INTEGRATED STRATEGY OF CHANGE MANAGEMENT: A CONCEPTUAL STUDY

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ABSTRACT

In the strategic management, there are two trends: first represents by Porter and his contributions, [Porter's generic strategies, Porter's model of competitive analysis (five forces), and Porter's value chain]. The second is Mintzberg's emergent strategies, and his contributions, [Ten strategy schools, the 5 P's of strategy, (strategy as a plan, pattern, position, perspective, and poly), Emergent, unintended, exploratory, flexible, organic, dynamic and customized strategy, Thinking and strategy, strategic process vs strategic planning].The main purpose of this paper is, to describe an integrated change management strategy that achieves, the organization goals effectively, and fill the gap between the two trends. In this study, there are five specific factors that contribute to achieve the integrated strategy: Rational-adaptive (standard-realist) approach to change, Radical-incremental change, Human and technological change, Top-down & bottom-up change, and Long & short term change. Moreover, a comparison between Porter and Mintzberg strategies' characteristics and advantages were made, and the proposed integrated strategies, which have the mixed advantages of both trends. Future view of change management strategies, and discussion were included.
KEYWORD: Change, Change management, integrated strategy, and Strategy

INTRODUCTION

In the 21st century, change, and its successfully pioneering, has become a critical issue that has attracted the attention of many organizational leaders. Change is all pervasive – taking hold of every part of our lives with speed and complexity. The future success of organizations depends on how successfully leaders can execute their change programs. It is important to beer in mind that change is a requirement for sustaining organizations in a competitive market place. The organizations inability to change in the face of challenges posed by cutting-edge competition in its external environment could bring about its untimely exit from the market. Change management is a fertile

field where many studies have contributed to the development of concepts, approaches, and tools required for utilizing change. Change management is defined as the discipline that ensures the prompt and effective meeting of existing performance targets by organizations and employees (Weiss, 2003, p. 22). According to Argüden (2008), it is the art of creating the most suitable corporate culture and behavior within today's dynamic environment. On the other hand, Karamazarcadik (2007) emphasized that change management is a collection of strategies and activities that enable the transition from the existing situation to the desired one.

Any good business performance requires a good strategy, focused on achieving a creative collaboration between many significant influencing factors of change. Whether the strategy is implicit or explicit; wherever possible, it is always better to device an explicit strategy that can move the organization into becoming an influential and highly reputed place to work in. Strategy is arguably the most important concept in management studies. Additionally, strategy making is undoubtedly the most important activity to be undertaken by visionary leaders and effective managers. This posits the question, why is strategy important for a manager? This is because strategy combines a vision and managerial effectiveness for the realization of that vision. In the business world, strategy is about successful entrepreneurship and good management (White, 2004, p.5).

STRATEGY

The simplest concept of strategy defines it as a unifying idea, which combines purpose and action into a single matrix. Strategy is a method used to bring about a desired output, which is related to the periodic achievement of an organization's goals or providing solutions to business problems in the market. According to the Merriam- Webster dictionary, strategy is "a careful plan or method for achieving a particular goal usually over a long period of time." Also, strategy can be seen as a process of translating perceived opportunity into successful outcomes, by means of purposive action sustained over a significant period of time (White, 2004). Meanwhile, others believes strategy involving planning, control, setting of long-term goals, finding the most optimum ways to reach goals, and a tool to manage an organization in deterministic ways (Pederzini, 2016). Moreover, strategy is employed as a body of language and a set of analytical tools that frame the organizational change (Jaynes, 2015). Our management heritage has an abundance of strategies. The official beginning of strategic concern began in the 1960s, when Igor Ansoff (1965, p.104), in his book "Corporate Strategy," provided a conceptual and methodological framework for formulating strategies. Before that, strategy was widely practiced in wars and battles as a military art, where it was used as the 'grand' concept of military campaigns for application of large scale forces against an

enemy (Cummings, 2007). In the same context, leadership and military strategy have impressive lineages that date back thousands of years to the contribution of the Chinese philosopher Sun Tzu in *"The Art of War"* (Marx, 2014).

Out of the two main trends of strategic management, one represents an approach headed by Porter in the 1980s; he saw strategy formulation as an analytical process. The major contributions to the strategy, represented by Porter (1985; 1998), arguably exerted more influence over strategic planning in owing to his contributions to the total competitive strategies. The second trend was headed by Mintzberg (1994), with regard to his contribution toward fighting strategic planning and supporting emergent strategy, when he saw that the strategy emerging during implementation was actually embodied in action. On the other hand, he argued that strategy was an evolutionary process in his definition of strategy as "a pattern in a stream of decisions" (Mintzberg & Waters, 1985; Mintzberg, 1978). Moreover, according to Mintzberg et al. (1998) and Mintzberg (1987b), there are five P's of the strategy, or five definitions of strategy, which are as follows: - Strategy is the Plan; the Pattern; the Position; the Perspective; and the Ploy.

On the other hand, Edgelow (2012) pointed out that any successful change must have four dimensions, which are as follows: Strategy; Change; Transition; and Communication. Each of the above essential aspects of change is integrated together and its implementation is assigned to a suitable group. An organization can go through a continuous flow of changes. If one or more dimensions are underestimated, such as strategy, then the change will not succeed. The more employees involved in creating the strategy, the easier it is to meet its objectives.

For this study, strategy can be defined as the creatively integrated activities, which an organization adopts for achieving the desired goals, over a designated period. Many definitions of strategy have been offered to consolidate its ideation and conceptualization. Afuah (2009) defined strategy as a set of activities that the firm performs to create and appropriate value in new ways. Meanwhile, Hill and Jones (2008) defined it as a set of related actions that managers take to increase their company's performance. On the other hand, Porter (1996) defined Strategy as the creation of a unique and valuable position, involving a different set of activities. Finally, Hitt et al., (2007) pointed out that, strategy is an integrated and coordinated set of commitments and actions designed to exploit core competences and gain a competitive advantage.

STRATEGIES OF CHANGE MANAGEMENT

Change creates disturbances and chaos, forcing people to re-think their ongoing and future situation. When the leader has a clear vision about the change, an occasion that he has to rise to, he always rushes forth and takes action, just to get things moving. While lowering his enthusiasm to

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deal with change is not an option, he still has to ensure that his efforts are as focused on the desired output/organization's goals as possible. He has to ask himself the "WH" questions - what, where, who, when, how, and so on, before starting any change. In order to choose the most appropriate change strategy, whether, long - or short- term, radical or incremental, the leader needs to thoughtfully consider his starting point in terms of a variety of factors, including the following: Leader present status, Availability of resources, The time availability, and Personal preference: Some changes may not fit the expectations, abilities, needs, wants, and desires of the existing employees, suppliers, customers, and so on.

Change is usually effected either by human factor, i.e., dissatisfaction with the present situation, or technological factor, i.e., introduction of a new technology that will improve the product or help gain a competitive advantage over rivals. Therefore, in a rapidly changing world, managers must continuously rethink their action strategies in order to adapt themselves to changes, especially external changes, and prepare their employees for new ones. The change strategies are informed by the situation in the organization (situational), and there is no singular grand strategy for everything. Sometime an integrated strategy is required to suit a particular change, whether it is long- or short-term, radical or incremental, employee-driven or executive-driven, or human or technological change.

Many scholars offered a variety of strategies that were put on action in various aspects, according to the organization and the change process that it was used for. Nickols (2016), in his paper, discussed the four basic strategies used to manage change in organizations. The first three strategies were drawn from the works of Chin and Benne (1969), while the fourth one was forwarded by Nickols (2016). He argued that the most successful change efforts will require a mix of the four strategies, which are as follows:

- Empirical-Rational (E-R), assumes employees are rational beings who pursue their self-interest. Successful change is based on the communication of information and the proffering of incentives.

- Normative-Re educative (N-R), assumes employees are social beings who adhere to cultural norms and values. Successful change is based on redefining and re-interpreting the existing norms and values.

- Power-Coercive (P-C), assumes employees are compliant and follow what they are told. Successful change is based on the exercise of authority and the imposition of sanctions.

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- Environmental-Adaptive (E-A), assumes employees oppose loss and disruption but adapt quickly to new circumstances. Change is based on building a new organization and gradually transferring employees from the old set-up to the new.

In the same context, many managers underestimate not only the variety of ways in which employees can react to organizational change, but also the ways in which they can positively influence specific individuals and groups through the course of a change. Hunsaker (2005, pp.478–480), offered the following appropriate strategies or approaches, which are as follows: Education and communication, Participation and involvement, Facilitation and support, Negotiation and agreement, Manipulation and co-optation, and Explicit and implicit coercion. The first four approaches involve the employees into the change process, but it they take time to execute the change in question. The last two approaches are risky, as they are against the willingness of the employees; however, they help accelerate change execution.

On the other hand, when it comes to management of change, it is necessary to distinguish between five different general approaches, which were identified by Thurley and Wirdenius (1973). The outputs derived from these approaches vary depending on the degree to which change was imposed; approaches are summarized by Lockitt (2004) are as follows:

- Directive strategy: Sheds light on the manager's right to manage change and use authority to impose change with little or no involvement of other employees.

- Expert strategy: Views the management of change as a problem-solving process that needs to be resolved by an expert.

- Negotiating strategy: Sheds light on the willingness on part of the senior managers to negotiate and bargain in order to effect change.

- Educative strategy: Involves changing employee's values and beliefs, i.e., winning hearts and minds, in order for them to fully support the changes.

- Participative strategy: Stresses the full involvement of everyone involved in, and affected by, the anticipated changes.

As mentioned above, most of the successful change efforts require an integrated strategy comprising all developed strategies, as no single change management strategy can be considered as the universally acceptable strategy. However, managers can use an integrated strategy and tactics. The type of strategy is to employ depends upon the ongoing events. However, often time's one singular strategy fails to work, which is when an integrated strategy with common characteristics should be used.

INTEGRATED STRATEGY OF CHANGE MANAGEMENT

Organizations need an integrated strategy to drive systematic, constructive change, and minimize the destructive barriers to change. They also require the same to address the consequences of making the change. For change implementation, different types of strategies are used. Each change process is dominated by a strategy that corresponds to the tactics of managers during change. At times, the managers have to change the strategy in connection to the application of management control, declining financial support, and with new information technology application (Carlström, 2012). Moreover, most of the successful change processes require more than one strategy for successful execution. Change can be implemented successfully, even in public sector organizations, by examining current management systems and involving the organization's employees. In other words, negotiations and involvement of the employees' strategy can be used to achieve the required change (Smith et al., 1995).

The literature review is familiar with the classic form of strategy or what is known as planned strategy (Mintzberg and Waters, 1985; Porter, 1980; Porter, 1985), where the leaders at the center of authority formulate their intentions in as precise a manner as possible. What follows is their implementation and translation into collective action with no new introduction. The conceptual framework consists of three stages: formulation, implementation, and evaluation.

Strategy formulation stage: The first step in effectively managing change is to identify and evaluate the present situation, i.e., employees' resistance and their needs and other requirements, for the process to run smoothly. In the same context, strategy formulation is a process that ends in a decision being made (Grattan, 2002). On the other hand, Porter (1980) argued that formulating competitive strategy in an industry can be viewed as selecting the most suitable strategic group to compete in. Strategy implementation stage: In this stage, the management has to start with teaching the employees about the change process in order to bring about a realization of on the state of affairs and the benefits of change for them and for the organization as a whole. The second part of the implementation is entails making the employee comprehend the benefits of this change. If the manager convinces the employees with the purpose of the new change, the net outcome of the adoption process will be positive. Then, they will develop strong positive feelings toward accepting, and adopting the new system (Amoako-Gyampah, 1999). The last stage in the strategy implementation phase is adoption, wherein they accept, support, and defend the new status. Strategy evaluation stage: In this stage the top management's feedback should be accurate and provided after having adopted a systemic perspective. According to this feedback, the required

change management strategy can be used as the final and acceptable strategy to entirely fit the situation or be a work in progress in that regard.

On the other hand, Mintzberg and Waters (1985) argued that the emergent strategy is a strategy that emerges from all across the company, over a period of time, as the environment changes and the organization shifts and adapts to better utilize its strengths to a changing reality. They also added that the intended strategy follows the deliberate strategy, which relies on senior leaders to set goals and develop plans and strategies to achieve them. During the implementation stage, due to new opportunities or threats or any environmental changes, the leader can reformulate vision, and take decision accordingly. However, the results of these formulations and decisions can lead to a reshaping of the strategy. Thus, the use of the emergent strategy can suit this situation, which comes from the absence of any prior intention about it. After using the emergent strategy, the new strategic situation thus developed is called *Realized Strategy*. Indeed, Mintzberg (1994; Mintzberg et al., 1998) emphasized that strategy is better characterized as an emergent rather than planned organizational phenomenon. Collis (2016, p. 67), argued that during strategy implementation, managers at all levels in the organization make myriad decisions every day. The sum of all these independent choices gradually alters the organization's position and determines the exact form the strategy is supposed to take over time. This is the emergent dimension of strategy. In the same context, Richardson (1994) argued that the leader's involvement should be focused on learning through engagement with in learning-by doing decision-making processes in a system of strategic development where strategies emerge rather than getting deliberately planned into existence.

Moore (2011) argued that Porter and Mintzberg were very impressive in the study of strategy, but had contrasting views. Porter took a more deliberate strategy approach, while Mintzberg emphasized on emergent strategy. Emergent strategy was viewed as a strategy that emerges over time, as intentions collide with and eventually accommodate a changing reality. Moore added that although Porter's ideas are still relevant, Mintzberg's emergent strategy ideas simply seem to be more relevant to the world we live in today.

During the implementation of the corporate strategy, the environment changes and new opportunities appear. A manager then has to adapt to these changes, often discovering that the strategy he devised is no longer usable. Therefore, managers are advised to integrate the two situations: the corporate environment with its culture, DNA, values, and the points of strength and weakness, and the outside environment with its competitors, economic factors, government and opportunities and threats (Robbins and Stuart-Kotze, 1990; Papulova and Papulova, 2006). There should be integration between these situations in order to gain from the best result of change

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factors that influence the change process, and subsequently adopt an "Emergent Integrated Strategy," which suits the current situation, and helps achieve the goals of the organization. The emergence of integrated strategy is shown in figure (1).

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Figure 1, Emerging of Integrated Strategy

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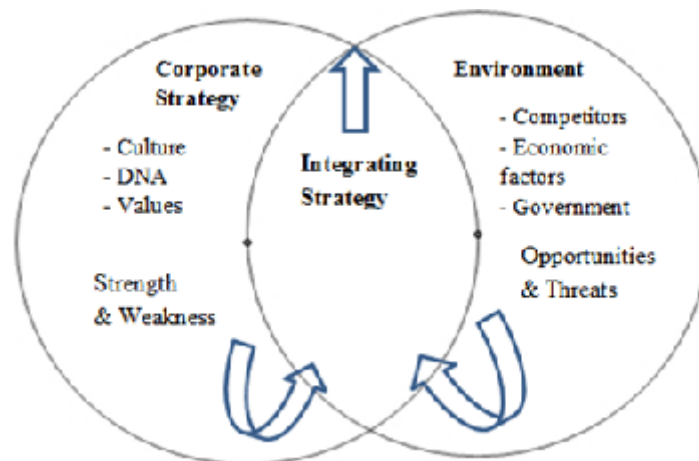
Integrated Strategy of Change is a strategy that can achieve a creative integration between many significant influencing factors of change. Here, we will portray five specific factors that bring about integrated strategy. They are as follows:

- Rational-adaptive (standard-realist) approach to change: The systematic process of placing the focus of the strategy on vision, mission, and strategic goals of change. This process does not tell the whole story, as the rapidly changing business environment makes vision and the underlying message insufficient to achieve effective management of organizations and their response to rapid changes that characterize this environment. Learned skill or Skills acquisition helps to identify the steps and tools in everything that represents the past, but a business usually comes with new challenges that require an effective, outside the box response to that skill. Strategic planning is the skill, while strategic thinking is the most important strategic initiative in a changing business environment.

- Radical-incremental change: The radical change is the change brought forth through strategic leaps in divergent periods, which leads to extensive cycles of change within the organization, industry and the market. However, such a change is accompanied with many risks, including the risk of failure to innovate and achieve novelty. In contrast, organizations try to avoid the large risks that are associated with radical change and tend to opt for continuous improvement and small incremental improvements. However, they are not inexpensive and without high risk. The

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American approach to change tends toward radical change in a long business cycle, where change functions as a strategic leap. On the other hand, the Japanese approach to change is based on continuous improvement and small incremental changes that accumulate rapidly in order to achieve **dominion** over large strategic impulses.
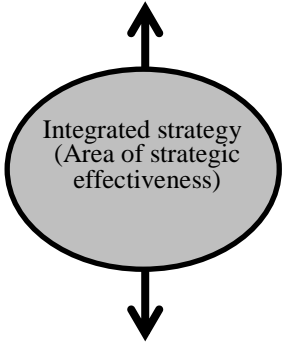
- Human and technological change: The technological change approach represents a standard approach with regard to regard to the **dominion** referred to above, where excellence is achieved through ambitious research and development programs, in addition to the introduction of new technology that may help an organization become a market leader. However, this technology faces the challenges of inflexibility in responding to changes in the market and the requirement for a new cycle of R&D to introduce the new technology in question. In order to meet these challenges, human approach creates high flexibility by attracting, developing, and enabling individuals to achieve continuous technological innovation to respond promptly and adeptly to the changes in the market.

- Top-down & bottom-up change: When observing the top-down approach, the main decisions are made at the executive management or executive-driven level and are then delivered to the employees, making it easy to quickly implement a decision. The systematic process here focuses on the role of leadership in the change process. In contrast, the bottom-up or employee-driven approach begins with receiving input from the employees by using the conflict management system, and the thus-brainstormed decisions are then finalized by the top management. In this process, the focus is on the employees' role in creating the strategy for the change process.

- Long & short term change: In context of long - term change, the change process occurs gradually, over time affecting organization a longer period of time. In contrast, the short- term change occurs very rapidly and affects certain parts of the organization.

A comparison between two trends of strategies: Porter's contributions strategies and Mintzberg's emergent strategies, along with their contributions to this field, are shown in table (1). The comparison portrays the characteristics and advantages of both trends of strategies, and the integrated strategy has the integrated characteristics and advantages of both the individual the two strategies. Although, the two trends have characteristic advantages, they also have some disadvantages. Porter's deliberate strategy suffers from the disadvantage of increasing of the organizations' rigidity and lowering its speed of responsiveness, in case of changes in their operating environment or negative feedback received following the pursuit of a particular strategy (Manuwa, 2014). The other disadvantages entail the blurred distinction between differentiation and cost,

compared to the black and white approach suggested by Porter; and having to make a choice between cost leadership and differentiation essentially implies that the organization is stuck in the middle, and there is no competitive advantage for an organization that is stuck in the middle. Additionally, they may not provide relevant strategic routes in the case of fast growing markets (Lynch, 2003; Macmillan et al., 2000; Porter, 1980). The emergent strategies, too, have its own disadvantages. Carter et al. (2008) critiqued that the emergent strategy is just as top management oriented as the planned approach, and that it does not offer a genuine alternative to more traditionally planned strategy (as cited in Neugebauer, 2014). In the same context, Idenburg (1993, p. 136) criticized that the emergent perspective on strategy "leaves the door wide open for all kinds of irrational mechanisms" (as cited in Neugebauer, 2014).

Our proposed mixed or integrated strategy possesses the following characteristics and advantages: maintaining clarity of purpose, utilizing technological changes, responding to opportunities and challenges, having ability to learn from change, the ability to work in diverse segments, focusing on customer preferences, and leading the organization to achieve competitive advantages. Moreover, the mix or integrated strategy avoids the disadvantages of the two trends, which will drive the organization to achieve its goals.

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Table 1, comparison between Porter & Mintzberg strategies' characteristics and advantages & integrated strategy characteristics

Porter's contributions in strategies	Mix or integrated strategy (Area of strategic effectiveness)	Mintzberg's emergent strategies
Porter's contribution (1979;1980,1985) is representing in following: - Porter's generic strategies - Porter's model of competitive analysis (five forces). - Porter's value chain.	Professional strategy Integrated strategy (Area of strategic effectiveness)	Mintzberg et al.,(1998; Mintzberg, 1987b; 2003) - Ten strategy schools. - The 5 P's of strategy (Strategy as a plan, pattern, position, perspective, and poly). - Emergent, unintended, exploratory, flexible, organic, dynamic and customized strategy.

	Emergent Strategy	- Thinking and strategy strategic process vs strategic planning
Characteristics and advantages of Porter's strategies	The integrated strategy should have the following characteristics	Characteristics and advantages of Mintzberg emergent strategies
1. Clarity of purpose and unambiguous focus on objectives set.	1. The strategy must be characterized by maintaining clarity of purpose; it's unique in addressing problems.	1. Strategy can be designed to address problems.
2. Technological changes play a role of challenge.	2. The strategy should utilize the corporate knowledge and concentrate on the technology changes in order to have a competitive advantage.	2. Product developments and technological change are the normal issues in emergent strategy.
3. Strategy helps management to evaluate their current market environment.	3. The strategy must help in assess the current market and responding in effective way to the opportunities.	3. Strategy is a flexible and responsive to the opportunities.
4. Strategies can be effective in defending against competitive forces in the industry.	4. The strategy has a good responding the effect to the market forces and other challenges of competition in the market.	4. Emergent strategies cumulate from organizational experiences in treating the changes in the market.
5. Strategy provides an excellent foundation for the further research and intelligence gathering needed to formulate an organization's future strategy.	5. The strategy should be able to provide strategic choices that are derived from the ability to learn from change in environment.	5. Strategy provides valuable learning to the organization.

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6. An organization's ability to understand and optimize the activities that lead to its competitive advantage and high profit levels.	6. Strategy should have the ability that leading the organization to achieve competitive advantages.	6. Strategy could discover the activities before the competitor does.
7. The segment may disappear over time, as the business environment change over time.	7. The strategy ability to work in diverse segments of the organization.	7. Emergent strategy insists of two dimensions; deliberate strategy and other adapted segments.
8. Good differentiation strategy of an organization may attract competitors to enter the organization's market segment and copy the differentiated product to comply with customer preferences.	8. The strategy should focus and concentrate on customer preferences.	8. Strategy leads a business to provide what the market actually wants, rather than what the owner or management believes the market wants.

FUTURE VIEW OF CHANGE MANAGEMENT STRATEGY

We are now on the brink of a new era, one where we will need to expand our focus beyond the limitations of the organization, as a standalone system, and take into account its integration into the larger economic, social, and environmental structures (Parry, 2015). The success or failure of most human activities is based upon a necessary level of accuracy in predicting future outcomes. However, the future by virtue of it having not happened is uncertain and ambiguous, rendering exact and successful prediction impossible. However, it must be attempted in order to attain business success. On the other hand, the ones who expect to control the future will only be met with frustration. Drucker (1999) hinted at this frustration when he said that, "one cannot manage change, one can only be ahead of it" (p. 73). According to Drucker, successful strategic managers and leaders are those who go on to become change leaders. They identify opportunities and threats to the organization, and subsequently establish an environment wherein people can still grow as individuals while meeting new challenges (Murphy, 2003). In the same context, White (2004) argued that successful strategic leaders must have a ratified view about the future, as the aim of the strategist is to create the future, or rather recreate the present, without taking the future as a given.

DISCUSSION

Change management strategies have become a dominant discourse in organizations. However, there are many empirical studies, with each offering its own distinct strategy, or an approach to deal with a change process in specific organizations. Change in an organization aims at the strategy, vision, structure, policies, budget, services, suppliers, customers, costs and prices, resources, and technologies. These factors are the determinants of an organization's competitive edge and performance, influenced by the external and the internal environment of the organization. Top management should, therefore, proactively deal with this problem instead of reactively confronting it. With environment changes, and the emergence of new strength opportunities, the manager needs to adapt. He or she might find that the strategy in place is out of date. Hence, managers are advised to integrate the new situations, so as to benefit from the best results of change. Five specific factors for the integrated strategy that will help in the selection of the most suitable approach to execute the change were described.

Porter (1979; 1980; 1985) mainly elaborates upon something akin to "standardization" in strategic management. He portrays strategy as a fixed plan, which should be taken as a whole, with less flexibility and with more concreteness. Grattan (2002) argued that a strategy is usually selected by the executive. Unless a big crisis occurs, the strategy will not be reviewed until the start of the following year (annual review). Mintzberg (1994) argued that the manager should not stick to a specific strategy; instead, he should lay emphasis on emergent strategy formed through trial and experience process, i.e., personal experiences and the experiences of others throughout the organization. In the same context, Ansoff (1991) and Mintzberg emphasized that managers should focus their attention on the operating efficiency of the organization. On the other hand, Mintzberg believed in diversification in organization's responses to its environments. This may lead to loss of control over the organization. Mintzberg (1994) concluded that, "Contrary to what traditional planning would have us believe, deliberate strategies are not necessarily good, nor are emergent strategies necessarily bad. He believes that all viable strategies have emergent and deliberate qualities, since all must combine a degree of flexible learning with a degree of cerebral control." In the same context, Mintzberg (1987a) added that all strategy is supported by two pillars, one deliberate, and the other emergent. Ultimately, an integrated change strategy, which possesses the above characteristics and advantages, and is devoid of the disadvantages of these trends, can help fulfill the demands and achieve the goals of an organization. Additionally, by adopting this strategy, an organization will become and will be more capable of using its core competences internally and reap the benefits from the opportunities offered by its external environment by enabling an

organization to respond to them effectively. Although, there are other characteristics and advantages, which are not mentioned in this study, the main ones have received sufficient elaboration.

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