the intensity of consultations and the degree of feedback offered to the subordinates need to be increased if the leader wishes to gain the trust necessary for the employees to follow the supervision. We believe that the effort of a leader will eventually buy off if offered in a proper way. As for the competency of the leader itself, more preparatory trainings for the implementers are to be offered prior to the
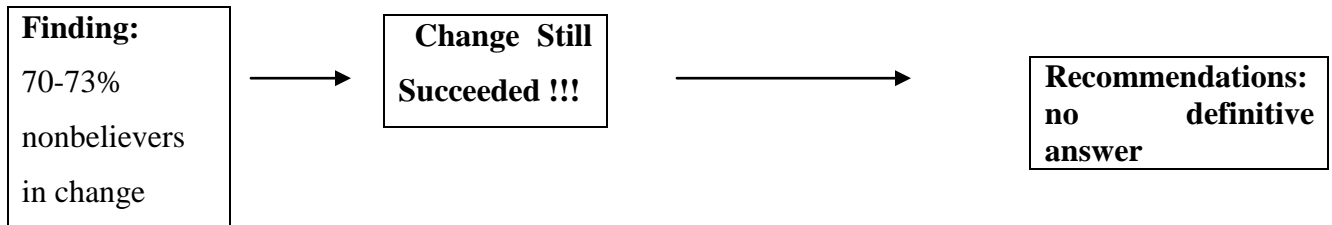
change initiative if the company wishes to have the trust in its leaders at the very initial period of the change initiative. We believe that combination of an intensive cooperation with the employees and the proper preparation for the change specifics can guarantee a leader to be followed by the employees.

Emphasizing on the proper communication of the actions needed to be performed while the change and the preparation of the responsible for the change implementation was believed to be a must for an initiative to succeed, but the survey left us with the question of willingness still unanswered. Were there any other factors that determined the willingness of an employee other than the compulsory nature of the reform and its urgency? In order to study this part of the survey in more details we decided to conduct focus group interviews where we asked the respondents to identify concrete actions that were taken during the course of change in order to measure the readiness to change or non-readiness to change.
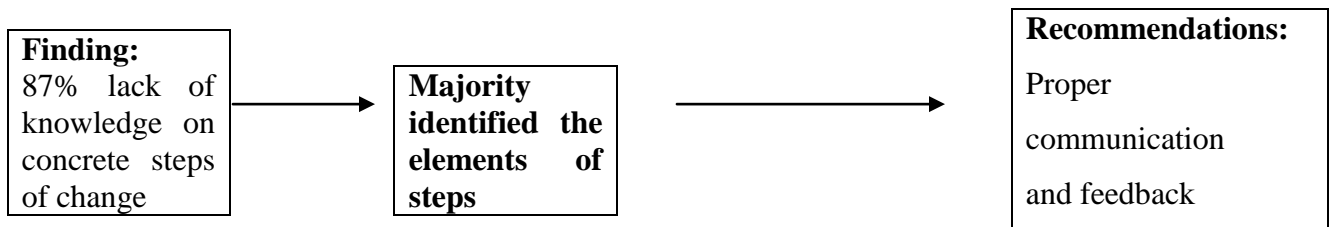
Conclusive figures of "Managing Change"

The relationship between the results of the findings and the actual outcome of the change initiative were as follows:

a. Willingness to believe in the prospects of change:

Finding: 70-73% nonbelievers in change	→	**Change Still Succeeded !!!**	→	**Recommendations:** no definitive answer

b. Understanding of steps to take while change process:

Finding: 87% lack of knowledge on concrete steps of change	→	**Majority identified the elements of steps**	→	**Recommendations:** Proper communication and feedback

c. Unbelievers and the feedback they received:

Finding: 70-73% nonbelievers in change	→	**Majority satisfied by level of consultation and feedback received**	→	**Recommendations:** Intensity of consultation
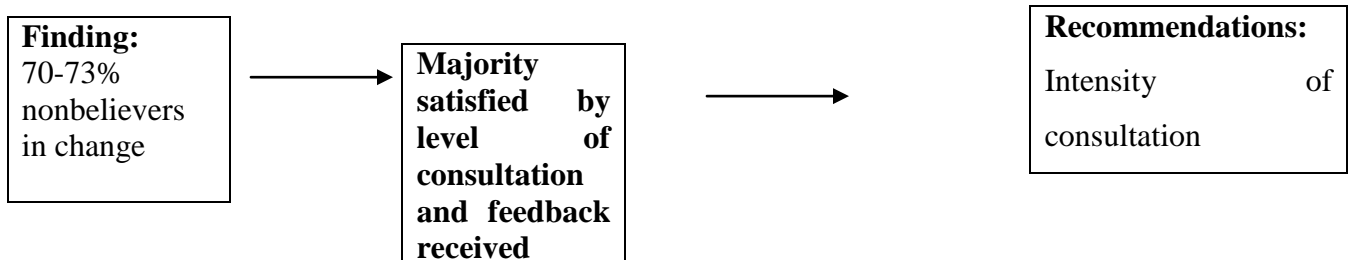
d. Competency of Supervisor:

Finding: 34% believe supervisors lacked the competence	→	**16+41% admitted/partially admitted spending no time with supervisor**	→	**Recommendations:** Link unbelievers to ones that never received feedback

Figure 11: Conclusive figures for "Managing Change"

General Conclusions: "Readiness to Change" – The management side

As mentioned above the respondents were asked to nominate organizational behaviors typical to the readiness or lack of readiness to change. We created two lists of behaviors by asking the following two questions: 1. "What kinds of behaviors did you see in your organization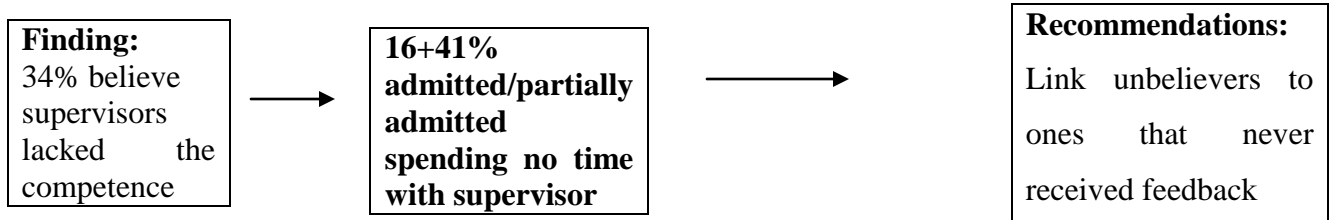 that would lead you to think that it was ready for or capable of change?"; 2. "What kinds of behaviors did you see in your organization that would lead you to think that it was not ready for or capable of change?". Respondents were asked to focus on specific and tangible actions in the organization. The interview and responses were recorded and analyzed with the permission of the respondents. We also made every effort to avoid any leading questions and or comments. When the interviews did not yield anything new, the domain was considered saturated and the interview stage completed. The two lists of behaviors were then edited for redundancies, vague actions and non-act statements.

Management

First aspect identified as a result of interviews was the management. Timely decisions and actions by the management lead to more certainty and vice versa. In our case, the difficulty of making timely decisions and crafting the course of action on the behalf of the senior management led the employees doubt the process of change itself, which led to delays in implementation. Respondents identified the cases when an order from the ministry was received without proper instructions and the management failed to respond to the order by being unable to provide timely implementation. The employees were still obliged to follow the order and after the order was finalized, another order would follow neglecting what had already been done before. The cases of misinterpretation of the guidelines were the most frustrating to the employees and no matter the reason behind this the management was blamed for not being able to interpret the requirements of an order. This underpinned the reputation of the management and created additional doubts in terms of trust within the organization. The respondents admitted that this was not completely the fault of management since the instructions received during the course of change implementation were rarely clear and thorough. This aspect leads us to the notion of personification. Personification of a senior management or the change agent with the company itself is identified by the literature as both a barrier and an incentive to implementation of any change. The personification of the organization is assumed to represent an employee's view of who controls that individual's material and symbolic resources within the organization. As the literature proposes, on the other hand it can be used as an additional tool to raising the trust among the employees. To state it in a more detailed way, if the

management or any supervisor is a champion on any stage of change, the organization as a whole is perceived as a champion. On the other hand, if any of the implementers fail at any stage of the process, they are attributed to the management and the organization as a whole. In our case the organization could not have a champion on all key senior management levels, due to the senior management itself being under uncertainty. Some successful implementers were identified as a result of the interviews and the team of the mentioned successful implementer admitted being believers in the reform as a whole, while the followers of the agents who were perceived less successful admitted lacking the belief in the overall success of an organization.

Change Agent

Second aspect identified as a result of interviews was change agent, the trust towards the competency of the agent and the proper time spent with the followers. Preparation is the key in this case otherwise the agent loses the respect and is no longer followed by the employees. It is the organization's responsibility to prepare all those who supervise others to deal with change and involve them in designing and implementing change. Linking the second aspect to the first one, we can argue that the management had no other choice than improvise in many of the cases so, the proper preparation of the agents was not plausible. Despite this, we had already mentioned the finding of the prior study about the intensity of the consultation and the feedback received and the interviews once again revealed that this factor was a decisive one when encouraging the employees to follow the leader. Respondents admitted that even though they had a little trust in the competency of the leaders they still benefitted from consultation and the feedback received by them. The feeling of giving the blame to a supervisor in case something went wrong encouraged the employees to demand more consultation with the supervisors during the course of actions of change initiative implementation. The prior study revealed that there were a large number of nonbelievers in the competency and the knowledge of the supervisor and this normally would lead to the failure of the initiative. However, the intensive consultations conducted and the time spent giving the feedback to the employees was believed to be appealing to the participants, which was once again approved during the interviews. So the recommendation of the first study, arguing that the nonbelievers were compensated by the level and the degree of care from the supervisors was once again approved by the results obtained from the interviews therefore, we can conclude that an effort of leaders did pay off.

Communication

Third aspect identified as a result of interviews was communication. We had mentioned the importance of proper communication when the prior survey revealed that majority of the actions during the course of change were unclear to the followers, leading them to doubt the plausibility of the whole reform and the ability of the organization to succeed in the end. The aspects of communication are discussed in details in the first chapter of our research. According to the literature, communication on each stage of the change matters, but the most important aspect here is the vision that the management creates prior to the change. Shared vision provides a stimulus to each employee because they realize that they follow the organization that actually knows what it is doing. Having analyzed the overall aim of the change process and pictured the end result of the process, management creates a thorough plan for actions. Unless a team spirit is created, the confidence in the organization and the overall success cannot be guaranteed. So, in our case the communication necessary to preparation of the employees to walk the same path was necessary and the interviews once again revealed this necessity. Respondents listed numerous cases when a new form of doing a task was adopted without proper explanation of the aim of the concrete task. Experiencing a difficulty of linking a concrete action to the end result, or the goal of the process employees resisted the adoption of the new and the process eventually was prolonged causing the disrespect of the deadline. Instructions and attributing them to the benefits while attaining the goals thus being in compliance with the shared vision would be an action formula for the implementers to propose to the followers of the change initiative.

Impact of Change

Fourth aspect identified as a result of interviews was the impact of change. Prior study indicated that only a little percentage of employees were aware of the teacher portfolio, but at the same time majority of the employees understood the elements of the portfolio bringing us to the point when there simply was a misunderstanding of the terms used. The essence of change is that new duties rule out the old duties and the employees are to be happy to perform the tasks in an easier way, with a lesser effort, but when this does not happen, there is a double duty and this hinders employees from getting involved in the change initiatives. One of the primary reasons of opposing the change according to the literature is the increased load that most of the employees fear. Being involved in the process means commitment to longer hours, stress of failure and the degree of devotion to the job is represented by the willingness of spending extra hours exercising the new

tasks introduced by the implementers. The tradeoff of the individual time and the work time is an important issue that needs to be advocated by the importance and the benefits of the reform itself.

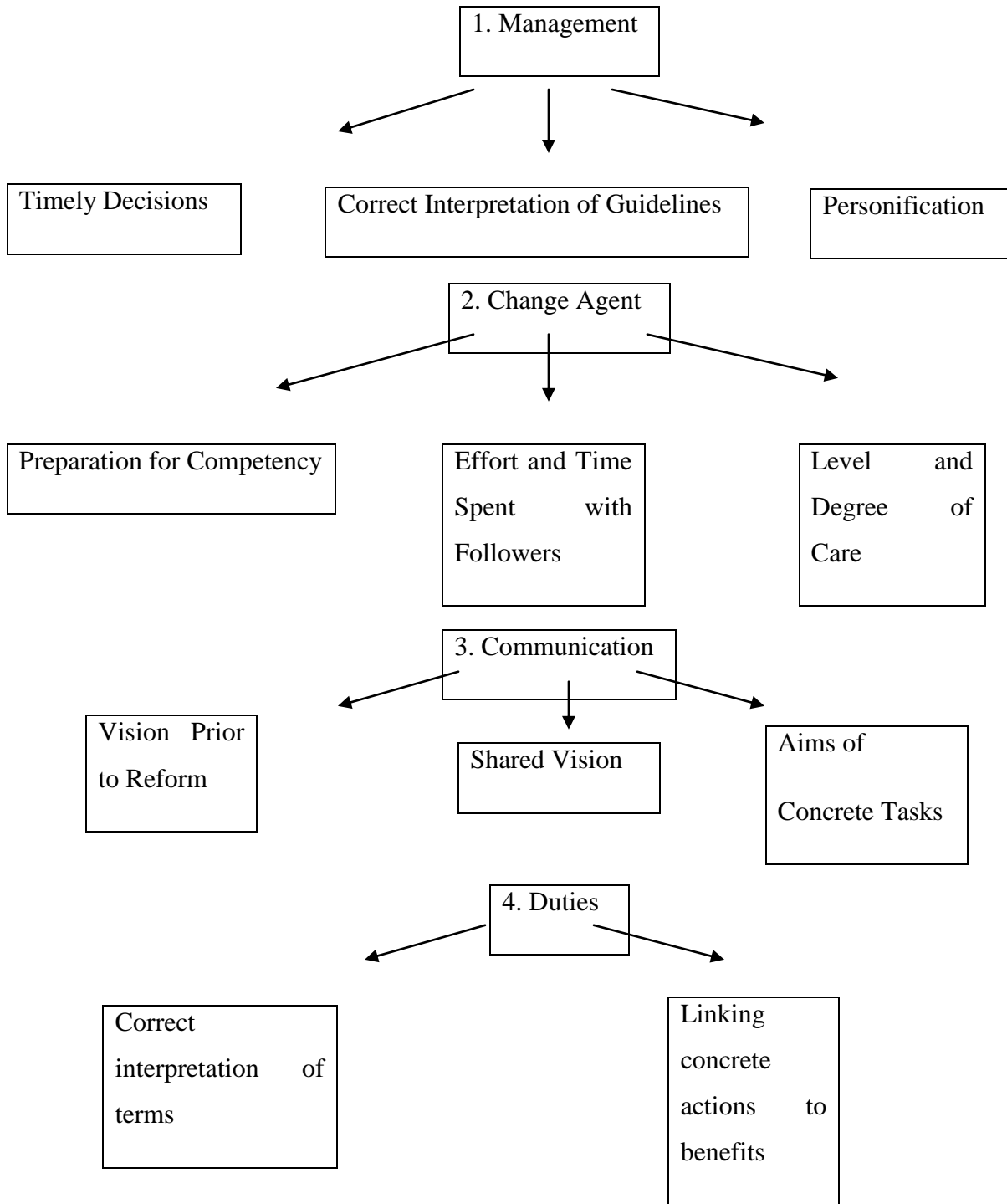**Conclusive figures of Study on "Readiness to Change"**

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                          ┌──────────────────┐
                          │  1. Management   │
                          └──────────────────┘
              ↙                   ↓                   ↘
┌──────────────────┐  ┌────────────────────────────────┐  ┌──────────────────┐
│ Timely Decisions │  │ Correct Interpretation of      │  │ Personification  │
│                  │  │ Guidelines                     │  │                  │
└──────────────────┘  └────────────────────────────────┘  └──────────────────┘
                          ┌──────────────────┐
                          │ 2. Change Agent  │
                          └──────────────────┘
              ↙                   ↓                   ↘
┌──────────────────────┐  ┌──────────────────┐  ┌──────────────────┐
│ Preparation for      │  │ Effort and Time  │  │ Level     and    │
│ Competency           │  │ Spent     with   │  │ Degree     of    │
│                      │  │ Followers        │  │ Care             │
└──────────────────────┘  └──────────────────┘  └──────────────────┘
                          ┌──────────────────┐
                          │ 3. Communication │
                          └──────────────────┘
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┌──────────────────┐  ┌──────────────────┐  ┌──────────────────┐
│ Vision   Prior   │  │ Shared Vision    │  │ Aims of          │
│ to Reform        │  │                  │  │                  │
│                  │  │                  │  │ Concrete Tasks   │
└──────────────────┘  └──────────────────┘  └──────────────────┘
                          ┌──────────────────┐
                          │  4. Duties       │
                          └──────────────────┘
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┌──────────────────────┐                  ┌──────────────────┐
│ Correct              │                  │ Linking          │
│ interpretation   of  │                  │ concrete         │
│ terms                │                  │ actions     to   │
│                      │                  │ benefits         │
└──────────────────────┘                  └──────────────────┘
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Figure 12: Conclusive figures for "Readiness to Change"

Recommendations: Combining the employee and management sides

Resistance to planned organizational change has long been an issue of concern for organization development practitioners and management scientists. Resistance has been seen at best as disruptive and troublesome and at worst as a coordinated process of radical militancy designed to undermine the very fabric of managerial control. Resistance has almost always been characterized as irrational, counter-productive behavior engaged in by a minority of workers to the inevitable detriment of the organization and in the long term, to the disbenefit of those employees themselves. But is this characterization fair and just? We mentioned earlier in the first part of our research that a feedback received from the resistance helps management in several aspects. It boosts the awareness of managers, who need to return to the purpose of the change and then communicate what needs to change and why; it identifies serious points and the difficulties in the planning and implementation process, giving a possibility of improvement through the process of change; it helps managers build engagement that is a decisive factor in succeeding to change; and it is the best way to complete the past actions and thus create more trust in the organization.

The point is that resistance is wholly in the eye of the beholder. It is entirely possible that the actions of an individual within an organization may be perceived by some, as harmful resistance warranting summary dismissal and simultaneously by others as normally justified and heroic behavior worthy of the highest praise. Given these fundamentally divergent views and attitudes, it is perhaps surprising that psychologists have not been more involved in resistance to change research. Instead, much of the academic thought in this area has originated from management scientists and organization development specialists. Perhaps as a function of the source of much of this literature, the predominant perspective has been that of a highly pragmatic search for managerial tools and techniques to "overcome resistance to change".

The constant striving towards understanding the resistance has led to creation of many theories and guidelines for the practitioners to ease the process of change. The final stage of our research was to analyze whether the employees and the managers spoke the same language. We believe that unless doing so, there is no need of all the fancy analyzes and expensive research done in this area. Relying on our previous studies, we have analyzed the employee side of the change by surveying the employees of an organization having undergone a major change and later by interviewing them and analyzing the management side of the change initiative implementation.

What we have found in common were the following aspects that were present both in the employee side and in the management side of the change management.

Before an organization starts to plan and later implement the process of change, it needs to understand that the language spoken by the owners and the management and the employees is the same and that there is no need to blame "them or us" when the change should be administered jointly and involving all in the process is what can guarantee a success in an organization.

Table 27: Employee and Management side of change

Employee Side: Survey One	Management Side: Survey Two
Trust in organization	Shared Vision and Timely Decisions
Understanding of actions	Old duties vs New duties
Leadership competency and support	Personification and prepared agent

Combining trust in organization with its ability to provide timely decisions and advocate shared vision

Our two previous studies have concluded that the first major aspect of the success to change is the trust in the organization. This is what the employees search for when in the position of uncertainty and ambiguity. So, what exactly is the basis for the trust in an organization and its projected success? On the other hand, the same trust is what the management strives to obtain. The tool management uses to win the hearts of the employees is the establishment of the shared vision among the employees. From the literature we already pointed out that the vision which is shared by all allows the feeling of confidence within the frames of the organization. As a result of our second stage, the interviews, timely decisions and the ability to draw up an action course for the employees is what keeps employees trusting the company and its overall success. The perception of the ability of an organization to interpret the external as well as the internal factors during the change and convert them into the best actions to attain the goals is what creates a complete trust in the organization and its management. Even though the individual employee may not have faith in his/her own readiness to success, as we obtained in the first survey, when 70-73 % did not believe in their own readiness, we believe that management actions, the change agent factor and the team spirit

demonstrated in the organization as a result of the shared vision was the cause of the final success of the organization as a prosperous reformer.

In order to guarantee the success of any change initiative one needs to demonstrate the ability to be trustworthy. The best way to do so is to be efficient in the frames of a shared vision. In efficiency we mean the use of the time factor, so that the employees stay committed to the organization, believing that the leadership is on a right track, efficient enough not to waste the time factor, which in most of the change examples is a decisive factor due to the urgency of the most reforms. No matter whether the change is imposed by an outside superior or an inside necessity, the response of the followers to the management and its capability to succeed is highly contingent on the trust within the course of the actions taken.

Combining Understanding of actions with the balance between old and new duties

One part of the first survey was devoted to the concrete actions within the change initiative and the study concluded that even though the employees never used the major components of the changed variation of actions, they still had a good understanding of what was required, coming to an end that the old method was to be change by a new one and the major activities would stay unchanged. The sound element of the change in our case was the teacher portfolio, which were a requirement and a fear of most of the followers. The response to the question of whether the teachers kept portfolios before the reform was very low, but the control questions which enumerated the concrete elements of the portfolio were surprisingly common to the most of the teachers. From the management side of the change, the fear of double-tasking always proceeds when deciding the resistance to change. What needs to be done is the proper communication leading to the understanding that change is initially of the advantage to the employees and therefore to the organization as a whole. The second survey revealed the cases when employees struggled with new duties and had difficulty believing that they would receive a personal benefit out of the process.

In order to encourage the employee support during a change initiative, the requirements of the change should be thoroughly analyzed and the terms used decided on. This will enable the employees identify the actions needed to be performed and therefore most will eventually find that the requirements are just mere modifications of the old. An employee realizing that what needs to be done is what s/he has been doing before and only adding innovative elements will lead to success will eventually follow the leader towards attainment of the goals set. To increase the support of

adopting new tasks employees should be demonstrated with the benefits of doing the tasks the new way and that the tasks are implemented only because they offer additional benefits of efficiency.

Combining leadership competency and support with personification and prepared agent

No change initiative is ever successful without a good leadership. We noted that employees tend to view actions by agents of the organization as actions of the organization itself, so it is the primary duty of every organization to prepare each change agent on each position properly. Since an agent or the supervisor is the visual representation of the organization, the image of the organization and the trust in it is transferred to the agent and the failure of one concrete agent can result in the loss of trust in the whole organization. The fear of the loss of trust in one unit of an organization being contagious to other units can lead a successful organization to a guaranteed failure if corrective measures are not taken in timely manner.

Especially when the trust in top management is weakening due to the factors of failure of timely actions, the employees tend to turn to the immediate change supervisors, looking up for the explanation of the actions of top management and the course of action that need to be proceeded. This is when leaders make a perfect change. In order for the leader to be followed, as the first survey concludes, the trust in competency of the leader is important, and surprisingly even more important is the support shown from the supervisor. Even if supervisor fails to deliver instant explanation to the actions from above, just the fact that the supervisor is willing to contribute all the possible resources to the feedback of each participant employee is to be the key decisive factor in determining the resistance to the change initiative.

In order to guarantee the full representation of the organization by the change agent or the immediate supervisor, organizations need to spend a considerable amount of time on choosing, training and monitoring the actions of these middlemen. Only by providing the proper knowledge to the implementers and delegating them with the authority enough to propel the change actions can they maintain the commitment and trust within the organization. As mentioned above monitoring of change agents will enable the organization to check the course of the actions performed while once again demonstrating its devotion to the process of change, highlighting its importance and implications.

Guidelines for Change Implementers

Staying competitive in an ever increasing, vibrant and competitive market any organization needs to plan thoroughly, implement with the care and monitor with an increased attention if it wishes to succeed. A task of any company nowadays is not limited to only providing the product to satisfy the need of its customers, but main emphasis is being ready to embrace the whatever possible change may occur in the market internally as well as externally. In order to be able to foresee the change and get prepared for adopting it managers need to analyze all influential factors that may arise as a result of different triggers in the political as well as economical spectrum. The topic of our research is not what causes change and why but how in the best way can we help the implementers prepare for change, plan the change, implement the change and monitor the maintenance of the results obtained through the change.

Having analyzed the triggers to change, the feelings associated to any change initiative and the reactions on different stages, we proposed three variables that would help us analyze the phenomenon of change. Motivation, leadership and communication were said to be the variables for our further exploration. Each variable was checked by a survey and having received results on their importance and influence on the change process we decided to research the variable of motivation further focusing on the willingness or the unwillingness of the employees to follow. Exploring the topic of willingness we conducted the interviews with the focus group that allowed us to focus on the concrete actions that were taken and the way they were perceived. The two studies enables us to create two models, one being the employee side of change and another being the management side of change.

In the employee side of change we incorporated trust in organization; understanding of actions; and leadership competency and support. In the management side of change we included shared vision and timely decisions; old duties vs new duties and personification and prepared agent. Later we continued combining trust in organization with its ability to provide timely decisions and advocate shared vision; combining understanding of actions with the balance between old and new duties; and combining leadership competency and support with personification and prepared agent. The two side model of change obtained as a result of literature review, survey and focus group interviews gave us a clear picture that both sides do speak the same language and by joining them we can give specific guidelines for implementing change.

We provide you with an action plan for change:

Emphasis One

Contemporary champions today are proud of having the companies that are flexible enough to deal with the upcoming developments. They are solid enterprises that have a clear vision that involves the employees being a major part of goals attainment within the scope of the existing vision. The crafters of the vision need to consider the element of commitment and a space for innovation. What happens to the most change initiatives is that the element of innovation is usually not included in the vision at the start so, when employees are exposed to the need for change the questions of noncompliance of the change with the existing vision occur. Employees feel like they oppose to the existing principles that had been driving them so far, thus creating the resistance that undermines the chances of any company to succeed.

Our proposition to the change implementers on the vision would be to craft a vision that support the notion of change itself as a guarantor of success and the better the employees are aware of the vital need for change in order to deliver high quality in what they do the better the chances of any organization are towards attainment of the goals of change without any evident damage or even a failure to succeed.

Once a vision is crafted it needs to be shared by the members of the organization, who need to be clear and sure about the demands of the management. The importance of correct communication will ensure that the vision is precisely interpreted and there are no variations about what it may mean. At this stage visual representation like symbols, slogans, and stories will serve as a benefit for engaging all in the vision and encouraging them to share it. Vision sharing once again will guarantee the long-term commitment of employees to the organization, thus increasing their effort of providing the best service or the product to its customers.

A well designed vision that is shared is not enough because organizations need to win the trust of employees at every stage of work and especially at the difficult times like change. Here we analyze the management as the one capable of providing timely decisions and serving as a role model in the times of change. This visual proof of the entity being a champion attracts more employees facilitating them to get involved because they can be assured that they are on the side of champions rather than the losers.

Emphasis Two

As mentioned throughout the research a change is resisted because it is associated with harder work, more hours and less private time. As we mentioned before a change is "getting to do the unwilling, the impossible, for the ungrateful", so the element of unwillingness is we believe to be solved by understanding of actions with the balance between old and new duties.

As revealed during the interviews many respondents listed the actions that they had to take being unclear and while implementing they admitted feeling like these actions were useless and an extra burden put on them without proper explanation of the purpose. In our guidelines we propose that every concrete action be linked to the benefit it provides to the employee as well as the whole organization in attaining its goals. The actions should be instructed as a better way of doing old tasks but providing the techniques used the employees should believe that the new tasks are in the sake of their efficiency.

As mentioned above the requirements of the change should be thoroughly analyzed and the terms used decided on. This will enable the employees identify the actions needed to be performed and therefore most will eventually find that the requirements are just mere modifications of the old. An employee realizing that what needs to be done is what s/he has been doing before and only adding innovative elements will lead to success will eventually follow the leader towards attainment of the goals set. To increase the support of adopting new tasks employees should be demonstrated with the benefits of doing the tasks the new way and that the tasks are implemented only because they offer additional benefits of efficiency.

Here one of the functions of management, the planning function is of vital importance. According to the results obtained by the interviews we found that the frustration caused by inability of management to carry out decision functions timely led to the lost of trust in the management. So, what needs to be done effectively is that every action or the course needs a proper planning of the behalf of management and the management should sell the action plan to the employees within a very short period of time if it wishes that the followers take the challenge of trying out something new for the sake of its benefit to them and the company as a whole.

Emphasis Three

No change can be imagined without a magical leader who steps in and makes all the wrong right. This mythical character of course needs specific qualifications of human persona to be able to handle the followers, facilitate them and keep them motivated towards the goals attainment. One of the three variables that literature search provided us with was the leadership, the ability to drive others and do it in the direction of success. Leadership is believed to be linked to the competency according to the literature and the respect that leaders are to earn from their followers build upon their perception of a leader being the perfect information source about the actions needed to perform to succeed in the change initiative. Some leaders are born with inborn skills of human manipulation, but most are trained to be one and we believe that proper preparation of a manager can turn him/her into a good leader, capable to drive the course during the change.

While the turbulence that is caused by the triggers of change we believe that the factor of well-prepared agent is the one that makes difference. In order to guarantee that an agent or a supervisor is followed and not questioned management should provide proper counseling and direction of the one handling the change process. Having mentioned the factor of personification, management should be careful on who it decides to choose as a representative, the one preserving and maintaining the image of the organization as well as striving towards improving and enhancing the image of the superiors.

We mentioned the importance of planning for the change and the role of having everything displayed beforehand so, the case of actual supervisors is similar. They need to be people who are ready to step in when a need is needed to be embraced and therefore they are the once that possess the respect of the followers so that the later do the job rather than oppose, criticize and question. In order to guarantee a change success management should have champions on every key level of the organizational structure and these champions should be the ones who introduce, implement and monitor the change and help the followers feel as a part of a team and not the outsider. It should be a failure of a change agent or supervisor if the followers object. Yet there is an acceptable amount of resistance which is considered as natural, but the degree and the level of it is highly contingent on the continuous work of an implementer. A caring and attentive agent understands and projects the feeling that may arise on every possible change initiative.

List of Publications:

1. Maisuradze, T. (2012) "Measuring the Readiness of Employees before Change: A survey", Journal of Business, International Black Sea University, Volume 1, Issue 3, 2013 pg. 45-52

2. Maisuradze, T. (2013) "Perceived Readiness to Change", Journal of Business, International Black Sea University, Volume 2, Issue 3, 2013 pg. 51-57

3. Maisuradze, T (2014) "Research Methodology for Exploring readiness of organization for change", Power and Society, Practice, Theory, History, Georgian Technical University. pg. 134-149