

CHAPTER 5: CROSS CASE ANALYSIS

5.0 Introduction

This chapter focuses on the refinement of the fourteen constructs, amplification of points of convergence and points of divergence in experiences of organisational transformation.

To enhance the analysis, Exhibit 5.1 has been constructed to highlight the salient features of the evidence across cases. This way of presenting the evidence permits not only paired comparisons but also a comprehensive, quick and thorough search for cross case patterns and differences.

Case evidence in Chapter 4 and the summarised version (Exhibit 5.1) have been assessed further to check for any reflections of cross case challenges and themes (Figure 5.1 and 5.2). Presenting the evidence this way allows for a helicopter view and deeper appreciation of the points of convergence and divergence in the challenges and themes.

The cross case data has also sharpened the redefinition of constructs which have been summarised in Figure 5.9.

The points of convergence and divergence have been distilled to show integrated links between themes and challenges (Figure 5.10)

Exhibit 5.1: Summary of Cross-case Evidence (continued on next page)

CONSTRUCT	CROP	FINANCE	LEISURE	PLEASURE
Triggers	Government (promises to electorate); Environmental (natural disasters); Globalization (world-class best practices); Technological advances (computerization); Economic climate (work process best practices); Heightened competition.	Government; The need for good corporate governance based on openness, integrity & accountability.	Government (turnaround, growth, privatization & retarded growth); Economic climate (retarded growth); Globalization (e-commerce capability demands).	Government; Profitability; Potential to attract tourists; Quality of leadership; Death of a leader.
Best practices	Benchmarking in & outside Africa (Swaziland & Australia); Shanduko; SHE 5-minute daily documented inclusive forums; Land redistribution; Community engagement in SHE; Winning Safety awards on environmental management systems.	High levels of transparency; Vision 2000 achieved 1 year earlier, Vision 2003 overlapping with Vision 2000; Voted Best Bank in Zimbabwe by world-wide Euromoney annual surveys and awards for banking excellence in 1999 & 2000; Integrated strategic planning & implementation; Bank-wide committees created around challenge areas, Departments restructured as informed by stakeholder expectations; Forging strategic alliances with key stakeholders; supporting small-scale business.	Previously subsidized by Government, LEISURE was profitable in 1992 - Its first year of operation.	Theme dinners; Ethnic promotions; PLEASURE vehicle/street promotions; World-class Action Programme for capability creation; Servant leadership; Supplier product-driven training by supplier at supplier's cost & premises; Bill of Rights for staff, Bill of Rights for customers.
Key players	Government; All employees; Management; Business Unit leaders; External & Internal consultants; Steering committee; Change champions & Community members.	All Bank clients; Government; RBZ; Chairman & Board; Local & International financial institutions & Correspondents; Prospective new shareholders; Public in general.	Government (particularly Minister of Mines, Environment & Tourism); Board; CEO; Management Staff; Customers & Strategic partners.	Government; PL1 & PL2; GMs; Top leadership; Staff; New shareholder; 3 different Group Chairmen.
Time	SHE (immediate); Shanduko (one year time window, 4-6 months training to kick-start process); computerization (immediate with 8 month parallel run).	Very little time for turnaround, 1 year to find CEO, 6 months for privatisation.	Very little time.	Very little time for franchise; No time after shareholder take-over; 6 months to replace PL1.

Exhibit 5.1: Summary of Cross-case Evidence (continued on next page)

CONSTRUCT	CROP	FINANCE	LEISURE	PLEASURE
Help	Employee sensitization & inculcation of a sense of inclusivity (lower level employees not aware of quality & kind of help required); Saturated communication required; Capability creation (all changes); Relocation of employees with health problems.	Help organized around challenge areas (External consultants for image-building, human resources, treasury systems, IT, strategic planning; External & internal consultants for systems & procedures; International NGO for new community-based lending; Moral support from CEOs & staff of correspondent banks; 1997 RBZ audit.	Help was around 3 strategy areas (marketing & branding, skills development & operational excellence) - External consultants assisted.	Consultants {1 high quality trained internal change agents for WAP & 2 poor (1 recommended poor quality franchise, another introduced & failed to contextualise JIT); Suppliers provided quality training on their products at own sites & own costs.
Relevance	Changes benefited key stakeholders (staff, government, community); Improved quality of life of employees; Employment creation; Code of conduct brought sense of common purpose; Business was value-based (e.g. we want to make money but not bloody money).	Business turnaround & growth; Bank tries to employ, empower & develop people (a human resource balance sheet approach used).	4 hotels in 1992 to 14 in 1999; A handful of dilapidated safari vehicles to 100 safari-related vehicles in same period. Privatization saw a cash injection of \$120 million. Interviewees had mixed reactions on relevance to personal goals.	Changes during PL1 except franchise & JIT were relevant to business goals, PL1 had people care at heart - employees, suppliers, community & customers; PL2 reversed all the gains from the past - both business & personal goals suffered.
Walking-the-talk	Mixed evidence (where initiative directed from Group/top management, advocates walked the talk e.g. SHE, Shanduko, Haulage system); One HR manager walked the talk & the other did partially	Chairman, MD & CEO's team walked the talk & led by example (e.g. Chairman resigned from Board after making contribution to the turnaround; MD & CEO cautioned habitual defaulters on behalf of Bank).	CEO walked the talk initially. Respondents claim CEO is increasingly invisible with the growth of the business.	PL1 & team walked the talk; PL2 & team had a different agenda.
Fear & anxiety	Views were polarized (focus groups generally said there was acknowledgment, within mixed focus groups a sense of fear was expressed, individual respondents had mixed answers); A new language emerged when things were not working.	Fear & anxiety were acknowledged (CEO said turnaround journey involved tests of staff's character & calculation, courage & determination in the face of adversity & uncertainty).	Fear & anxiety were acknowledged & often stepped up.	PL1 & team fostered trust. New shareholder; PL2 & team created fear & anxiety; There was perceived nepotism & victimization; Trust between management & shareholder was low.

Exhibit 5.1: Summary of Cross-case Evidence (continued on next page)

CONSTRUCT	CROP	FINANCE	LEISURE	PLEASURE
Assessment & measurement	Informal & formal: Black advancement was informally assessed; Shanduko & SHE had rigorous reporting procedures; Mill performance measures documented in annual reports.	Various teams assessed progress on challenge areas under them & assessments featured in annual reports; 1997 RBZ audit; Rewards linked to performance.	6 areas of assessment (revenue growth, cost containment, skills retention & turnover, competitive analysis, product rationalization and refurbishment) were foci.	Targets were used to assess progress during PL1's time. Assessment during PL2 was unclear - appeared as if intention was to contract PLEASURE business to be in line with contraction at Group level.
Belief	Three groups of people {the committed, doubters (became disciples once convinced) & pretenders (moved back to old ways)}.	Some ex-employees considered turnaround too tough; Those who believed in the change stayed on until opportunity arose for retrenchment packages - 1999 staff retention rate was 94.2%.	Some senior managers tasked to champion change left when their view points were not accepted.	Staff got clear communication on changes & believed leaders who delivered to promise during PL1's time. Camps were created when new shareholder appointed an outsider PL2 ahead of internal candidates resulting in mass resignations at senior levels.
Governance	Each change had defined power & accountability structures (e.g. Haulage system changes under Agriculture Director resulted in structural changes in shifts, SHE & Code of conduct had committees, HR system changes directed by steering committee, Shanduko & Resultant outsourcing under CEO had executives as steering committee).	New Board chairmen led restructuring; MD & CEO brains behind the success of FINANCE. Turnaround committees set up. New directors appointed on privatization increasing number from 5 to 14 (Vision 2003 committees established, Governance enhanced through worker participation, Bank organized functionally to reflect new focus).	First 1992 Board dissolved & replaced in 1999 to usher in another representing the new equity partners after privatisation.	PL1 had clear reporting lines. Power was in camps when PL2 took over & changed structures; Accountability was unheard of.

Exhibit 5.1: Summary of Cross-case Evidence (continued from previous page)

CONSTRUCT	CROP	FINANCE	LEISURE	PLEASURE
Diffusion	Learning included SHE inclusive forums; Shanduko continuous improvement cycle model about diffusing; Communication networks during development of code of conduct (520 workers committee members cascaded messages to all after training). Haulage system changes communicated selectively.	1995 & 1998 strategy workshops were followed by diffusion of challenges & supporting structures through a total involvement programme. Privatization provided learning to FINANCE & other organizations intending to go that route.	One-to-one interview respondents generally agreed there was insufficient learning that took place.	Hands-on management style during PL1's era encouraged live communication across the organization. There was communication blackout afterwards - grapevine & rumour mongering were rampant.
Strategy & purpose	SHE influenced ecological harmony & corporate citizenship focus in running business. Link of other changes to strategy & purpose not clear to lower level employees.	Vision 2000 & Vision 2003 guided the operations; A department in charge of corporate planning, change management & staff training was created.	Forging strategic alliances was considered critical early in the history of LEISURE. Strategy formulation was driven by tourism's key value drivers (marketing & branding, skills development & operational excellence).	PL1 was a visionary & indicated intention to have PLEASURE expand & listed as a separate entity out of the Group. After PL2, each leader brought in their own ideas & disregarded anything that had been planned for before them.
Success	Shanduko incentives could have been paid earlier. Shanduko & resultant outsourcing, SHE, Haulage system changes, Development of code of conduct considered huge success stories. Mixed reactions expressed over Computerization.	Turnaround, Privatization & Growth were successful	LEISURE turned around, was privatized & listed simultaneously & successfully, grew & then went into retarded growth.	Bill of Rights for staff & Bill of Rights for customers propped all changes initiated by PL1. After PL1, the strategic alliance was cancelled & business contracted, morale of staff fell. Business performance was achieved through a bruised staff compliment after what the staff call a ruthless retrenchment process aimed at those who were critical of the new team leaders.

5.1 Construct Refinement Based on Cross-case Evidence

A cross-case analysis of evidence under each construct is followed by the redefinition of each construct.

5.1.1 Triggers of Organisational Transformation

The four cases highlight that government is a key trigger of organisational transformation. Particularly, government promises to the electorate and accompanying legislature triggered changes related to the quality-of-work-life of employees in all cases under study.

For FINANCE and LEISURE, government appointed chairmen and mandated them with turning around the two entities. Both had to deal with image clean-up. FINANCE specifically focused on good corporate governance based on openness, integrity and accountability. Government also played a significant role in the privatisation and listing of these two companies.

The actions and inactions of government resulted in negative publicity that caused the decline of the economy, significantly impacting the operations of the four organisations. LEISURE and PLEASURE, in the tourist industry, had to grapple with retarded growth after a period of growth.

Globalisation, particularly technological advances, led the four companies searching for e-commerce capability. This was closely linked to benchmarking work process best practices and establishing global strategic alliances and networks to enhance more global operations in the face of heightened competition.

Only PLEASURE had quality of leadership as a trigger. Of significance is the importance

respondents placed on servant leadership as a critical success factor of change efforts. This was reinforced through the constant cross-referencing of the manner in which PL1 and PL2 handled changes.

Natural disasters like drought and fire come out clearly as triggers, more so for companies like CROP in an industry that is agro-based.

From the cross case data, the definition of 'triggers of organisational transformation' from the within-case analysis in Chapter 4 may be refined as below.

Refined Definition: Triggers of organisational transformation

Clusters of forces that create motion in and around an organisation.

5.1.2 Best-Practices in Organisational Transformation

The best-practices in organisational transformation that are relevant for the shaping of new theory are discussed under local and global best practices.

5.1.2a Local Best Practices

Each of the four cases exhibited local best practices.

The most outstanding CROP best practices were around the Shanduko, SHE and land redistribution initiatives.

Under SHE, ecological harmony was achieved through collaboration with all key stakeholders (government, business and community) resulting in CROP winning awards on environmental management systems.

Shanduko and land redistribution initiatives also reflected total collaboration with key stakeholders.

CROP was at the forefront in establishing linkages with government to address land redistribution. Its scheme became a model. CROP also demonstrates how a small organisation can benchmark in and outside Africa for best practice and then contextualise business issues.

FINANCE provides best practices in forging strategic alliances with key stakeholders, running strategic planning parallel to strategic implementation and establishing ultra transparency. The collaboration with key stakeholders enabled FINANCE achieve its vision one year ahead of time and overlap Vision 2003 with Vision 2000 using what was called 'A Process Approach Model'. Relevant elements of this approach will be discussed under the emerging theory in Chapter 6.

Ultra transparency was further enhanced by the engagement of joint auditors.

As a result of the best practices in multiple, simultaneous interventions to turnaround a near collapse bank, privatise and list the organisation, FINANCE was voted best bank in Zimbabwe in 1999 and 2000.

LEISURE's turnaround in its first year of operation is another best practice that involved collaboration with key stakeholders.

PLEASURE prides itself of its intuitive focus on servant leadership principles during PL1's time. All respondents want the current leadership to restore this focus. In this regard, there was a 'Bill of Rights' for staff and another for customers. The 'Bill of Rights' for customers included culture enhancement through theme dinners, ethnic promotions and vehicle/

street product/services promotions. The 'Bill of Rights' for staff extended beyond the traditional HR practices to supplier-product driven training by supplier at supplier's cost and premises.

Significantly, WAP, as a part of the PLEASURE capability creation process, included multi-level cross functional groups as a burning platform. WAP was conceptualised by Mbigi as a process integrating Afrocentric and Eurocentric methodologies. In particular, WAP integrated the Tichy & Sherman Model with the Mbigi Ubuntu Transformation Model discussed in Chapter 2. WAP also used the African Religion metaphor as a diagnostic tool to identify the dominant spirits to be dealt with in an organisation.

The local best practices from the four cases indicate that organisations can effectively and efficiently determine their destinies through the integration of ideas from key stakeholders.

Of the 6 techniques (SPC, JIT, TQM, GT/OPT, TPM, Core Competencies) mentioned in Chapter 2, only JIT and core competencies were explicitly mentioned in PLEASURE.

The Group of companies of which PLEASURE is part went the way of core business, reflecting attention to core competencies. PLEASURE remains as part of the Group. However, JIT was tried and failed in PLEASURE.

Interestingly, continuous improvement was attempted by all four with the CROP Shanduko and SHE initiatives standing out as local best practices.

Annual reports evidence in terms of mill performance ratios indicates that CROP was applying TPM although no respondent explicitly mentioned it. The application of TPM concepts were confirmed through observations in the mill during the 1-week visit.

5.1.2b Global Best Practices

As mentioned in Chapter 4, the Group of companies of which PLEASURE is part adopted TQM and the GE model in its unbundling. PLEASURE talked about focusing on total quality that was not reflected on the ground. The consultant who brought JIT to PLEASURE failed to contextualise JIT as highlighted in the within case analysis. The WAP intervention linked the GE, EHTE and SAPO approaches discussed in Chapter 2. WAP was considered by respondents a best practice intervention because, according to them, it contextualised Eurocentric methodologies to the African environment.

The 'Bill of rights' for staff and another for customers by PL1 in PLEASURE reflected principles of servant leadership and the representative global best practice case highlighted in Chapter 2 is Mount Carmel.

The summary on organisational cases strongly suggests that best practices in organisational transformation are a function of the ability to integrate and contextualise theories and practices.

The major global best practices relevant for theory development in this study are drawn from GE, Mount Carmel, EHTE and SAPO cases discussed in Chapter 2.

From the cross case data, the definition of 'best practices of organisational transformation' from the within-case analysis in Chapter 2 may be refined as below.

Refined Definition: Best practices of organisational transformation

Tried & tested ideas & ways of conducting business that can be benchmarked against.

5.1.3 Key Players

Government, CEOs, management, staff, strategic partners, suppliers, customers, internal and external consultants are highlighted across the four cases as influential carriers of ideas related to change.

Other key role players were steering committees, change champions and community members (CROP and FINANCE); Chairman and Board (FINANCE and LEISURE); business unit leaders and community members (CROP); RBZ and prospective new shareholders (FINANCE); general managers, new shareholder and 3 different group chairmen (PLEASURE).

From the cross case data, the definition of 'key players' from the within-case analysis in Chapter 4 may be refined as below.

Refined Definition: Key players

Any stakeholders operating as the 'seed carriers' of new ideas & new practices.

5.1.4 Time

In cases where there was need to create a sense of urgency {SHE (CROP), turnaround (FINANCE and LEISURE), shareholder take-over (PLEASURE)}, change was immediate and little/no time was given for reflection and practice in the initial stages of changes. Very little time was devoted to bedding the franchise in PLEASURE.

There was time for reflection as far as computerisation was concerned with periods for parallel runs (for example in CROP). Shanduko was immediate with a 4-6 months training and one-year time window for practice.

Whereas there was 6 months for privatising FINANCE, privatisation and listing was simultaneous for LEISURE.

From the cross case data, the definition of 'time' from the within-case analysis in Chapter 4 may be refined as below.

Refined Definition: Time

Enough flexibility and control of events allowing people involved in change to devote energy towards reflection & practice.

5.1.5 Help

Generally, all four cases highlight that external consultants helped build capacity and capability for sustaining the changes.

Other forms of help given/needed were saturated communication and capability to deal with identified challenge areas, employee sensitisation and inculcation of a sense of inclusivity (all four cases), relocation of employees with health problems (CROP), moral support from CEOs and staff of correspondent banks (FINANCE), supplier-driven training and upskilling internal change agents (PLEASURE).

From the cross case data, the definition of 'help' from the within-case analysis in Chapter 4 may be refined as below.

Refined Definition: Help

Coherent, consistent, knowledgeable coaching, guidance and support to develop internal resources needed to build capacity for ongoing transformation.

5.1.6 Relevance

Relevance of changes was discussed in terms of benefits to be derived by key stakeholders (government, business and community) from the changes.

Value-based business grew and employment was created in all four cases (although at different points in time). Code of conduct for staff brought a sense of common purpose in all four cases.

For FINANCE and LEISURE, business was turned around and privatisation was a vehicle towards indigenising the economy.

In particular, a strong element of people care was expressed in CROP (ecological harmony), FINANCE (had human resource balance sheet installed) and PLEASURE (had 'Bill of Rights' for staff as well as customers and valued being of service to the community during PL1's time).

Although there was mixed evidence in terms of relevance to personal goals, the comments suggest the intention of the changes was to equip people with survival skills in a turbulent environment. The need for learning to build capable organisations was expressed strongly.

From the cross case data, the definition of 'relevance' from the within-case analysis in Chapter 4 may be refined as below.

Refined Definition: Relevance

Making a case for transformation, articulating an appropriate business focus & showing why new efforts, such as developing learning capabilities, are important for individuals & business.

5.1.7 Walking-the-talk

Some advocates fully lived up to the values espoused by the changes {where initiatives were directed from the GROUP (CROP and PL1's team in PLEASURE) and the FINANCE chairman appointed in 1983 and FINANCE team leaders}.

LEISURE CEO was considered to have walked the talk initially, becoming invisible with business growth.

In CROP, one HR manager is said to have walked the talk and another only partially.

For PLEASURE, the team that took over from PL1 is claimed to have failed to live to what they espoused.

From the cross case data, the definition of 'walking-the-talk' from the within-case analysis in Chapter 4 may be refined as below.

Refined Definition: Walking-the-talk

Fully living up to the new values espoused by the transformation.

5.1.8 Fear and Anxiety

Fear and anxiety were acknowledged in all the four cases. However, the manner in which fear and anxiety were dealt with was different.

The FINANCE CEO tolerated and dealt with these two issues positively. An example in the within case analysis is that this CEO said 'the turnaround journey involved tests of staff's character and calculation, courage and determination in the face of adversity and uncertainty'.

PL1, in PLEASURE, fostered trust across the organisation. After PL1, PLEASURE evidence strongly suggests the new shareholder, PL2 and team created fear and anxiety. There was perceived nepotism and victimisation resulting in very low trust between management and shareholder.

For CROP, a new language (including derogatory nicknames) emerged when things were not working. During some focus group discussions cutting across organisational levels, some respondents indicated even the provision of evidence in such groups could result in victimisation.

Respondents in LEISURE interviews said fear and anxiety were acknowledged and often stepped up.

From the cross case data, the definition of 'fear and anxiety' from the within-case analysis in Chapter 4 may be refined as below.

Refined Definition: Fear and anxiety

Concerns about exposure, vulnerability and inadequacy triggered by the conflict between increasing levels of candor and openness and low levels of trust among people involved in transformation.

5.1.9 Assessment and Measurement

A variety of assessments and measures were put up to establish whether the efforts were achieving the desired results/outcomes in each of the four cases. Examples were Shanduko and SHE reporting procedures and mill performance measures (CROP), performance measures against identified challenge areas (FINANCE and LEISURE) and target-based assessments during PL1's era in PLEASURE.

Focus group participants were unclear as to how assessments and measurements were done during PL2's time up to 2000.

From the cross case data, the definition of 'assessment and measurement' from within-case analysis in Chapter 4 may be refined as below.

Refined Definition: Assessment and measurement

Establishing whether the transformation effort has achieved the desired results/outcomes.

5.1.10 Belief in the Transformation Effort

Groups of believers and non-believers were identified with changes in FINANCE, LEISURE and PLEASURE. In cases where key staff disagreed with what was going on (FINANCE, LEISURE and PLEASURE), they left.

However, CROP evidence points in the direction of three groups - the committed, doubters (who became disciples once convinced) and the pretenders (who moved back to old ways).

Upon studying the evidence under this construct, one research assistant gave an even more telling description of the extent to which views about change may be polarised. She describes the groups as either composed of risktakers or undertakers or caretakers.

This research assistant characterised the three categories as follows:

- risktakers are those staff convinced that they can control their destiny in a change situation,
- undertakers are convinced time should be spent engaging in reflection over past successes and failures,
- caretakers are convinced the status quo has to be preserved.

From the cross case data, the definition of 'belief in the transformation effort' from within-case analysis in Chapter 4 may be refined as below.

Refined Definition: Belief in the transformation effort

The extent to which the convictions of organisational members over the transformation effort are polarized.

5.1.11 Governance

Evidently, changes were propped up by power and accountability structures in the four cases. However, these were unclear in PLEASURE during PL2's era which respondents described as having been characterised by a total lack of accountability.

From the cross case data, the definition of 'governance' from within-case analysis in Chapter 4 may be refined as below.

Refined Definition: Governance

Power & accountability structures set up to focus the transformation effort.

5.1.12 Diffusion

Although LEISURE one-on-one respondents, PLEASURE focus group and one-on-one respondents (for the PL2 era) argued that insufficient learning took place, CROP, FINANCE and PLEASURE evidence suggests that key stakeholders were informed about the nature of and experiences from changes.

From the cross case data, the definition of 'diffusion' from within-case analysis in Chapter 4 may be refined as below.

Refined Definition: Diffusion

The process by which an entire organisation and its external partners learn from the experiences of the transformation.

5.1.13 Strategy and Purpose

All four companies forged strategic alliances to sharpen their strategic focus and used specific change efforts to redefine their agenda.

CROP used the SHE initiative to focus its strategic agenda on both ecological harmony and corporate citizenship. FINANCE set up a department in charge of corporate planning, change management and training. Tourism's key strategic value drivers motivated the LEISURE strategy and PL1's visionary leadership positioned PLEASURE for possible listing as a separate entity (never to be realised after his death).

In PLEASURE, after PL1, each leader brought in a different strategy in a manner staff said was confusing the staff.

From the cross case data, the definition of 'strategy and purpose' from within-case analysis in Chapter 4 may be refined as below.

Refined Definition: Strategy and purpose

Revitalising and rethinking the organisation's intended business focus and its contribution to the community.

5.1.14 Success

Success of changes was defined in terms of whether change efforts met/exceeded key stakeholder needs and expectations or not.

For CROP, Shanduko, SHE, haulage system changes and the development of a code of conduct were considered successful although Shanduko incentives could have been paid earlier. There were mixed reactions over the success of computerisation in CROP.

The FINANCE turnaround, growth and privatisation were considered success stories.

Although LEISURE turned around and was subsequently privatised and listed successfully at the same time, retarded growth followed.

People care and growth in PLEASURE were success stories for PL1 although the franchise registered only renovation successes. Business succeeded after PL2 with a supposedly bruised workforce.

From the cross case data, the definition of 'success of organisational transformation' from within-case analysis in Chapter 4 may be refined as below.

Refined Definition: Success of organisational transformation

Meeting, and better still, exceeding stakeholder needs and expectations.

5.2 Points of Convergence in Experiences of Organisational Transformation

As mentioned in the introduction to this Chapter, points of convergence are best illustrated through Figures 5.1 and 5.2.

Figure 5.1: Cross-case Reflection of Challenges

CHALLENGE	CROP EVIDENCE	FINANCE EVIDENCE	LEISURE EVIDENCE	PLEASURE EVIDENCE	CONTEXT EVIDENCE
1. Role of national culture in transformation	*			*	*
2. Use of relevant national languages	*			*	*
3. Land redistribution	*				*
4. Economic reform and poverty reduction	*	*			*
5. Employment creation and entrepreneurship.	*	*	*	*	*
6. Ecological harmony.	*			*	*
7. Boosting investor confidence.	*	*		*	*
8. Value-enhanced products & services.	*	*	*	*	*
9. Consensus building amongst stakeholders.	*	*	*	*	*
10. Institutional capacity building.	*	*	*	*	*
11. Gender consciousness.	*	*		*	*
12. Role of international lending institutions.		*	*	*	*
13. Privatisation		*	*	*	*
14. Culture of non-performance		*	*	*	*
15. Consensus based systems.			*		*
16. Transfer of positive lessons from political to economic liberation.				*	*

Figure 5.2: Cross-case Reflection of Themes

THEME	CROP EVIDENCE	FINANCE EVIDENCE	LEISURE EVIDENCE	PLEASURE EVIDENCE
1. Consensus building amongst stakeholders.	*	*	*	*
2. Stakeholder needs & expectations.	*	*	*	*
3. Stakeholder promises	*	*	*	
4. Delivery processes.	*	*	*	*
5. Structures & systems	*	*	*	*
6. Capacity & capability	*	*	*	*
7. Capturing changing needs & expectations			*	*
8. Active listening.		*		*
9. People care	*	*		*

5.3.1 Challenge-based Points of Convergence

From Figure 5.1, there are 4 challenges common across the four cases.

- The 4 challenges common across the 4 cases are:
- employment creation and entrepreneurship;
 - value-enhanced products and services;
 - consensus building amongst stakeholders;
 - institutional capacity building.

However, all challenges are reflected in the context evidence. This suggests that any organisational transformation model to be developed has to address all the challenges if it has to be useful to emerging nations.

5.3.2 Theme-based Points of Convergence

From Figure 5.2, there are 6 themes common across the four cases.

The 6 themes common across the four cases are:

- consensus building amongst stakeholders;
- stakeholder needs and expectations;
- stakeholder promises;
- delivery processes;
- structures and systems;
- capacity and capability.

Linking challenge-based to theme-based points of convergence provides a deeper appreciation of the direction in which the theory development should go. Figure 5.3 provides a schematic representation of the points of convergence in challenges and themes.

Figure 5.3: Theme-based and Challenge-based Points of Convergence

THEME-BASED CONVERGENCE	CHALLENGE-BASED CONVERGENCE
1. Consensus building amongst stakeholders.	• Consensus building amongst stakeholders
2. Stakeholder needs & expectations.	• Value-enhanced products and services
3. Stakeholder promises	• Value-enhanced products and services • Employment creation and entrepreneurship
4. Delivery processes.	• Employment creation and entrepreneurship
5. Structures & systems	• Employment creation and entrepreneurship
6. Capacity & capability	• Employment creation and entrepreneurship • Institutional capacity building

These six points of convergence in the themes will therefore have to be the basis upon which the new theory is developed.

5.4 Points of Divergence in Experiences of Organisational Transformation

5.4.1 Challenge-based Points of Divergence

From Figure 5.1, there are 5 challenges common across 3 cases, 3 common across 2 cases and 4 challenges under only one of the cases.

The 5 challenges common across 3 of the four cases are:

- boosting investor confidence;
- gender consciousness;
- role of international lending institutions;
- privatisation;
- culture of non-performance.

The fact that the 5 challenges are common to 3 out of 4 (75% of) cases suggests it may be logical to link these challenges to the themes in Figure 5.3. Figure 5.4 paints a picture that expands Figure 5.3 to incorporate the 5 challenges common to 3 of the 4 cases.

Figure 5.4: Theme-based and Challenge-based Points of Convergence and Divergence

THEME-BASED CONVERGENCE	CHALLENGE-BASED CONVERGENCE & DIVERGENCE
1. Consensus building amongst stakeholders.	<ul style="list-style-type: none"> • Consensus building amongst stakeholders • Gender consciousness • Role of international lending institutions • Privatisation
2. Stakeholder needs & expectations.	<ul style="list-style-type: none"> • Value-enhanced products and services • Boosting investor confidence • Gender consciousness • Privatisation
3. Stakeholder promises	<ul style="list-style-type: none"> • Value-enhanced products and services • Employment creation and entrepreneurship • Boosting investor confidence • Culture of non-performance • Privatisation
4. Delivery processes.	<ul style="list-style-type: none"> • Employment creation and entrepreneurship • Boosting investor confidence • Culture of non-performance • Privatisation
5. Structures & systems	<ul style="list-style-type: none"> • Employment creation and entrepreneurship • Boosting investor confidence • Culture of non performance • Privatisation
6. Capacity & capability	<ul style="list-style-type: none"> • Employment creation and entrepreneurship • Institutional capacity building • Boosting investor confidence • Role of international lending institutions • Culture of non-performance • Privatisation

From Figure 5.1, the 4 challenges common across 2 of the four cases are:

- role of national culture in transformation;
- use of relevant national languages;
- economic reform and poverty reduction;
- ecological harmony.

The 3 challenges under only 1 of the 4 cases:

- land redistribution;
- consensus based systems;
- transfer of positive lessons from political to economic liberation.

5.4.2 Theme-based Points of Divergence

From Figure 5.2, there is 1 theme common across 3 cases and 2 common across 2 cases.

The 1 theme common across 3 cases is:

- People care.

The 2 themes common across 2 cases are:

- capturing changing needs and expectations;
- active listening.

The three themes forming points of divergence will be used to strengthen the new theory.

One way of deepening insights between the 7 remaining points of divergence in challenges is to see which of the 3 diverging themes would most likely address the diverging challenges.

Figure 5.5: Theme-based and Challenge-based Points of Divergence

THEME-BASED DIVERGENCE	CHALLENGE-BASED DIVERGENCE
Capturing changing needs & expectations.	<ul style="list-style-type: none"> • Consensus based systems • Use of relevant national languages • Role of national culture in transformation • Transfer of positive lessons from political to economic liberation • Land redistribution • Ecological harmony
Active listening.	<ul style="list-style-type: none"> • Use of relevant national languages • Role of national culture in transformation • Consensus based systems • Transfer of positive lessons from political to economic liberation • Ecological harmony
People care.	<ul style="list-style-type: none"> “ Use of relevant national languages “ Role of national culture in transformation “ Consensus based systems “ Economic reform and poverty reduction “ Transfer of positive lessons from political to economic liberation “ Land redistribution “ Ecological harmony

Combining Figures 5.4 and 5.5 provides a synthetic framework (Figure 5.6) from which further integration of themes and challenges is suggested.

Figure 5.6: Resultant Links between Emerging Themes and Challenges

THEME	CHALLENGES	CHALLENGES
1. Consensus building amongst stakeholders	<ul style="list-style-type: none"> • Consensus building amongst stakeholders • Role of international lending institutions 	<ul style="list-style-type: none"> • Privatisation • Gender consciousness
2. Stakeholder needs & expectations	<ul style="list-style-type: none"> • Value-enhanced products & services • Boosting investor confidence 	<ul style="list-style-type: none"> • Gender consciousness • Privatisation
3. Stakeholder promises	<ul style="list-style-type: none"> • Value-enhanced products & services • Employment creation & entrepreneurship • Boosting investor confidence 	<ul style="list-style-type: none"> • Culture of non-performance • Privatisation
4. Delivery processes	<ul style="list-style-type: none"> • Employment creation & entrepreneurship • Boosting investor confidence 	<ul style="list-style-type: none"> • Culture of non-performance • Privatisation
5. Structures & systems	<ul style="list-style-type: none"> • Employment creation & entrepreneurship • Boosting investor confidence 	<ul style="list-style-type: none"> • Culture of non-performance • Privatisation
6. Capacity & capability	<ul style="list-style-type: none"> • Employment creation & entrepreneurship • Institutional capacity building • Boosting investor confidence 	<ul style="list-style-type: none"> • Role of international lending institutions • Culture of non-performance • Privatisation
7. Capturing changing needs and expectations	<ul style="list-style-type: none"> • Use of relevant national languages • Role of national culture in transformation • Transfer of positive lessons from political to economic liberation 	<ul style="list-style-type: none"> • Land redistribution • Ecological harmony • Consensus - based systems
8. Active listening.	<ul style="list-style-type: none"> • Use of relevant national languages • Role of national culture in transformation • Transfer of positive lessons from political to economic liberation 	<ul style="list-style-type: none"> • Consensus - based systems • Ecological harmony
9. People care.	<ul style="list-style-type: none"> • Use of relevant national languages • Role of national culture in transformation • Transfer of positive lessons from political to economic liberation • Land redistribution 	<ul style="list-style-type: none"> • Ecological harmony • Consensus - based systems • Economic reform and poverty reduction

Given that stakeholders may be broadly categorised as either internal or external to the organisation, the emerging themes may be refined. Such refinement should integrate the three diverging themes (changing needs and expectations, active listening and people care) into refined theme areas including internal and external stakeholders (Figure 5.7).

Figure 5.7: Refined Emerging Theme Areas

REFINED THEME AREA	ORIGINAL EMERGING THEME AREAS CATERED FOR
1. Internal stakeholders.	<ul style="list-style-type: none"> • Active listening • People care • Consensus building amongst stakeholders • Capturing changing needs & expectations.
2. External stakeholders.	<ul style="list-style-type: none"> • Active listening • People care • Consensus building amongst stakeholders • Capturing changing needs & expectations
3. Needs & expectations.	<ul style="list-style-type: none"> • Active listening • People care • Capturing changing needs & expectations
4. Promises.	<ul style="list-style-type: none"> • Active listening • People care • Stakeholder promises
5. Processes.	<ul style="list-style-type: none"> • Active listening • People care • Delivery processes
6. Structures & systems.	<ul style="list-style-type: none"> • Active listening; • People care • Structures & systems
7. Capacity & capability	<ul style="list-style-type: none"> • Active listening; • People care • Capacity & capability

The refinement yields an opportunity to refine emerging theme statements. This is reflected in Figure 5.8 below.

Figure 5.8: Refined Emerging Themes

REFINED THEME AREA	REFINED EMERGING THEME STATEMENTS
1. Internal business stakeholders.	Intense collaboration with key stakeholders leads to success of transformation.
2. External business stakeholders.	Intense collaboration with key stakeholders leads to success of transformation.
3. Needs & expectations.	Organizational transformation revolves around changing stakeholder needs and expectations.
4. Promises.	Organizational transformation revolves around changing promises to address changing stakeholder needs and expectations.
5. Processes.	Organizational transformation revolves around changing processes to deliver changing promises.
6. Structures & systems.	Organizational transformation revolves around changing structures and systems to align with changing processes.
7. Capacity & capability	Organizational transformation revolves around changing capacity and capability to sustain the momentum of the change.

5.5 Chapter summary

The cross case analysis in this Chapter has resulted in the redefinition of the fourteen constructs as reflected in Figure 5.9 below. All the constructs and the related evidence will be used to build up the theory in Chapter 6.

Points of convergence and divergence in the challenges and themes have been used to come up with a crystallisation of 7 themes for theory building. Figure 5.10 shows the links between these themes and the challenges addressed.

Figure 5.9: Redefinition of Constructs Based on Cross-case Evidence

CONSTRUCT	DEFINITION	REFINED DEFINITION
Triggers of transformation	Critical incidents that the organization has to respond to for its survival.	Clusters of forces that create motion in & around an organization.
Best practices of transformation	Tried & tested ideas & ways of conducting business that can be migrated within & across organizations & environments.	Tried & tested ideas & ways of conducting business that can be benchmarked against.
Key players	Those actors influencing others through their credibility, capability & commitment.	Any stakeholders operating as the 'seed carriers' of new ideas & new practices.
Time	Pilot group's flexibility & control over its own energy & priorities.	Enough flexibility & control of events allowing people involved in change to devote energy towards reflection & practice.
Help	Coherent, consistent, knowledgeable coaching, guidance & support.	Coherent, consistent, knowledgeable coaching, guidance & support to develop internal resources needed to build capacity for ongoing transformation.
Relevance	Presence of a clear, compelling business case for learning.	Making a case for transformation, articulating an appropriate business focus & showing why new efforts, such as developing learning capabilities, are important for individuals & business.
Walking the talk	The match between espoused values & actions.	Fully living up to the new values espoused by the transformation.
Fear & anxiety	Concerns about exposure, vulnerability & inadequacy triggered by the conflict between increasing levels of candor & openness among members of the pilot group.	Concerns about exposure, vulnerability & inadequacy triggered by the conflict between increasing levels of candor & openness and low levels of trust among people involved in transformation.
Assessment & measurement	Establishing the degree of success of the transformation effort.	Establishing whether the transformation effort has achieved the desired results/outcomes.
Belief in the transformation effort	The extent of polarization in belief about the transformation effort.	The extent to which the convictions of organizational members over the transformation effort are polarized.
Governance	The legitimate autonomy of a pilot group to act in tune with existing power & accountability structures.	Power & accountability structures set up to focus the transformation effort.
Diffusion	The ability to transfer knowledge across organizational boundaries, making it possible for people around the system to build upon each other's success.	The process by which an entire organization & its external partners learn from the experiences of the transformation.
Strategy & purpose	Where the business is going & what the business is there for.	Revitalizing & rethinking the organization's intended business focus, its contribution to the community & its identity.
Success	The achievement of desired results/outcomes.	Meeting, and better still, exceeding stakeholder needs & expectations.

Figure 5.10: Integrated Links between Themes and Challenges Addressed

THEME	CHALLENGES	
1 Collaboration with internal business stakeholders	<ul style="list-style-type: none"> • Consensus building amongst stakeholders • Role of international lending institutions • Use of relevant national languages • Role of national culture in transformation • Transfer of positive lessons from political to economic liberation • Land redistribution 	<ul style="list-style-type: none"> • Privatisation • Gender consciousness • Consensus - based systems • Ecological harmony • Economic reform and poverty reduction
2 Collaboration with external business stakeholders	<ul style="list-style-type: none"> • Consensus building amongst stakeholders • Role of international lending institutions • Use of relevant national languages • Role of national culture in transformation • Transfer of positive lessons from political to economic liberation • Land redistribution 	<ul style="list-style-type: none"> • Privatisation • Gender consciousness • Consensus - based systems • Ecological harmony • Economic reform and poverty reduction
3 Changing needs and expectations	<ul style="list-style-type: none"> • Value-enhanced products & services • Use of relevant national languages • Role of national culture in transformation • Transfer of positive lessons from political to economic liberation • Economic reform and poverty reduction 	<ul style="list-style-type: none"> • Gender consciousness • Privatisation • Land redistribution • Ecological harmony • Consensus - based systems • Boosting investor confidence
4 Changing promises	<ul style="list-style-type: none"> • Value-enhanced products & services • Employment creation & entrepreneurship • Boosting investor confidence • Use of relevant national languages • Role of national culture in transformation • Transfer of positive lessons from political to economic liberation 	<ul style="list-style-type: none"> • Culture of non-performance • Privatisation • Consensus - based systems • Ecological harmony • Economic reform and poverty reduction • Land redistribution
5 Changing processes	<ul style="list-style-type: none"> • Employment creation & entrepreneurship • Boosting investor confidence • Use of relevant national languages • Role of national culture in transformation • Transfer of positive lessons from political to economic liberation • Land redistribution 	<ul style="list-style-type: none"> • Culture of non-performance • Privatisation • Consensus - based systems • Ecological harmony • Economic reform and poverty reduction
6 Changing structures & systems	<ul style="list-style-type: none"> • Employment creation & entrepreneurship • Boosting investor confidence • Use of relevant national languages • Role of national culture in transformation • Transfer of positive lessons from political to economic liberation • Land redistribution 	<ul style="list-style-type: none"> • Culture of non-performance • Privatisation • Consensus - based systems • Ecological harmony • Economic reform and poverty reduction
7 Changing capacity & capability	<ul style="list-style-type: none"> • Employment creation & entrepreneurship • Role of international lending institutions • Use of relevant national languages • Role of national culture in transformation • Transfer of positive lessons from political to economic liberation • Economic reform and poverty reduction 	<ul style="list-style-type: none"> • Institutional capacity building • Boosting investor confidence • Culture of non-performance • Privatisation • Consensus - based systems • Ecological harmony • Land redistribution