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## Doing, Writing and Publishing Process Research:

A Recent Example

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### Setup of the Paper



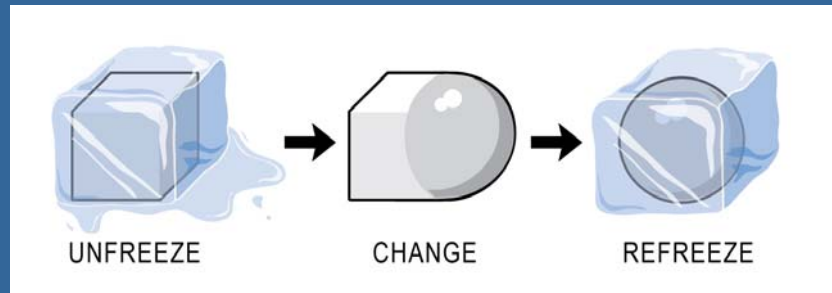
#### Starting premises:

- There is an absence of research exploring the role employees play in organizational change
- The little research that does exist is narrow: most often viewing employees through a resistance lens
- A dynamic interplay occurs between managers and employees during organizational change
- Constructed meanings for change shift both over time and across contexts

## Theoretical Approach



### Lewin's Approach



## Research Question



### Initial Research Questions

- 1) How do the meaning constructions of managers and employees differ from one another during change
- 2) How do these differences affect the implementation of strategic change?

### Approach

- Broader sources of meanings (not exclusive to managers per usual)
- Broader dimensions of meanings (derived inductively)
- Examine meanings in composite narratives
  - Multi-vocal, temporality

### Modified Research Question

- 1) How and why do managers simultaneously tell progressive and stability narratives and what effect do these interwoven narratives have on employees' meaning constructions and implementation of change?

## Research Context




*“MallCo\*, for a long period of time, had been a classic “cash cow” for Retail, Inc. So, it was producing cash pretty good and they were taking those dollars to fuel [growth]. . . Things began to decline, I think; first of all, at the top line, revenue began to decline fairly significantly. Then, we saw some slight erosion in margins and the overall net income. So, I would describe that situation as, really a turnaround.”*

~ Retail, Inc. senior executive


\*All names are pseudonyms

## Research Context



**Data**


Data Source	Data Collected	Details
Interviews	42 (sr. executives to retail clerks)	Snowball sample of corporate employees; stratified purposeful sample of store employees
Surveys	210	Likert and open-ended questions from converting and non-converting store employees
Documents	115	Proprietary documents (e.g. strategic planning documents)
Archival	Updates	Member of email distribution list with project updates throughout period of data collection
Observations	8 hours	Meetings between store employees and corporate employees
<b>15 months of data collection during and after strategic change project</b>		

**Analysis**


### Narrative Analysis

- Devised a timeline of change from data
- Re-read data grouped by managers and employees
  - Inductively identified themes in the data (change as something new and significant; change as something insignificant and consistent with status quo, etc.)
- Revisited data to elaborate variants of original themes
- Re-wrote findings section multiple times

### Content Analysis

- How discourse shifted over time and differed by context

## Quick Summary of Findings



The stability and/or progressive narratives about change told by managers were strategically ambiguous.

Employees then elaborated on the stability and/or progressive narratives through either supporting or subverting it.

As change progressed, employees increasingly constructed change as significant (positive for converting stores, negative for non-converting stores).

Employees' narrations impacted their behaviors as championing, resisting or accepting change