APPPENDIX 1

QUESTIONNAIRE

CHANGE MANAGEMENT SURVEY 2000

CHANGE MANAGEMENT SURVEY 2000

Dear Sir/Madam,

This questionnaire is designed to study various aspects of managing organizational change in your
Please respond to the questions honestly. Your response and the identity of your company will be k
confidential.

Thank you very much for your time and cooperation.

PART 1 : PERSONAL PARTICULARS

Please **TICK ONE** box for each of the following questions.

AGE (YEARS)

1. ☐ 24 and below
2. ☐ 25 – 29
3. ☐ 30 – 34
4. ☐ 35 – 39
5. ☐ 40 – 44
6. ☐ 45 – 49
7. ☐ 50 – 54
8. ☐ 55 and above

B.   YEARS OF SERVICE IN ORGANIZATION

1. ☐ 0 – 4 years
2. ☐ 5 – 9 years
3. ☐ 10 – 14 years
4. ☐ 15 – 19 years
5. ☐ 20 – 24 years
6. ☐ 25 – 29 years
7. ☐ 30 – 34 years
8. ☐ 35 – 39 years

GENDER

1. ☐ M
2. ☐ F

D.   POSITION IN COMPANY

1. ☐ Managerial
2. ☐ Non-managerial (Executive/Officer l

HIGHEST LEVEL OF EDUCATION

1. ☐ LCE / SRP
2. ☐ MCE / SPM / SPMV / O-LEVELS
3. ☐ HSC / STPM / A-LEVELS
4. ☐ DIPLOMA OR EQUIVALENT
5. ☐ DEGREE / PROFESSIONAL
   QUALIFICATION
6. ☐ MASTERS
7. ☐ PhD

F.   NATURE OF EMPLOYMENT CONTRAC

1. ☐ Permanent – Full Time
2. ☐ Permanent – Part Time
3. ☐ Contract – Full Time
4. ☐ Contract – Part Time

G.   COMPANY TYPE

1. ☐ Locally incorporated
2. ☐ Foreign-based

SECTION H – CHANGE BACKGROUND AND STRATEGY

From the following descriptions of change strategies, please **TICK ONE** response which best describes the
have taken place in your organization:

Description of change strategies

(1) **Fine Tuning**
     The change is a gradual and ongoing process which is aimed at fine-tuning of the "fit" or match
     organization's current strategy, structure, people and processes – *e.g.* refining policies, methods and
     fostering commitment to the organizational vision, promoting confidence in accepted norms and beli
     established roles and mechanisms for allocating resources, etc.

(2) **Incremental Adjustment**
     The change is characterized by distinct modifications (but not radical change) to corporate busine
     structures, and management processes – *e.g.* shifting emphasis among products, improving proces
     articulating a modified mission statement, adjusting organizational structures within or across
     boundaries and so on.

(3) **Modular Transformation**
     The change involves major re-alignment of one or more department/divisions. Such change is focuse
     rather than the whole of the organization – *e.g.* restructuring particular departments/divisions,
     executives and managerial appointments in these areas, work or productivity studies resulting in
     reduced departmental numbers, reforming departmental goals, introducing significant new departm
     technologies, etc.

(4) **Corporate Transformation**
     Change that is organization-wide characterized by radical shifts in business strategy and revolutio
     throughout the whole of the organization – *e.g.* reformed mission and core values, altered pow
     affecting the power distribution in the organization, major reorganizations of structures, systems an
     revised interaction patterns – new procedures, communication networks, decision-making patterns, n
     in key managerial positions.

1. ☐ Fine Tuning

2. ☐ Incremental Adjustment

3. ☐ Modular Transformation

4. ☐ Corporate Transformation

following are statements about your perception of the **management of organizational change** in your organization. Please
each statement and indicate the extent to which you agree or disagree by **CIRCLING A NUMBER** that closely reflects yo
l of agreement. This information will be treated with strict confidence.

example, suppose you 'Strongly Disagree' to a statement, circle number 1 as follows:

introduction of the change was accompanied by:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
ear linkage of the change to the strategic es impacting on the organization	(1)	2	3	4	5

SECTION I - VISIONING

The introduction of the change was accompanied by:

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	A limited number of clear and consistent themes or directions for change	1	2	3	4	5
2.	Not such an excessive number of themes and directions as to cause confusion	1	2	3	4	5
3.	A clear linkage of the change to the strategic issues impacting on the organization	1	2	3	4	5
4.	An explanation of the advantages to key internal groups (employees, management, unions)	1	2	3	4	5
5.	An explanation of the advantages to key external groups (clients, customers, suppliers)	1	2	3	4	5
6.	A clear rationale for the change	1	2	3	4	5

7.	A discussion on specific new ways in which structure, systems and people practices would change	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

8.	A plan detailing the various steps of the change	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

9.	A clear indication of how the change would impact upon your job	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

10.	A description of new core values and beliefs needed to make the change successful	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

11.	A clear picture of how the organization will look like in the future	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

SECTION J - LEADERSHIP AND MANAGEMENT PRACTICE

1.	The CEO and top management created a belief that the old ways were unsatisfactory	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

2.	Once the change program commenced, there was clear evidence of the CEO and top management team sharing and championing a new vision for the organization	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

3.	Considerable upheaval occurred at top management levels to create a critical mass of support for the change	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

4.	Management time, patience and support were given to those who experienced difficulties in adjusting to the new ways	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

5.	The CEO and senior management clearly shared a common change vision and ideology	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

6.	From the beginning, there was a powerful guiding executive coalition clearly in support of the change¯¯	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

7.	The CEO and senior management created and communicated a sense of urgency throughout the organization	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

8.	Managers set examples by modelling appropriate behaviours	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

9.	Top management led the change with every word and action	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

10.	Change was continually emphasized from the top so that things would not go back to the way they were	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

11.	The CEO and senior management developed a broad base of support with other individuals who first acted as followers, then as helpers and finally as co-owners of the change	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

12.	Staff at all levels were given full opportunity to participate in the change	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

13.	Management were pleased to receive suggestions for improvement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

14.	Prompt feedback was given by managers to staff on any suggestions made	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

15. Management were prepared to act
on these suggestions

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5

SECTION K - RESOURCES

1. Adequate financial resources were allocated
in support of the change

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5

2. Adequate human resources were allocated
in support of the change

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5

3. Senior management were prepared to devote
their time to meetings, presentations,
communication, education and training
needed to support the change

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5

4. Employees received adequate and
appropriate training to keep up with
changes within the organization

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5

SECTION L- MOTIVATION AND REWARDS

The change was supported because:

1. It provided satisfaction for a job well done

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5

2. It provided the opportunity for new and
exciting challenges, enabling me to develop
my skills and capabilities

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5

3. If people did not go along with new
changes, they would be penalized

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5

4. I got paid more as a result of the change

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5

5. My own team members expected me to act in accordance with the new rules of the game

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

6. There was little chance of advancement in the organization unless we embraced the change

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

7. I played the game, but inside I am cynical about the whole thing

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

8. Staff identified with managers who set examples by modelling appropriate behaviours

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

9. Staff internalized the change so completely that appropriate behaviours were bound to occur no matter who was driving the changes

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

10. We felt a sense of personal ownership of the change

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

11. People who actively support the change were recognized in visible ways

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

12. People who resisted the change were penalized in visible ways

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

SECTION M - STRUCTURING FOR CHANGE

1. There was clear evidence of a particular person or persons driving the change

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

2.	The change was coordinated from the top through a steering committee or change management team	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

3.	A range of task forces, pilot projects and so on were set up in support of the change	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

4.	In each department or section, there was a change "transition manager" (full or part-time person specifically nominated to deal with change matters)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

5.	There was a network of such transition managers who regularly met with management to progress change related issues	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

6.	Feedback mechanisms were developed to provide transition managers with information on problems that were being experienced and on solutions that were devised	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

7.	Throughout the change, there was always a distinct network of people at all levels from whom I could get answers/action	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

8.	I could clearly identify a "change management structure" (and communication network) as distinct from the normal hierarchical structure	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

9.	The structural arrangements devised for managing change greatly enhanced communication allowing for rapid responses to all contingencies	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

SECTION N - COMMUNICATION

*Perceived **extent** to which the following approaches were used to facilitate the change:*

1.	Regular messages related to the change on bulletin boards and/or other public forums	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

2. Special words or symbols that emphasize change – e.g. teamwork, quality, multi-skilling, process re-engineering, best practice, benchmarking

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

3. Special and regular communication on the change such as a change newsletter

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

4. Meetings devoted specifically to communicating change issues

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

5. Recognition and reward for those who support the change

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

6. Managers visibly support the change through word and action

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

*Perceived **effectiveness** to which the following approaches were used to facilitate the change:*

7. Regular messages related to the change on bulletin boards and/or other public forums

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

8. Special words or symbols that emphasize change – e.g. teamwork, quality, multi-skilling, process re-engineering, best practice, benchmarking

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

9. Special and regular communication on the change such as a change newsletter

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

10. Meetings devoted specifically to communicating change issues

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

11. Recognition and reward for those who support the change

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

12. Managers visibly support the change through word and action

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

SECTION O - CHANGE OUTCOME : PERCEIVED EFFECTIVENESS OF THE CHANGE

The change resulted in:

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	Improved products or services	1	2	3	4	5
2.	Measurably higher productivity	1	2	3	4	5
3.	Improved services to customers and clients	1	2	3	4	5
4.	Measured improvements in goal-oriented criteria, such as revenues, growth, customer satisfaction, or other such criteria	1	2	3	4	5
5.	Improved efficiency	1	2	3	4	5
6.	Greater ability to compete in the market place	1	2	3	4	5
7.	An overriding culture of quality and excellence	1	2	3	4	5
8.	A sense of awareness, belonging and feeling part of the team/organization	1	2	3	4	5
9.	A greater sense of cohesion and integration in the organization	1	2	3	4	5
10.	Greater long-term health of the organization	1	2	3	4	5

THANK YOU!

APPPENDIX 2

QUESTIONNAIRE ITEMS, MEANS, STANDARD DEVIATIONS AND CORRELATIONS WITH COMPOSITE EFFECTIVENESS SCORE

APPENDIX 2: QUESTIONNAIRE ITEMS, MEANS, STANDARD DEVIATIONS AND CORRELATIONS WITH COMPOSITE VARIABLE EFFECTIVENESS

TABLE A1
Change Background and Strategy

Item No	Item Description	M	SD	Correlation with Effectiveness
H1	From the following descriptions of change strategies, please tick one response which best describes the changes that have taken place in your organization – *Fine Tuning*	0.23	0.17	0.313
H2	From the following descriptions of change strategies, please tick one response which best describes the changes that have taken place in your organization – *Incremental Adjustment*	0.20	0.18	0.011
H3	From the following descriptions of change strategies, please tick one response which best describes the changes that have taken place in your organization – *Modular Transformation*	0.21	0.21	0.004
H4	From the following descriptions of change strategies, please tick one response which best describes the changes that have taken place in your organization – *Corporate Transformation*	0.28	0.21	-0.428

Note:
Variables indicate proportion of respondents selecting that option – see Chapter 4 for explanation

TABLE A2
Vision

Item No	Item Description	M	SD	Correlation with Effectiveness
The introduction of the change was accompanied by:				
I1	A limited number of clear and consistent themes or directions for change	3.37	0.30	0.122
I2	Not such an excessive number of themes and directions as to cause confusion	3.38	0.25	0.424
I3	A clear linkage of the change to the strategic issues impacting on the organization	3.24	0.34	0.646**
I4	An explanation of the advantages to key internal groups (employees, management, unions)	3.47	0.37	0.709**
I5	An explanation of the advantages to key external groups (clients, customers, suppliers)	3.11	0.45	0.551**
I6	A clear rationale for the change	3.49	0.45	0.658**
I7	A discussion on specific new ways in which structure, systems and people practices would change	3.29	0.40	0.642**
I8	A plan detailing the various steps of the change	3.15	0.45	0.797**
I9	A clear indication of how the change would impact upon your job	3.03	0.53	0.710**
I10	A description of new core values and beliefs needed to make the change successful	3.37	0.31	0.284

Item	Item Description	M	SD	Correlation
I11	A clear picture of how the organization will look like in the future	3.21	0.54	0.776**

Note:
Response format: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree
**. Correlation is significant at the 0.01 level (2-tailed)

TABLE A3
Leadership and Management Practice

Item No	Item Description	M	SD	Correlation with Effectiveness
J1	The CEO and top management created a belief that the old ways were unsatisfactory	3.33	0.48	0.223
J2	Once the change program commenced, there was clear evidence of the CEO and top management team sharing and championing a new vision for the organization	3.33	0.60	0.722**
J3	Considerable upheaval occurred at top management levels to create a critical mass of support for the change	3.13	0.44	0.694**
J4	Management time, patience and support were given to those who experienced difficulties in adjusting to new ways	2.93	0.43	0.816**
J5	The CEO and senior management clearly shared a common change vision and ideology	3.37	0.52	0.580*
J6	From the beginning, there was a powerful guiding executive coalition clearly in support of the change	3.18	0.43	0.779**
J7	The CEO and senior management created and communicated a sense of urgency throughout the organization	3.32	0.34	0.566*
J8	Managers set examples by modeling appropriate behaviors	3.03	0.60	0.803**
J9	Top management led the change with every word and action	3.09	0.64	0.886**
J10	Change was continually emphasized from the top so that things would not go back to the way they were	3.31	0.52	0.782**
J11	The CEO and senior management developed a broad base of support with other individuals who first acted as followers, then as helpers and finally as co-owners of the change	3.09	0.43	0.856**
J12	Staff at all levels were given full opportunity to participate in the change	3.05	0.57	0.543*
J13	Management were pleased to receive suggestions for improvement	3.10	0.47	0.712**
J14	Prompt feedback was given by managers to staff on any suggestions made	2.86	0.40	0.856**
J15	Management were prepared to act on these suggestions	3.01	0.43	0.832**

Note:
Response format: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree
**. Correlation is significant at the 0.01 level (2-tailed)
* . Correlation is significant at the 0.05 level (2-tailed)

TABLE A4
Resources

Item No	Item Description	M	SD	Correlation with Effectiveness
K1	Adequate financial resources were allocated in support of the change	3.24	0.33	0.602*
K2	Adequate human resources were allocated in support of the change	2.98	0.47	0.774**
K3	Senior management were prepared to devote their time to meetings, presentations, communication, education and training needed to support the change	3.37	0.51	0.587*
K4	Employees received adequate and appropriate training to keep up with changes within the organization	2.92	0.46	0.577*

Note:
Response format: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree
**. Correlation is significant at the 0.01 level (2-tailed)
* . Correlation is significant at the 0.05 level (2-tailed)

TABLE A5
Motivation and Rewards

Item No	Item Description	M	SD	Correlation with Effectiveness
The change was supported because:				
L1	It provided satisfaction for a job well done	3.06	0.55	0.880**
L2	It provided the opportunity for new and exciting challenges, enabling me to develop my skills and capabilities	3.32	0.52	0.774**
L3	If people did not go along with new changes, they would be penalized	2.85	0.31	0.037
L4	I got paid more as a result of the change	2.39	0.47	0.778**
L5	My own team members expected me to act in accordance with the new rules of the game	3.40	0.36	0.493*
L6	There was little chance of advancement in the organization unless we embraced the change	3.34	0.32	0.228
L7	I played the game, but inside I am cynical about the whole thing	3.00	0.31	-0.511*
L8	Staff identified with managers who set examples by modeling appropriate behaviors	3.22	0.41	0.688**
L9	Staff internalized the change so completely that appropriate behaviors were bound to occur no matter who was driving the changes	2.85	0.34	0.931**
L10	We felt a sense of personal ownership of the change	2.99	0.47	0.825**

L11	People who actively support the change were recognized in visible ways	3.15	0.42	0.594*
L12	People who resisted the change were penalized in visible ways	2.81	0.36	0.015

Note:
Response format: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree
**. Correlation is significant at the 0.01 level (2-tailed)
* . Correlation is significant at the 0.05 level (2-tailed)

TABLE A6
Structuring for Change

Item No	Item Description	M	SD	Correlation with Effectiveness
M1	There was clear evidence of a particular person or persons driving the change	3.58	0.41	0.392
M2	The change was coordinated from the top through a steering committee or change management team	3.72	0.42	0.439
M3	A range of task forces, pilot projects and so on were set up in support of the change	3.51	0.50	0.137
M4	In each department or section, there was a change "transition manager" (full or part-time person specifically nominated to deal with change matters)	2.93	0.57	0.599*
M5	There was a network of such transition managers who regularly met with management to progress change related issues	3.23	0.46	0.368
M6	Feedback mechanisms were developed to provide transition managers with information on problems that were being experienced and on solutions that were devised	3.06	0.45	0.673**
M7	Throughout the change, there was always a distinct network of people at all levels from whom I could get answers/action	2.91	0.51	0.725**
M8	I could clearly identify a "change management structure" (and communication network) as distinct from the normal hierarchical structure	2.99	0.52	0.629**
M9	The structural arrangements devised for managing change greatly enhanced communication allowing for rapid responses to all contingencies	2.94	0.47	0.796**

Note:
Response format: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree
**. Correlation is significant at the 0.01 level (2-tailed)
* . Correlation is significant at the 0.05 level (2-tailed)

TABLE A7
Communication

Item No	Item Description	M	SD	Correlation with Effectiveness
Perceived extent to which the following approaches were used to facilitate the change:				
N1	Regular messages related to the change on bulletin boards and/or other public forums	3.33	0.57	0.558*
N2	Special words or symbols that emphasize change – e.g. teamwork, quality, multi-skilling, process re-engineering, best practices, benchmarking	3.50	0.44	0.363
N3	Special and regular communication on the change such as a change newsletter	3.20	0.61	0.385
N4	Meetings devoted specifically to communicating change issues	3.32	0.34	0.462
N5	Recognition and reward for those who support the change	2.90	0.47	0.806**
N6	Managers visibly support the change through word and action	3.20	0.49	0.910**
Perceived effectiveness to which the following approaches were used to facilitate the change:				
N7	Regular messages related to the change on bulletin boards and/or other public forums	3.25	0.56	0.600*
N8	Special words or symbols that emphasize change – e.g. teamwork, quality, multi-skilling, process re-engineering, best practices, benchmarking	3.38	0.45	0.660**
N9	Special and regular communication on the change such as a change newsletter	3.24	0.52	0.593*
N10	Meetings devoted specifically to communicating change issues	3.35	0.46	0.721**
N11	Recognition and reward for those who support the change	3.08	0.37	0.803**
N12	Managers visibly support the change through word and action	3.31	0.43	0.745**

Note:
Response format: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree
**. Correlation is significant at the 0.01 level (2-tailed)
* . Correlation is significant at the 0.05 level (2-tailed)

TABLE A8
Change Outcomes – Perceived Effectiveness of the Change

Item No	Item Description	M	SD	Correlation with Effectiveness
The change resulted in:				
O1	Improved products or services	3.46	0.63	0.979**
O2	Measurably higher productivity	3.32	0.58	0.953**
O3	Improved services to customers and clients	3.53	0.52	0.964**
O4	Measured improvements in goal-oriented criteria, such as revenues, growth, customer satisfaction, or other such criteria	3.41	0.54	0.943**
O5	Improved efficiency	3.38	0.62	0.937**
O6	Greater ability to compete in the market place	3.37	0.57	0.933**
O7	An overriding culture of quality and excellence	3.22	0.59	0.981**
O8	A sense of awareness, belonging and feeling part of the team/organization	3.20	0.57	0.942**
O9	A greater sense of cohesion and integration in the organization	3.11	0.57	0.941**
O10	Greater long-term health of the organization	3.46	0.63	0.942**

Note:
Response format: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree
**. Correlation is significant at the 0.01 level (2-tailed)

APPPENDIX 3

**SUMMARY OF GROUP DIFFERENCES
(MANAGERIAL AND NON-MANAGERIAL)
USING THE T-TEST**

APPENDIX 3: SUMMARY OF GROUP DIFFERENCES (MANAGERIAL AND NON-MANAGERIAL) USING THE T-TEST

TABLE A1
Vision

Item No	Item Description	Mean Mngr	Mean Non-Mngr	Significance
The introduction of the change was accompanied by:				
I1	A limited number of clear and consistent themes or directions for change	3.53	3.21	**.015**
I2	Not such an excessive number of themes and directions as to cause confusion	3.49	3.29	.084
I3	A clear linkage of the change to the strategic issues impacting on the organization	3.28	3.23	.729
I4	An explanation of the advantages to key internal groups (employees, management, unions)	3.53	3.44	.501
I5	An explanation of the advantages to key external groups (clients, customers, suppliers)	3.09	3.15	.681
I6	A clear rationale for the change	3.56	3.45	.416
I7	A discussion on specific new ways in which structure, systems and people practices would change	3.38	3.23	.333
I8	A plan detailing the various steps of the change	3.27	3.09	.235
I9	A clear indication of how the change would impact upon your job	3.06	3.01	.762
I10	A description of new core values and beliefs needed to make the change successful	3.46	3.30	.268
I11	A clear picture of how the organization will look like in the future	3.21	3.20	.963

Note:
Response format: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

TABLE A2
Leadership and Management Practice

Item No	Item Description	Mean Mngr	Mean Non-Mngr	Significance
J1	The CEO and top management created a belief that the old ways were unsatisfactory	3.34	3.32	.869
J2	Once the change program commenced, there was clear evidence of the CEO and top management team sharing and championing a new vision for the organization	3.51	3.22	**.048**
J3	Considerable upheaval occurred at top management levels to create a critical mass of support for the change	3.02	3.20	.182
J4	Management time, patience and support were given to those who experienced difficulties in adjusting to new ways	3.08	2.83	.072
J5	The CEO and senior management clearly shared a common change vision and ideology	3.44	3.22	.118

J6	From the beginning, there was a powerful guiding executive coalition clearly in support of the change	3.29	3.10	.150
J7	The CEO and senior management created and communicated a sense of urgency throughout the organization	3.56	3.14	**.002**
J8	Managers set examples by modeling appropriate behaviors	3.30	2.82	**.003**
J9	Top management led the change with every word and action	3.28	2.96	.053
J10	Change was continually emphasized from the top so that things would not go back to the way they were	3.39	3.22	.248
J11	The CEO and senior management developed a broad base of support with other individuals who first acted as followers, then as helpers and finally as co-owners of the change	3.12	3.08	.753
J12	Staff at all levels were given full opportunity to participate in the change	3.04	3.07	.881
J13	Management were pleased to receive suggestions for improvement	3.19	3.05	.328
J14	Prompt feedback was given by managers to staff on any suggestions made	2.98	2.81	.236
J15	Management were prepared to act on these suggestions	3.09	2.97	.382

Note:
Response format: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

TABLE A3
Resources

Item No	Item Description	Mean Mngr	Mean Non-Mngr	Significance
K1	Adequate financial resources were allocated in support of the change	3.28	3.20	.591
K2	Adequate human resources were allocated in support of the change	2.99	3.01	.888
K3	Senior management were prepared to devote their time to meetings, presentations, communication, education and training needed to support the change	3.42	3.36	.649
K4	Employees received adequate and appropriate training to keep up with changes within the organization	3.04	2.82	.137

Note:
Response format: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Appendix 3   2

TABLE A4
Motivation and Rewards

Item No	Item Description	Mean Mngr	Mean Non-Mngr	Significance
The change was supported because:				
L1	It provided satisfaction for a job well done	3.04	3.14	.510
L2	It provided the opportunity for new and exciting challenges, enabling me to develop my skills and capabilities	3.34	3.31	.810
L3	If people did not go along with new changes, they would be penalized	2.71	2.92	.118
L4	I got paid more as a result of the change	2.43	2.36	.595
L5	My own team members expected me to act in accordance with the new rules of the game	3.44	3.37	.530
L6	There was little chance of advancement in the organization unless we embraced the change	3.34	3.33	.909
L7	I played the game, but inside I am cynical about the whole thing	2.90	3.06	.192
L8	Staff identified with managers who set examples by modeling appropriate behaviors	3.30	3.17	.328
L9	Staff internalized the change so completely that appropriate behaviors were bound to occur no matter who was driving the changes	2.84	2.90	.635
L10	We felt a sense of personal ownership of the change	3.04	2.97	.599
L11	People who actively support the change were recognized in visible ways	3.18	3.11	.595
L12	People who resisted the change were penalized in visible ways	2.79	2.76	.848

Note:
Response format: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

TABLE A5
Structuring for Change

Item No	Item Description	Mean Mngr	Mean Non-Mngr	Significance
M1	There was clear evidence of a particular person or persons driving the change	3.70	3.43	**.039**
M2	The change was coordinated from the top through a steering committee or change management team	3.84	3.68	.201
M3	A range of task forces, pilot projects and so on were set up in support of the change	3.59	3.50	.491
M4	In each department or section, there was a change "transition manager" (full or part-time person specifically nominated to deal with change matters)	2.94	2.96	.914
M5	There was a network of such transition managers who regularly met with management to progress change related issues	3.24	3.22	.850
M6	Feedback mechanisms were developed to provide transition managers with information on problems	3.09	3.05	.782

	that were being experienced and on solutions that were devised			
M7	Throughout the change, there was always a distinct network of people at all levels from whom I could get answers/action	3.00	2.86	.375
M8	I could clearly identify a "change management structure" (and communication network) as distinct from the normal hierarchical structure	3.08	2.95	.388
M9	The structural arrangements devised for managing change greatly enhanced communication allowing for rapid responses to all contingencies	3.03	2.89	.303

Note:
Response format: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

TABLE A6
Communication

Item No	Item Description	Mean Mngr	Mean Non-Mngr	Significance
Perceived extent to which the following approaches were used to facilitate the change:				
N1	Regular messages related to the change on bulletin boards and/or other public forums	3.39	3.38	.943
N2	Special words or symbols that emphasize change – e.g. teamwork, quality, multi-skilling, process re-engineering, best practices, benchmarking	3.54	3.46	.539
N3	Special and regular communication on the change such as a change newsletter	3.17	3.26	.530
N4	Meetings devoted specifically to communicating change issues	3.31	3.32	.946
N5	Recognition and reward for those who support the change	3.01	2.83	.209
N6	Managers visibly support the change through word and action	3.29	3.14	.277
Perceived effectiveness to which the following approaches were used to facilitate the change:				
N7	Regular messages related to the change on bulletin boards and/or other public forums	3.27	3.29	.885
N8	Special words or symbols that emphasize change – e.g. teamwork, quality, multi-skilling, process re-engineering, best practices, benchmarking	3.34	3.45	.456
N9	Special and regular communication on the change such as a change newsletter	3.22	3.30	.551
N10	Meetings devoted specifically to communicating change issues	3.33	3.34	.921
N11	Recognition and reward for those who support the change	2.93	3.21	**.045**
N12	Managers visibly support the change through word and action	3.24	3.37	.374

Note:
Response format: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Appendix 3   4

TABLE A7
Change Outcomes – Perceived Effectiveness of the Change

Item No	Item Description	Mean Mngr	Mean Non-Mngr	Significance
The change resulted in:				
O1	Improved products or services	3.43	3.54	.453
O2	Measurably higher productivity	3.38	3.30	.589
O3	Improved services to customers and clients	3.59	3.53	.693
O4	Measured improvements in goal-oriented criteria, such as revenues, growth, customer satisfaction, or other such criteria	3.44	3.42	.846
O5	Improved efficiency	3.47	3.32	.299
O6	Greater ability to compete in the market place	3.46	3.34	.431
O7	An overriding culture of quality and excellence	3.27	3.23	.816
O8	A sense of awareness, belonging and feeling part of the team/organization	3.28	3.20	.609
O9	A greater sense of cohesion and integration in the organization	3.21	3.08	.355
O10	Greater long-term health of the organization	3.47	3.51	.744

Note:
Response format: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

APPPENDIX 4

SUMMARY OF GROUP DIFFERENCES
(YEARS OF SERVICE)
USING THE ANOVA PROCEDURE

APPENDIX 4: SUMMARY OF GROUP DIFFERENCES (YEARS OF SERVICE) USING THE ANOVA PROCEDURE

TABLE A1
Vision

Item No	Item Description	0-9 years MEAN	10-19 years MEAN	20-29 years MEAN	30-39 years MEAN	SIG	F
The introduction of the change was accompanied by:							
I1	A limited number of clear and consistent themes or directions for change	3.39	3.34	3.32	3.00	.931	.148
I2	Not such an excessive number of themes and directions as to cause confusion	3.38	3.41	3.43	2.50	.501	.790
I3	A clear linkage of the change to the strategic issues impacting on the organization	3.25	3.32	3.32	2.00	.286	1.271
I4	An explanation of the advantages to key internal groups (employees, management, unions)	3.44	3.52	3.68	3.00	.621	.593
I5	An explanation of the advantages to key external groups (clients, customers, suppliers)	3.11	3.11	3.41	2.00	.186	1.621
I6	A clear rationale for the change	3.50	3.50	3.50	3.00	.905	.187
I7	A discussion on specific new ways in which structure, systems and people practices would change	3.27	3.32	3.45	3.00	.872	.234
I8	A plan detailing the various steps of the change	3.15	3.25	3.27	2.00	.388	1.014
I9	A clear indication of how the change would impact upon your job	3.05	2.98	3.18	2.50	.779	.365
I10	A description of new core values and beliefs needed to make the change successful	3.36	3.23	3.77	3.50	.184	1.630
I11	A clear picture of how the organization will look like in the future	3.22	3.09	3.36	2.50	.619	.595

Note:
Response format: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

TABLE A2
Leadership and Management Practice

Item No	Item Description	0-9 years MEAN	10-19 years MEAN	20-29 years MEAN	30-39 years MEAN	SIG	F
J1	The CEO and top management created a belief that the old ways were unsatisfactory	3.32	3.14	3.68	4.50	.071	2.376
J2	Once the change program commenced, there was clear evidence of the CEO and top management team sharing and championing a new vision for the organization	3.40	3.36	3.27	2.00	.271	1.314
J3	Considerable upheaval occurred at top management levels to create a critical mass of support for the change	3.14	3.14	3.09	2.50	.819	.309
J4	Management time, patience and support were given to those who experienced difficulties in adjusting to new ways	2.96	3.00	2.86	2.50	.869	.238
J5	The CEO and senior management clearly shared a common change vision and ideology	3.39	3.32	3.09	2.50	.366	1.063

J6	From the beginning, there was a powerful guiding executive coalition clearly in support of the change	3.24	3.11	3.14	2.00	.248	1.387
J7	The CEO and senior management created and communicated a sense of urgency throughout the organization	3.38	3.36	2.95	3.00	.258	1.354
J8	Managers set examples by modeling appropriate behaviors	3.12	2.91	2.86	2.50	.537	.727
J9	Top management led the change with every word and action	3.23	2.95	2.77	2.50	.200	1.561
J10	Change was continually emphasized from the top so that things would not go back to the way they were	3.40	3.07	3.09	4.00	.135	1.879
J11	The CEO and senior management developed a broad base of support with other individuals who first acted as followers, then as helpers and finally as co-owners of the change	3.09	3.23	3.00	2.50	.618	.597
J12	Staff at all levels were given full opportunity to participate in the change	3.05	3.09	3.00	3.50	.932	.147
J13	Management were pleased to receive suggestions for improvement	3.16	3.07	3.00	3.00	.871	.236
J14	Prompt feedback was given by managers to staff on any suggestions made	2.90	2.80	3.00	2.50	.813	.317
J15	Management were prepared to act on these suggestions	3.09	2.86	3.05	2.50	.474	.840

Note:
Response format: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

TABLE A3
Resources

Item No	Item Description	0-9 years MEAN	10-19 years MEAN	20-29 years MEAN	30-39 years MEAN	SIG	F
K1	Adequate financial resources were allocated in support of the change	3.31	3.09	3.09	4.00	.314	1.192
K2	Adequate human resources were allocated in support of the change	3.12	2.77	2.73	3.50	.111	2.035
K3	Senior management were prepared to devote their time to meetings, presentations, communication, education and training needed to support the change	3.52	3.11	3.18	3.00	.063	2.478
K4	Employees received adequate and appropriate training to keep up with changes within the organization	3.05	2.84	2.55	2.50	.166	1.711

Note:
Response format: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

TABLE A4
Motivation and Rewards

Item No	Item Description	0-9 years MEAN	10-19 years MEAN	20-29 years MEAN	30-39 years MEAN	SIG	F
The change was supported because:							
L1	It provided satisfaction for a job well done	3.14	3.02	3.00	2.50	.692	.487
L2	It provided the opportunity for new and exciting challenges, enabling me to develop my skills and capabilities	3.41	3.07	3.36	3.00	.243	1.405
L3	If people did not go along with new changes, they would be penalized	2.79	2.80	3.05	2.50	.646	.554
L4	I got paid more as a result of the change	2.41	2.32	2.45	2.50	.933	.144
L5	My own team members expected me to act in accordance with the new rules of the game	3.43	3.25	3.50	3.50	.588	.644
L6	There was little chance of advancement in the organization unless we embraced the change	3.35	3.14	3.50	4.00	.224	1.471
L7	I played the game, but inside I am cynical about the whole thing	2.93	3.07	2.95	4.00	.267	1.326
L8	Staff identified with managers who set examples by modeling appropriate behaviors	3.14	3.30	3.55	4.00	.149	1.799
L9	Staff internalized the change so completely that appropriate behaviors were bound to occur no matter who was driving the changes	2.90	2.66	3.05	3.00	.275	1.301
L10	We felt a sense of personal ownership of the change	2.93	3.07	3.27	3.00	.473	.841
L11	People who actively support the change were recognized in visible ways	3.13	3.11	3.18	3.00	.989	.040
L12	People who resisted the change were penalized in visible ways	2.79	2.77	2.77	2.00	.654	.543

Note:
Response format: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

TABLE A5
Structuring for Change

Item No	Item Description	0-9 years MEAN	10-19 years MEAN	20-29 years MEAN	30-39 years MEAN	SIG	F
M1	There was clear evidence of a particular person or persons driving the change	3.62	3.32	3.68	3.00	.203	1.552
M2	The change was coordinated from the top through a steering committee or change management team	3.80	3.64	3.82	3.00	.457	.871
M3	A range of task forces, pilot projects and so on were set up in support of the change	3.54	3.50	3.59	3.50	.986	.049
M4	In each department or section, there was a change "transition manager" (full or part-time person specifically nominated to deal with change matters)	3.02	2.93	2.64	3.00	.503	.786
M5	There was a network of such transition managers who regularly met with management to progress change related issues	3.33	3.11	3.00	3.00	.436	.913
M6	Feedback mechanisms were developed to provide transition managers with information on problems that were being experienced and on solutions that were devised	3.13	2.98	2.91	3.00	.715	.453

M7	Throughout the change, there was always a distinct network of people at all levels from whom I could get answers/action	2.95	2.84	2.95	3.00	.945	.125
M8	I could clearly identify a "change management structure" (and communication network) as distinct from the normal hierarchical structure	3.07	2.98	2.73	3.00	.525	.747
M9	The structural arrangements devised for managing change greatly enhanced communication allowing for rapid responses to all contingencies	2.97	2.98	2.86	3.50	.826	.299

Note:
Response format: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

TABLE A6
Communication

Item No	Item Description	0-9 years MEAN	10-19 years MEAN	20-29 years MEAN	30-39 years MEAN	SIG	F
Perceived extent to which the following approaches were used to facilitate the change:							
N1	Regular messages related to the change on bulletin boards and/or other public forums	3.40	3.41	3.41	3.00	.953	.112
N2	Special words or symbols that emphasize change – e.g. teamwork, quality, multi-skilling, process re-engineering, best practices, benchmarking	3.57	3.32	3.59	2.50	.230	1.450
N3	Special and regular communication on the change such as a change newsletter	3.20	3.21	3.50	2.00	.237	1.424
N4	Meetings devoted specifically to communicating change issues	3.39	3.11	3.41	3.00	.370	1.053
N5	Recognition and reward for those who support the change	2.93	2.80	3.00	3.00	.850	.266
N6	Managers visibly support the change through word	3.24	3.16	3.09	3.00	.879	.224
Perceived effectiveness to which the following approaches were used to facilitate the change:							
N7	Regular messages related to the change on bulletin boards and/or other public forums	3.30	3.32	3.30	2.00	.352	1.096
N8	Special words or symbols that emphasize change – e.g. teamwork, quality, multi-skilling, process re-engineering, best practices, benchmarking	3.48	3.33	3.25	2.50	.356	1.086
N9	Special and regular communication on the change such as a change newsletter	3.32	3.11	3.40	2.00	.159	1.746
N10	Meetings devoted specifically to communicating change issues	3.43	3.11	3.35	3.00	.288	1.263
N11	Recognition and reward for those who support the change	3.23	2.75	3.00	2.50	.031	3.029
N12	Managers visibly support the change through word and action	3.42	3.05	3.30	3.00	.191	1.599

Note:
Response format: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

TABLE A7
Change Outcomes – Perceived Effectiveness of the Change

Item No	Item Description	0-9 years MEAN	10-19 years MEAN	20-29 years MEAN	30-39 years MEAN	SIG	F
The change resulted in:							
O1	Improved products or services	3.63	3.34	3.14	2.50	.052	2.616
O2	Measurably higher productivity	3.39	3.36	3.09	3.00	.576	.662
O3	Improved services to customers and clients	3.63	3.57	3.23	3.00	.261	1.345
O4	Measured improvements in goal-oriented criteria, such as revenues, growth, customer satisfaction, or other such criteria	3.50	3.36	3.14	3.50	.422	.942
O5	Improved efficiency	3.47	3.43	2.95	3.00	.129	1.915
O6	Greater ability to compete in the market place	3.45	3.41	3.14	3.00	.563	.684
O7	An overriding culture of quality and excellence	3.32	3.16	3.05	3.00	.587	.645
O8	A sense of awareness, belonging and feeling part of the team/organization	3.24	3.18	3.32	3.00	.942	.130
O9	A greater sense of cohesion and integration in the organization	3.21	3.07	2.91	3.00	.560	.688
O10	Greater long-term health of the organization	3.55	3.50	3.23	2.50	.279	1.290

Note:
Response format: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

APPPENDIX 5

SUMMARY OF GROUP DIFFERENCES
(AGE)
USING THE ANOVA PROCEDURE

APPENDIX 5: SUMMARY OF GROUP DIFFERENCES (AGE) USING THE ANOVA PROCEDURE

TABLE A1
Vision

Item No	Item Description	≤ 24 MEAN	25 -34 MEAN	35-44 MEAN	45-54 MEAN	SIG	F
	The introduction of the change was accompanied by:						
I1	A limited number of clear and consistent themes or directions for change	3.38	3.39	3.38	3.22	.834	.289
I2	Not such an excessive number of themes and directions as to cause confusion	3.38	3.38	3.41	3.34	.988	.044
I3	A clear linkage of the change to the strategic issues impacting on the organization	3.33	3.26	3.37	3.03	.457	.871
I4	An explanation of the advantages to key internal groups (employees, management, unions)	4.22	3.42	3.58	3.31	.057	2.551
I5	An explanation of the advantages to key external groups (clients, customers, suppliers)	3.89	3.09	3.10	3.03	.098	2.127
I6	A clear rationale for the change	3.78	3.48	3.67	3.19	.096	2.148
I7	A discussion on specific new ways in which structure, systems and people practices would change	3.63	3.26	3.37	3.22	.745	.411
I8	A plan detailing the various steps of the change	3.56	3.13	3.29	3.00	.411	.963
I9	A clear indication of how the change would impact upon your job	3.67	3.01	3.10	2.81	.174	1.674
I10	A description of new core values and beliefs needed to make the change successful	3.78	3.28	3.37	3.56	.292	1.252
I11	A clear picture of how the organization will look like in the future	3.56	3.23	3.25	2.97	.464	.858

Note:
Response format: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

TABLE A2
Leadership and Management Practice

Item No	Item Description	≤ 24 MEAN	25 -34 MEAN	35-44 MEAN	45-54 MEAN	SIG	F
J1	The CEO and top management created a belief that the old ways were unsatisfactory	3.22	3.30	3.23	3.63	.330	1.150
J2	Once the change program commenced, there was clear evidence of the CEO and top management team sharing and championing a new vision for the organization	3.56	3.43	3.37	3.06	.311	1.199
J3	Considerable upheaval occurred at top management levels to create a critical mass of support for the change	3.22	3.15	3.10	3.03	.915	.173
J4	Management time, patience and support were given to those who experienced difficulties in adjusting to new ways	3.56	2.91	2.92	2.91	.293	1.251
J5	The CEO and senior management clearly shared a common change vision and ideology	3.67	3.33	3.46	3.00	.131	1.901
J6	From the beginning, there was a powerful guiding executive coalition clearly in support of the change	3.33	3.26	3.12	3.03	.559	.690

J7	The CEO and senior management created and communicated a sense of urgency throughout the organization	3.22	3.41	3.35	3.09	.427	.930
J8	Managers set examples by modeling appropriate behaviors	3.67	3.13	2.92	2.78	.133	1.886
J9	Top management led the change with every word and action	3.44	3.25	3.08	2.63	.041	2.814
J10	Change was continually emphasized from the top so that things would not go back to the way they were	4.11	3.34	3.19	3.13	.049	2.669
J11	The CEO and senior management developed a broad base of support with other individuals who first acted as followers, then as helpers and finally as co-owners of the change	3.78	3.07	3.19	2.84	.060	2.518
J12	Staff at all levels were given full opportunity to participate in the change	3.44	3.08	3.06	2.88	.553	.700
J13	Management were pleased to receive suggestions for improvement	3.67	3.13	3.04	3.03	.337	1.133
J14	Prompt feedback was given by managers to staff on any suggestions made	3.44	2.87	2.88	2.78	.370	1.054
J15	Management were prepared to act on these suggestions	3.67	3.04	2.96	2.90	.171	1.171

Note:
Response format: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

TABLE A3
Resources

Item No	Item Description	≤ 24 MEAN	25 -34 MEAN	35-44 MEAN	45-54 MEAN	SIG	F
K1	Adequate financial resources were allocated in support of the change	3.33	3.36	3.04	3.24	.234	1.435
K2	Adequate human resources were allocated in support of the change	3.44	3.12	2.87	2.71	.090	2.197
K3	Senior management were prepared to devote their time to meetings, presentations, communication, education and training needed to support the change	4.00	3.52	3.25	3.03	.010	3.870
K4	Employees received adequate and appropriate training to keep up with changes within the organization	3.67	2.99	2.79	2.72	.078	2.309

Note:
Response format: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

TABLE A4
Motivation and Rewards

Item No	Item Description	≤ 24 MEAN	25 -34 MEAN	35-44 MEAN	45-54 MEAN	SIG	F
The change was supported because:							
L1	It provided satisfaction for a job well done	3.44	3.13	3.19	2.72	.077	2.313
L2	It provided the opportunity for new and exciting challenges, enabling me to develop my skills and capabilities	3.78	3.37	3.42	2.91	.033	2.984
L3	If people did not go along with new changes, they would be penalized	2.78	2.74	2.88	3.00	.539	.723
L4	I got paid more as a result of the change	2.33	2.46	2.37	2.25	.740	.418
L5	My own team members expected me to act in accordance with the new rules of the game	3.67	3.39	3.38	3.41	.814	.316
L6	There was little chance of advancement in the organization unless we embraced the change	3.56	3.27	3.35	3.47	.590	.640
L7	I played the game, but inside I am cynical about the whole thing	3.00	3.01	2.94	2.97	.972	.078
L8	Staff identified with managers who set examples by modeling appropriate behaviors	3.44	3.13	3.27	3.40	.425	.936
L9	Staff internalized the change so completely that appropriate behaviors were bound to occur no matter who was driving the changes	2.89	2.98	2.75	2.75	.344	1.115
L10	We felt a sense of personal ownership of the change	3.44	2.91	3.15	2.94	.239	1.417
L11	People who actively support the change were recognized in visible ways	3.33	3.10	3.21	3.09	.809	.322
L12	People who resisted the change were penalized in visible ways	2.78	2.78	2.75	2.81	.989	.041

Note:
Response format: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

TABLE A5
Structuring for Change

Item No	Item Description	≤ 24 MEAN	25 -34 MEAN	35-44 MEAN	45-54 MEAN	SIG	F
M1	There was clear evidence of a particular person or persons driving the change	3.78	3.59	3.48	3.50	.772	.373
M2	The change was coordinated from the top through a steering committee or change management team	3.78	3.85	3.75	3.47	.211	1.520
M3	A range of task forces, pilot projects and so on were set up in support of the change	4.00	3.54	3.50	3.47	.491	.807
M4	In each department or section, there was a change "transition manager" (full or part-time person specifically nominated to deal with change matters)	3.56	3.01	2.96	2.59	.080	2.287
M5	There was a network of such transition managers who regularly met with management to progress change related issues	4.00	3.29	3.15	2.94	.045	2.731
M6	Feedback mechanisms were developed to provide transition managers with information on problems that were being experienced and on solutions that were devised	3.67	3.10	3.06	2.81	.147	1.810

M7	Throughout the change, there was always a distinct network of people at all levels from whom I could get answers/action	3.78	2.88	2.98	2.75	.069	2.400
M8	I could clearly identify a "change management structure" (and communication network) as distinct from the normal hierarchical structure	3.33	3.02	3.10	2.75	.332	1.146
M9	The structural arrangements devised for managing change greatly enhanced communication allowing for rapid responses to all contingencies	3.44	2.89	3.10	2.81	.185	1.623

Note:
Response format: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

TABLE A6
Communication

Item No	Item Description	≤ 24 MEAN	25 -34 MEAN	35-44 MEAN	45-54 MEAN	SIG	F
Perceived extent to which the following approaches were used to facilitate the change:							
N1	Regular messages related to the change on bulletin boards and/or other public forums	4.22	3.38	3.42	3.09	.023	3.248
N2	Special words or symbols that emphasize change – e.g. teamwork, quality, multi-skilling, process re-engineering, best practices, benchmarking	4.11	3.55	3.40	3.31	.150	1.795
N3	Special and regular communication on the change such as a change newsletter	4.00	3.17	3.31	3.00	.075	2.334
N4	Meetings devoted specifically to communicating change issues	3.78	3.37	3.15	3.28	.263	1.339
N5	Recognition and reward for those who support the change	3.33	2.89	2.98	2.75	.460	.866
N6	Managers visibly support the change through word and action	3.67	3.21	3.31	2.91	.131	1.902
Perceived effectiveness to which the following approaches were used to facilitate the change:							
N7	Regular messages related to the change on bulletin boards and/or other public forums	3.89	3.34	3.21	3.03	.130	1.904
N8	Special words or symbols that emphasize change – e.g. teamwork, quality, multi-skilling, process re-engineering, best practices, benchmarking	4.11	3.48	3.31	3.03	.014	3.648
N9	Special and regular communication on the change such as a change newsletter	3.78	3.32	3.21	3.03	.208	1.532
N10	Meetings devoted specifically to communicating change issues	4.00	3.39	3.23	3.13	.076	2.333
N11	Recognition and reward for those who support the change	3.89	3.15	3.00	2.77	.015	3.561
N12	Managers visibly support the change through word and action	3.89	3.36	3.29	3.00	.107	2.062

Note:
Response format: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

TABLE A7
Change Outcomes – Perceived Effectiveness of the Change

Item No	Item Description	≤ 24 MEAN	25 -34 MEAN	35-44 MEAN	45-54 MEAN	SIG	F
The change resulted in:							
O1	Improved products or services	4.00	3.61	3.48	3.00	.010	3.868
O2	Measurably higher productivity	3.67	3.37	3.42	3.00	.151	1.787
O3	Improved services to customers and clients	3.89	3.62	3.60	3.22	.135	1.873
O4	Measured improvements in goal-oriented criteria, such as revenues, growth, customer satisfaction, or other such criteria	3.78	3.45	3.46	3.22	.422	.941
O5	Improved efficiency	3.78	3.47	3.38	3.03	.090	2.191
O6	Greater ability to compete in the market place	3.67	3.45	3.38	3.16	.441	.902
O7	An overriding culture of quality and excellence	3.56	3.31	3.27	2.94	.227	1.458
O8	A sense of awareness, belonging and feeling part of the team/organization	3.78	3.23	3.27	3.06	.299	1.232
O9	A greater sense of cohesion and integration in the organization	3.67	3.16	3.19	2.84	.138	1.861
O10	Greater long-term health of the organization	3.67	3.56	3.60	3.06	.069	2.401

Note:
Response format: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree