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A Case Study on Emergent Organizational Change Process: HSH Electrochemical Company of Hanjiang Group

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CONFIDENTIALITY AND AUTHORISATION

There is a need to protect the confidentiality of information provided by the interviewees and their organizations. For this reason, the data and other material included in the thesis have been presented in such a way as to protect the interests of the participants. This thesis has been accepted as confidential, and will be handled according to the Université Paris-Dauphine's confidentiality policy.

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ABSTRACT

In current literature, planned change and evolutionary change are two different, even opposite theories. However, in current enterprises, changes are not entirely planned ones, nor are they completely evolutionary ones. As a result, there is an urgent need to research how planned change and evolutionary change are organically integrated in organizational changes. There has not yet clear explanation about it up till now. However, statistics show that nearly 2/3 of organizational changes ends up in failure, and causes colossal loss in employee and economy! It shows that successful changes are valuable. Then what are successful changes? What are the criteria to evaluate these changes? This case study analyzes and discusses each of it one after the other.

This paper adopted the method of case study to explore the organizational transformation of Shaanxi Hanjiang Haotian Calcium Carbide Chemical Engineering Co., Ltd (Abbr: HTD Calcium Carbide Chemical Engineering Co., Ltd) set up by Hanjiang Shuili Shuidian Construction Engineering Co., Ltd (Hanjiang Group) Calcium Carbide Chemical Engineering Co., Ltd (Abbr: HJG Calcium Carbide Chemical Engineering Co., Ltd). In 2009, Hanjiang Haotian planned ahead by taking the initiative in conducting organizational change in the prime of its development. It sent the team to an unknown environment 1000 kilometers away to establish a new business and achieve success by overcoming a multitude of difficulties and obstructions. By analyzing the above-mentioned case, the author believes that planned change and evolutionary change are emerging from each other. The former determines the basic direction and theme for the change, while the latter serves as a flexible response mechanism to deal with new problems and difficulties that spring up continuously. In this emergent process, leaders' sense making of management issues works as the hub to connect planned change with evolutionary change. When the organization develops steadily, leaders could lead the team to achieve the established target of change according to the plan. However, when difficulties and problems occur in the process, leaders shall reflect on their strategies, even the targets and plans for the change by chewing on the sense making, deepening understanding of the change, working out more detailed and specific change plans and targeting on the basis of solving concrete issues to guide next step's of change.

Conclusion and analysis could guide enterprise managers to set forth change plans, so as to succeed in changing. This paper's conclusion shed strong lights on setting up change methodology, especially on the flexible use of planned change and evolutionary change in organizational changes in companies. This paper's background was set at the author's previous company, where the author served as a management executive. So the author experienced himself and witnessed with his own eyes the whole change from top to the bottom, from theory to the practice. The author personally experienced all its stages, significant decisions, people and materials distribution, which made a more persuasive case. Above-mentioned research conclusion makes creative theoretical contribution to improving organizational change theory, and gives practical guidance for Chinese enterprises to conduct organizational changes of their own.

KEY WORDS: CASE STUDY, ORGANIZATIONAL CHANGE, PLANNED CHANGE, EVOLUTIONARY CHANGE, EMERGENT CHANGE

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