

# Power and collaboration: Methodologies for working together in change

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## Summary

Effecting major organizational change and innovation is difficult and often demands complex processes. Many organizations do not obtain the outcomes they desire. We start this chapter with presenting four explanations for the lack of effectiveness of many change processes: (1) both theorists and practitioners tend to focus on single issues, such as either structure, or culture or resistance, when trying to understand and realize complex change, (2) the dominant management perspective excludes viewpoints of other relevant stakeholders, (3) in many organizations, change managers concentrate on the content of the change, whereas the process of changing gets little attention, and (4) in general, a top-down approach is applied that commonly results in an accumulation of barriers to change. Reflection on these four explanations results in our focus on process-oriented change. One of the benefits of this approach is its potential to achieve commitment to change through cooperation. Subsequently, we discuss existing psychological explanations for resistance to change and then propose another view. In our view, the negative reaction to change initiatives should be understood as a response to the chosen change approach. We present an interactive perspective and try to avoid the subject-object orientation in which change agents need to convince, persuade, or force change targets to comply with their goals. The main part of this chapter therefore deals with four comprehensive methodologies that can bring different stakeholders together and make them partners in change. Consecutively, we discuss survey feedback, large group methodologies, process management, and third party intervention. For each change methodology, we pay attention to the principles, its process orientation, and conditions for success. Next, we provide a case in order to illustrate how the methodology works in practice, how different stakeholders are involved, and how it contributes to the co-creation of change. The chapter ends with conclusions and we discuss implications for academics, consultants, and managers who design and guide change processes in organizations.