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Leadership Strategies for Developing and Implementing Organizational Change

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This is to certify that the doctoral study by

Hardy DeLay

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Walden University
2017

Abstract

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by

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MBA, University of St. Thomas, 2010

BS, Embry-Riddle Aeronautical University, 2002

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

December 2017

Abstract

Leaders in some narcotics treatment programs struggle with change development and implementation. The objective of this single-case study was to explore strategies used by leaders in a narcotics treatment program to develop and implement organizational change initiatives successfully. Participants included 4 leaders who had developed and implemented successful change initiatives repeatedly for more than 10 years in a narcotics treatment program in the southeastern United States. Bertalanffy's general systems theory was the basis for the conceptual framework. Data collection included semistructured interviews of leaders of a narcotics treatment program and collection of archival data, such as reports relating to strategic planning, core value analysis, and risk assessments. Data analysis, using qualitative analysis software revealed 3 themes: communication, education through research, and resistance. The identified themes aligned with the conceptual framework, as the themes work together as a unit. Recommendations for action include further research for the application of social media in the treatment of patients. Leaders of narcotics treatment programs may use the findings to improve the success of social change development and implementation. Successful social change within these programs could result in the betterment of community relations and an increase in productive members of society who contribute to the economic health of the community.

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Dedication

      I dedicate this study to my beautiful and patient wife, Ramona Louise, whose persistent belief in me and experience as an educator led me to reach academic heights I could not have attained without her. Additionally, I dedicate this study to our four incredibly intelligent children, Hardy Lee, Blake Curtis, Shawn Forrest, and Lydia Ramona, who have already exceeded every academic expectation I have for them for their ages. I love them all for their unique qualities, knowing without a doubt that our family will be together forever.

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Section 1: Foundation of the Study

Background of the Problem

In the business environment, organizational change development and implementation are concerns of organizational leadership (Ramezan, Sanjaghi, & Baly, 2013). Organizational change is a part of regular business, but no best method of managing change exists (Staren & Eckes, 2013). Organizational leaders need to plan positive organizational change, but the success of change is dependent on leadership knowledge (Latham, 2013). Leaders should determine the time and way to introduce change. Without introductions to what change will take place, leaders risk increasing resistance to change (Lewis, Laster, & Kulkarni, 2013).

Humans oppose any course of action that introduces ambiguity (Mariana, Daniela, & Nadina, 2013). Some people have a natural aversion toward change that increases when a lack of understanding exists (Meier, Ben, & Schuppan, 2013). News concerning organizational change is sensitive, and planned dissemination may prevent an adverse reaction to organizational change (French & Holden, 2012) by reducing any apprehensions or anxiety. Lessening the stress of impending change increases the chance of success for organizational change initiatives (Mariana et al., 2013). One way in which managers can reduce change stress is inviting employees to participate in the change-planning process (Pardo-del-Val, Martínez-Fuentes, & Roig-Dobón, 2012). Organizational leaders should research how to reduce the anxiety that pervades the population in an organization.

Problem Statement

U.S. business leaders often fail to develop and implement organizational change strategies, resulting in a loss of corporate profitability (Mackay & Chia, 2013). Globally, a projected 70% of all organizational change initiatives fail (Latham, 2013). The general business problem is a lack of organizational change strategies. The specific business problem is that some business leaders in narcotics treatment programs in the southeastern United States lack strategies to develop and implement organizational change initiatives successfully.

Purpose Statement

The purpose of this qualitative single case study was to explore strategies used by business leaders in a narcotics treatment program in the southeastern United States to develop and implement organizational change initiatives successfully. I collected data using semistructured interviews of four business leaders who successfully implemented organizational change initiatives and are members of a narcotics treatment program company in the southeastern United States. The results of this study may contribute to social change as business leaders implement organizational change initiatives that include forming cultural relationships between the organization and the community.

Nature of the Study

The qualitative method was congruent to this study. Using the qualitative approach, a researcher can provide history, perspective, and intimate knowledge regarding a problem. In contrast, the quantitative method is useful in identifying patterns for determining a general assumption regarding a populace (Parker, Abdul-Ghaffar,

Campbell, & Vickers-Johnson, 2012). Using quantitative or mixed methods requires a researcher to test a hypothesis (Guest, 2013), which limits the scope of the study; for this reason, quantitative or mixed methods would have been a poor choice for this doctoral study.

Single case study was the research design for this qualitative study. The single case study design is an investigation of the *how and why* of a particular event and has greater accuracy in relating a personal experience compared to using a quantitative method (Yin, 2014). A phenomenological study only focuses on what took place during an event without interruption (Gill, 2014). I considered the phenomenological design but decided on the single case study. Researchers benefit from using single case study to investigate individual perceptions and understand processes, feelings, and concerns of individuals in the context of a particular subject (Yin, 2014). Translation of emotional responses from the interview process may also support the choice of the qualitative method for studying organizational change (Smollan, 2014). Qualitative single case study was appropriate to the purpose of this study because of the narrative design for drawing rational and reasonable conclusions.

Research Question

The research question is probably the most important part of a doctoral study (Yin, 2014). The research question was the following: How do business leaders in a narcotics treatment program in the southeastern United States develop and implement successful organizational change initiatives? The interview questions are listed below and

in Appendix D. These interview questions were developed for use in collecting data

needed to answer the research question.

Interview Questions

1. What drives change in your organization?

2. How do you define and align leadership around the business case and vision

   in organizational change?

3. How have key leaders helped employees understand the development and

   implementation of organizational change processes?

4. What involvement did employees have during development and

   implementation of successful organizational changes?

5. What steps has leadership taken to prevent resistance to change?

6. What purpose does social media serve in your organization during change?

7. What is the organizational process for moving employees through the change

   stages?

8. What is the process for ensuring the organization is prepared and equipped to

   execute and sustain organizational process change results?

9. What organizational processes do you use to manage risk during the

   implementation of change?

10. How would you improve the organizational change process?

Conceptual Framework

The framework for this study was general systems theory (GST). Bertalanffy

(1972) introduced the original concept of GST in 1925 in reference to biology but

extended the concept into other sciences in later years. By 1994, GST included the

management sciences (Checkland, 1994). Later, Sankaran, Tay, and Orr (2009)

introduced the use of GST with organizational change management. For this study, GST

refers to the theory that an organization is the sum of its parts, meaning that employees

and managers are working together toward a common goal. The concept of GST involves

the complexity of organizations (Bertalanffy, 1972). Employee input is what makes an

organization efficient and innovative (López-Domínguez, Enache, Sallan, & Simo, 2013).

The result of complexity is an unstable and unpredictable environment (Skaržauskienė,

2010). Communication between manager and employee is essential to the change process

(Tang & Gao, 2012), and continuous exchange between managers and employees fosters

creative thinking and a way for the stakeholders of organizations to benefit from the

convergence of ideas while creating solidarity (Simoes & Esposito, 2014). Organizations

are complex entities (Skelcher & Smith, 2015), and resistance to as well as failures of

organizational change initiatives may stem from a lack of understanding of GST (Zdenka

& Valentina, 2014). In using GST as the conceptual framework for this study, I sought to

explore how business leaders in a narcotics treatment program in the southeastern United

States developed and implemented successful organizational change initiatives.

Operational Definitions

Terms that require clarity and defining in this study are as follows:

Anosognosic management: Anosognosic managers are incompetent leaders who

fail to recognize their incompetence (Parker et al., 2012).

Authoritarian: An authoritarian is a leader who demands and enforces obedience (Pfeffer, 2013).

Distributive leadership: Distributive leadership is the ability of a manager to use a network of relationships with the workforce to share responsibilities collectively to accomplish goals (Kempster, Higgs, & Wuerz, 2014).

Management science: Management science researchers and theorists develop theories and actionable functions that emphasize management shortcomings and resolve managerial conflicts (Checkland, 1994).

Organizational change initiative: An organizational change initiative is a program designed to improve processes previously used in an organization (Carter, Bryant-Lukosius, DiCenso, Blythe, & Neville, 2014). Some initiatives have names, such as *Total Quality Management* or *LEAN*.

Positive change process: A positive change process is a system of evaluating the effect of a problem and creating a suitable solution (Grant, 2012).

Strategic knowledge: Strategic knowledge is the strategy behind taking concrete actions to produce an outcome (Paroutis, Franco, & Papadopoulos, 2015).

Assumptions, Limitations, and Delimitations

Assumptions

When a researcher is conducting a study, an analysis of data provides a *truth-value* for interpreted information known as assumptions in qualitative research (Noble & Smith, 2015). This study had two assumptions. The first assumption was that chosen participants might be available for interviews and would answer questions truthfully. The

second assumption was that the gathered data might contribute information pertinent to this study.

Limitations

Addressing weaknesses and limitations of a study is a proactive approach for retaining the value gained from the study (Bernard, 2013). This study had three limitations. The first limitation was that participants might restate experiences differently than what occurred. An initial lack of understanding sometimes creates resistance to positive change processes, which may cause someone to reiterate the history of events another way when proven wrong. The second limitation was the potential of a participant's fear of expressing the truth. Fear of giving a poor impression or overfondness for an employer might create a need for discretion, preventing members from being open about actual events. The third limitation was that data collected in interviews might contain participant bias. Some people do not like change, whereas others enjoy it. Personal feelings may have affected the responses of participants.

Delimitations

Delimitations are aspects of a study that define its reach, as selected by the researcher (Bernard, 2013). Two delimitations existed for this study. The first delimitation was that only business leaders in a narcotics treatment program in the southeastern United States qualified as participants for selection in this study. The second delimitation was that all participants were from the same organization. The participants were anonymous but may have revealed participation to others before and after the interview.

Significance of the Study

Contribution to Business Practice

Organizational change is never easy, and some leaders are unclear about the processes involved and lack direction in relation to change (Staren & Eckes, 2013). Though many theories of change in organizations exist, they usually focus on change management, which includes categorizing ways to deal with resistance rather than taking preventative actions (Våland & Georg, 2014). While there is general agreement on the need for communication and leadership skills in dealing with resistance to change, there is little consensus on when communication should begin (Weick & Quinn, 1999). Designers of change should understand what impact change implementation has on those most affected by the change (Lewis et al., 2013). The purpose of this study was to explore strategic knowledge used by business leaders in a narcotics treatment program in the southeastern United States to develop successful organizational change initiatives. Some organizations may find that successful change increases opportunity and decreases costs, and others may experience increased employee involvement and efficiency (Reiter et al., 2014). Using the information from this study, managers of narcotics treatment programs may develop programs that enhance the success of organizational change implementation.

Implications for Social Change

Communication is the foundation of any change initiative (Jansson, 2014). Listening is a principal component of any successful, genuine effort for leaders to communicate with employees (Budd & Velasquez, 2014). A good strategy involves a

process of communicating before the development of change takes place (Falkheimer, 2014). Involvement of employees at the forefront of change may assist in the development and implementation of an organizational change process. Through multipositional teams in organizations, the development and implementation of change may be more successful. Members of multipositional teams in organizations create a division of leadership responsibility that may create a more efficient and effective change process (Kempster et al., 2014). Change affects all members of a department undergoing change in an organization. Obtaining points of view from multiple individuals with varied socioeconomic backgrounds is a means of considering the effects that change has on multiple shareholders (Kroeger & Weber, 2014). Moreover, creating change teams representing different socioeconomic levels may break down barriers that can cause social distress in an organization, fostering the development of a dynamic social structure. To ignore the input and capabilities of various stakeholders is a mistake that could render a change process ineffective (Mayfield, 2014), and managers need to review this critical consideration when strategizing for change management. As employees work toward the common goal of change, a community of cooperation develops that creates values and mutually beneficial benefits. Benefits may include the development of personal relationships or personal value (Mazzei, 2014). When employees become part of a sociodemographic environment, such as a socioeconomically diverse group, personal relationships begin to form. The group exposes the employees to more knowledge, resulting in employees mentally functioning at a higher level (Chen, 2015). Increased mental functionality may also lead to greater personal worth.

A Review of the Professional and Academic Literature

A literature review reveals numerous gaps and potential research opportunities regarding organizational change. The purpose of this qualitative single case study was to explore strategic knowledge used by business leaders in a narcotics treatment program in the southeastern United States to develop and implement successful organizational change initiatives. This literature review begins with the origin of organizational change and continues with the integration of a leader's role in addressing elements that affect change.

This literature review includes peer-reviewed works from published materials in online databases and professional organization websites that include ABI/INFORM, BSC/Premier, EBSCOhost, Emerald, Google Scholar, ProQuest, SAGE, and Science Direct. The selection of seminal books and reference materials supported the conceptual framework and provided the foundation for the research study. Keywords included the following: (a) *change*, (b) *change management*, (c) *organizational change*, (d) *communication*, (e) *leaders*, and (f) *organizational leadership*, (g) *research methods*, (h) *resistance*, (i) *resistance to change*, (j) *systems theory*, (k) *social media*, (l) *transformation*, and (m) *organizational transformation*. I used research to build, support, and complement the purpose of this study and to ensure that 85% of the total sources were peer reviewed, with a total of 165 sources, only 21 of which were more than 5 years old. The older peer-reviewed and published references provided the contextual and theoretical framework for the study.

Organizational Change

Change management is a research topic traceable back to the 1700s. Many historical studies in this area focused on managing social change, but one of the first mentions of organizational change occurred in an agricultural bulletin in 1921 (Jarvis, 1921). A question that plagues corporate leaders is how to ensure successful change implementation (Kotter, 1995). Organizational change is constant in the world, but many organizations continue to fail at implementing change (Latham, 2013). Some researchers have stated that organizational change failure rates are as high as 70% (Hughes, 2016). Other researchers have disputed the commonly referenced 70% failure rate but have agreed that the organizational change failure is high (Hornstein, 2015).

Recognition of the need to create successful change initiatives began to develop in the late 1960s (Greiner, 1967). Since that time, researchers have sought out different methods that would increase the success rate of change implementation. One of the primary hurdles for researchers was defining a common culture where change happens naturally (Gowler & Legge, 1978). A cultural standard still eludes researchers. Much of the criticism around organizational change comes from successful companies whose leaders fail to see a need for changing leadership methods (Hammer, 1990). Some organizational leaders who accept the need for change lack knowledge about how to integrate change and return to old habits (Beer & Nohria, 2000; Weick & Quinn, 1999). Other leaders can become aggravated over the *how* and *why* of organizational change (Beer & Nohria, 2000; Weick & Quinn, 1999). Ideas for expanding knowledge of

organizational leadership in existing research and success stories from leaders of change

may continue to provide education about change processes (Volkoff & Strong, 2013).

Requirements exist as to why managers of organizations should incorporate

change such as increasing efficiency, profitability, or improving employee interactions

with management. Establishing what needs to change is sometimes a cumbersome

process (Gilbert et al., 2015). Employees sometimes refuse involvement, which leads to

leaders having to determine what needs to change (Hasle, 2014). Evaluating the supply

chain, customer satisfaction, and fulfillment of stakeholders' expectations is a start

toward determining the need for change (Ng, Mccarthy, Martin, & Possingham, 2014).

When leaders recognize the necessity of a transformation, the process of designing

change begins. Taking action includes communicating the need for change to the

employee. Leaders should start the progression of employee development in preparation

for organizational change. Without the development of workers, corporate managers

gamble on creating an opposing force producing an environment of change failure

(Jansson, 2014).

Preparing the employee for change is a value proposition. When individuals fail

to understand change, the instinct to resist change emerges (Vakola, 2014). Managers

who enter into a change process must have employee support to achieve success in a

change implementation (Matos & Esposito, 2014). The primary construct of any change

process begins with employee acceptance and readiness, which only occurs when

employees first understand the personal benefits of the change (Vakola, 2014).

Developing employees also enhances the skills that leaders need when incorporating

change. Obstacles may arise during change, but determining which affordances to make or basis of problems to address, may prove challenging for some leaders (Volkoff & Strong, 2013). The environment for change will equal a cooperative group of individuals working together toward transformation. The goal for the manager is creating an environment for accepted procedures for integrating change (Feldhoff, Sleegers, Thoonen, Oort, & Peetsma, 2014).

Sustainment of change initiatives sometimes fails, creating an environment of reverting to the way things were. Failing in the creation of sustainable change can result in lost time and resources. Developing sustainable change with the assistance of employees can improve the chances of successful implementation. Involving employees can also help to increase employee readiness for change. The involvement of employees in the change process can create a sense of ownership and pride in the successful implementation of the process (Mazzei, 2014). Change is a psychological event for employees (Jones & Harris, 2014). When putting a team together for change, managers generate a new social environment that meets needs for support (Üstündağlı, Baybarsb, & Güzeloğlu, 2015). Leaders should understand the perspective of participants involved in change and encourage input for best practices (Lord & Gale, 2014). With change comes ambiguity. This uncertainty may enhance creativity in individuals, but encouragement must come from the leaders of the organization.

Organizational change is an accepted form of staying competitive for some organizational leaders (Klarner & Raisch, 2013). The best approach for implementing changes is in dispute. While some argue that change is ongoing (Weick & Quinn, 1999),

others challenge that point of view with alternative processes. Wolf (2011) suggested that change implementation is a series of small changes, each of which is made and reviewed before proceeding to the next phase. Both views may be acceptable, depending on the organization. The employees' and leaders' capacity for change determines the rate of change for an organization (Ramezan et al., 2013). Some organizations may make frequent changes, relying on the constant involvement of employees and managers to create best practices. In such fast-paced environments, a consistent approach may work best. In organizations with methodical operations, the design approach, with a serial implementation and review process, may be the best option (Våland & Georg, 2014). A deliberate move toward organizational change requires planning. Set goals for the organization and individuals produce a sense of accomplishment for participants in change when meeting milestones (Kuula, Putkiranta, & Toivanen, 2014).

Whereas some groups undergo continual change, others go through a change and then stabilize. Regardless of the approach, change has consequences. Costs incurred in changing must make sense; organizational leaders sometimes find that change initiatives cost more than initially calculated (Kotter, 1995). The repercussions of going over budget may cause reluctance to implement change in the future for some organizational leaders. Financial loss is a possibility when making organizational changes. The goal of change may be staying competitive. Change may create economic gains (Mellert, Scherbaum, Oliveira, & Wilke, 2015). Few researchers have examined the financial aspect of change; however, the expectation of organizational leaders is a positive return on the investment in change (Reiter et al., 2014). The primary expectation of researchers and corporate

leaders is that successful change will result in a financial gain (Mellert et al., 2015). Creating change initiatives that have positive outcomes may prove difficult. The relationship between manager and employee is a primary ingredient in a successful effort to create change (Umble & Umble, 2014).

Battilana and Casciaro (2013) asserted that the alignment of values between the organization and its employees plays a significant role in the success or failure of organizational change. Battilana and Casciaro further contended that when misalignment exists, contention between staff and leaders will form, producing resistance to change and the ultimate failure of change initiatives. Resistance can be the result of anxiety concerning the unknown. When employees fear what may happen in terms of job security, defenses can emerge. The effort of management to reassure employees of a disposition to assist during transitions should ease tensions while building bonds (Staren & Eckes, 2013). The cohesion of management and employee values may generate effective change with lasting results.

Change Management

Breakdown of management and employee communications can increase resistance to change initiatives. Change is a regular occurrence for businesses whose leaders want to stay competitive (Kilkelly, 2014). Mitigating or reducing resistance may be necessary for change to take place. Managers need to manage resistance to change (Umble & Umble, 2014). Dealing with resistance starts with an increased need for communication between leaders and employees. Positive change is impossible when barriers exist between developers of change and the employment force (Buono &

Subbiah, 2014). The development of successful organizational change has roots in communication (Jones & Harris, 2014).

Development of communication skills for leaders is essential for effective change (Johansson, Miller, & Hamrin, 2014). One type of communication theory, general systems theory (GST), was introduced in 1925 by Bertalanffy, a biologist, who stated that systems are parts of an entity that affect the whole (Bertalanffy, 1972). Bertalanffy moved to convince other researchers that the GST would apply to any whole composed of elements referred to as *systems* (Checkland, 1994; Pouvreau, 2013). Since the inception of GST, its use has spread to fields outside biology (Bertalanffy, 1972; Checkland, 1994). Using GST may provide insight for training managers regarding communication techniques that may build shared understandings of organizational change (Lawrence & White, 2013).

Without a shared understanding of the need for change or what changes need to take place, uncertainty may exist. Uncertainty during change develops from leaders failing to prepare employees adequately for organizational change initiatives (Simoes & Esposito, 2014). Giving transparency to organizational plans and involving employees in developing change efforts decrease uncertainty and increase employees' trust in leadership, with these outcomes relying upon communication (Lewis et al., 2013). Confidence is a determining factor in workers' acceptance of change (Lewis et al., 2013). Without employee confidence in the leadership's direction, organizational change initiatives may fail. Developers of change should break down barriers that exist between themselves and the employment force through communication (Buono & Subbiah, 2014).

Leaders may use varying forms of communication when introducing change to employees, such as internal announcements, email, newsletters, and social media (Falkheimer, 2014). Social media is a useful tool for measuring the acceptance level of change initiatives from the initial announcement through completion. Leaders using social media analysis expand their skills and obtain an understanding of employees' feelings toward change (Eisenberg, Johnson, & Pieterson, 2015).

Communication of organizational change efforts holds different meanings for managers of various disciplines (Mazzei, 2014). Some leaders may use an authoritarian style to demand change, whereas other leaders may use a softer approach. Successful leaders may use differing leadership styles to encourage positive organizational change. Leaders using the distributive leadership style encourage employee participation in change initiatives (Klarner & Raisch, 2013). Attributes of successful change managers seem intuitive but may escape the grasp of some, which can lead to failure of efforts to gain the trust of employees (López-Domínguez et al., 2013). Integrity and authenticity play a significant role in building trust with employees (Lewis et al., 2013). Having the confidence of workers can create the psychological capital a leader needs to provide a competitive advantage in an organization (Mariana et al., 2013). Leaders receptive to new ideas encourage employees' involvement in organizational processes (Vlăsceanu, 2013). Charismatic leaders promote social change by supporting an organizational culture that values positive organizational behavior (Phaneuf, Boudrias, Rousseau, & Brunelle, 2016).

The literature I researched contained information on how knowledgeable leaders use systems thinking to communicate change, overcome resistance, and implement successful change processes. Many theories exist about methods to ensure the success of change initiatives. For this study, I used GST to explain how successful leaders of organizational change development and implementation enhance employee acceptance for a successful organizational change initiative.

General Systems Theory

The most fundamental form of GST originates with Aristotle's statement that "the whole is more than the sum of its parts" (as cited in Bertalanffy, 1972)—an eternal concept. Since the time of Aristotle, researchers have continued to develop theories explaining how systems work (Bertalanffy, 1972). The same holds true for change management. Leaders from varying disciplines keep studying and researching for a universal criterion for developing a successful change process. GST offers leaders the opportunity to view organizational change as a set of parts in a larger system.

Within the systemic view, change is a soft system that is social in nature. This view is in opposition to the orthodox view of management, which is a hard system wherein organizations exist as a hierarchal mechanism to generate profits. Soft systems account for the social environment created in groups by people (Checkland, 1994). Given that a social environment exists in businesses, managers should account for the effects that change may have on individuals and attempt to discover the optimal course of action (Sankaran, Tay, & Orr, 2009). The result of a leader considering the impact of change on individuals and the organization for decision making is the use of systems thinking.

Systems thinking is the process of breaking various systems, such as organizations, into parts to create a favorable result (Peters, 2014). An organization is a complex system designed to produce profits, made of individuals who build social communities (Tarride, 2013). This complexity sometimes gives rise to difficult circumstances that make planning for change an increased challenge. Though measuring the complex nature of a system is impossible, it is important that managers possess the ability to deal with complications that arise from introducing change in the social environment of an organization (Tarride, 2013). In a continually changing business environment, leaders can benefit from developing ways to increase organizational performance by developing GST methods such as systems thinking. By using GST, managers may develop skills in seeing patterns, which may determine actions that rectify inefficiencies and previously poor decision making (Skaržauskienė, 2010).

Some change management researchers continue to develop competing theories for business founded upon the Bertalanffian history of GST (Pouvreau, 2013), but theories hold no value without business leaders understanding how to implement those approaches. Knowledge and skill are both parts of being a good manager. GST is not an intuitive concept for some managers. Organizations need to maximize the benefits of leadership through a process of education (Mayur & Ronald, 2013). Managers who understand the differences between hard and soft GSTs may use the theory best suited for a particular situation or group of people. Creativity is an essential skill in using GSTs, and managers should encourage creativity in employees when a solution to a problem is difficult to find (Andreas, 2013; Shaked & Schechter, 2014). Exercises in creative

solutions create stronger social bonds among employees and leadership, which increase productivity (Kroeger & Weber, 2014). The systemic view indicates that engaging employees in an organization by choosing to enhance communications shows social responsibility and benefits managers and employees (Zdenka & Valentina, 2014).

Communication

Vital to success in any venture, project, or service, involving more than one person is communication (Lewis et al., 2013). Conversely, the lack of communication is at the center of failed interactions between multiple entities (Meier et al., 2013). Communication is the sole common denominator of all life on the planet. From the weather and plant interaction to people and pets, there is communication or confusion, which is especially true of organizational leaders and employees.

For the purpose of this study, communication includes speaking, listening, body language, and interpretation of conversation between at least two people (Medvedovsky, 2013). Understanding how to communicate in a business environment is an issue studied for many decades by several researchers (Kerns, 2014). An organizational leader with new philosophies or an employee that has ideas that may increase the efficiency and productivity of an organization may fail in delivering the message if there is a lack of the skill of communication (Kuehn, 2016). Change in an organization may fail without good communication by both leadership and employee. One area that the instigator must be aware of is the perception of the recipient (Brønn, 2014; Lewis et al., 2013).

Perception can shape reality and activate emotions in individuals. Immediate reactionary aspects of communication create a need for increasing strategic decision-

making abilities of leaders (Brønn, 2014). In recognizing that announcements of change to employees may induce different emotions, managers can show consideration and build trust with workers (Lewis et al., 2013). A leader cognizant of possible inadequate understanding for organizational change may prevent negative emotional responses by using metaphoric language or relating change to a correlating story that generates acceptance (Smollan, 2014; Tang & Gao, 2012). Organizational communication is difficult due to the various worldviews of the population. Perceptions, regardless of intent, may alter the meaning of the message delivered (Budd & Velasquez, 2014). An employee's cultural background and experiences determine the understanding of the communication received (Medvedovsky, 2013). Regardless of how leaders disseminate a message of change, the possible perceptions and emotional reactions of the intended recipients must come into consideration (Lewis et al., 2013; Tang & Gao, 2012).

Organizational communication is sometimes monologist, given an identity, and seen as an individual rather than an entity (Bager, 2015). Since organizational communication affects all stakeholders, leadership should ponder the results of messages released. Managers that assume a phenomenological approach to organizational communication may have success bringing people together (Budd & Velasquez, 2014). Introducing change in an organization may sometimes drive people apart forming factions for and against new processes. Organizational communication requires a strategy for sending a positive message (Falkheimer, 2014). Leaders, thoughtful of reactions, may find ways to avert a crisis by taking a team-building phenomenological approach to announcing the change.

Key messages from organizational leaders determine the integrity of leadership

(Carroll, Huang-Horowitz, McKeever, & Williams, 2014). Employees may refuse

direction if the view of management is untrustworthy (Lewis et al., 2013). Some leaders

lack the ability to present messages genuinely. For that reason, organizations need to train

managers how and what to convey to employees. Using GST to construct communicative

leadership training may develop a manager's competence and communication skills

(Johansson et al., 2014). Communication training can generate an understanding of the

fundamental concepts of communication. Since the conception of communication

research, researchers from different disciplines, such as marketing, management, and

organizational communication created views and individual notions of communication

(Mazzei, 2014). Leaders with increased personal knowledge of communication

techniques may help refine various theories of communication. A familiarization of the

different communication methods should assist organizational leadership in addressing

the potential adverse impact created by an announcement of change (Simoes & Esposito,

2014).

Strategies for communicating, educating, and training managers to improve

communication skills and to understand the reactions of change are different aspects of

communication (Simoes & Esposito, 2014). Negativity, crisis, and resistance are

unavoidable when the topic of change arises (Umble & Umble, 2014). Having processes

in place to deal with the negative issues that arise is paramount. Before a change

announcement, organizations should create internal communications strategies for putting

change in a positive light (Burying bad news?, 2014). Dissenters may question the new

change processes. Individual interviews may assist management in understanding the opposition and provide opportunities to instruct and engage previously pessimistic individuals (Heide & Simonsson, 2014).

Another purpose of an internal communications strategy is the opportunity to engage all employees' innovative spirit (Baruah & Ward, 2015). Employees are a resource sometimes overlooked when developing change initiatives. Organizational leaders may find useful information not thought of when using this underutilized resource. When employees become involved in change processes, the desire for success increases and resistance decreases (Jones & Harris, 2014). Leaders may determine satisfaction and rate of achievement through employee teams that communicate ongoing change efforts to fellow employees allowing feedback through a peer-review process (Molenaar, Javernick-Will, Bastias, Wardwell, & Saller, 2013). Some organizational leaders are beginning to communicate through the use of social media (Eisenberg et al., 2015).

Social media is a new way for organizational leadership to communicate with stakeholders about change. The inception of Facebook® in 2005 created a paradigm shift when the worldwide public adopted social media as a new form of communication (Mergel & Bretschneider, 2013). This shift was due to the ability of people freely sharing feelings, insights, asking for advice, and communicating with social media sources (Child & Westermann, 2013). The shift was initially for social purposes, though the corporate world is beginning to recognize uses of social media in business (Levy, 2013).

The pressure on managers to seek new ways to implement successful change is increasing but using social media may help (Eisenberg et al., 2015). People share more information about habits, feelings, and events when using social media than any other time (Schoen et al., 2013). The question for managers is how to capitalize on the information for the benefit of the organization. Information derived from social media may lead to finding root causes for resistance to change. The overall uses of social media in business are still new, and there is much to learn about further uses (Durkin, McGowan, & McKeown, 2013). Companies that have different platforms of social media must provide a benefit for the stakeholders, or the platforms may go unused (Tsimonis & Dimitriadis, 2014). Determining the best way to satisfy both the organization and the stakeholder is difficult. Some ways to attract individuals to company social media sites is to provide anonymity, create visual stimulation through colorful graphics, and fast pagination transition (Wided & Sonja, 2014). Business leadership may need to develop several ways to draw employees to interact with the organization's social media as part of a communications plan. Success or failure begins with leaderships' ability to communicate effectively in any organization when planning change.

Leadership

Leaders set the direction for any organization. One of the earliest notions of leadership is in the Ionian preSocratic times of the early sixth century B.C. (as cited in Bertalanffy, 1972). Leadership as a system, introduced with the term *coincidentia oppositorium*, by Nicholas of Cusa, means "the opposition or, indeed, a fight among the parts of a whole which, nevertheless, forms a unity of a higher order" (Bertalanffy, 1972).

Since that time, the role of leadership has changed to keep abreast with the social

demands of the time (Phillips & Phillips, 2014). Leader behavior and the development of

cultural and social norms develop from individual style attributes (Hujala & Viitala

2014), which are links in the continuing search for designing successful change initiatives

(Phillips & Phillips, 2014).

      Leadership styles shape the way businesses operate (Kilkelly, 2014). Where a

style like authoritarianism worked effectually in the past, the same may be ineffective in

a current business environment (Lawrence & White, 2013). As social and cultural needs

and desires change, leadership methods also change (Shadraconis, 2013; Eken, Özturgut

& Craven, 2014). Some leadership styles conflict with others while achieving similar

results (Grant, 2012). A leader is more than a person giving orders. A leader speaks to

inspire and motivate people. The difference lies in the approach a leader has to achieve

goals (Vlăsceanu, 2013). The following is a brief description of differing leadership

styles within GST used to affect organizational change.

      Anosognosic. Employees require a sense of trust in the skill, knowledge and

competency of their leaders always, not just during change. Some leaders have found

themselves in positions that exceed their scope of understanding. Without further

education, experience and, a desire to learn, this lack of knowledge can lead to ineptitude.

People that are unaware of their ineptitude are anosognosic (Saj, Vocat, & Vuilleumier,

2013). A stable environment may continue to operate without significant leader input.

Therefore, before the initiation of change, anosognosic leadership may go largely

unnoticed. Such leaders can be a barrier to change as employees notice the incompetence in management and resistance replaces trust (Parker et al., 2012).

Without trust in leadership, employees may refuse to support change initiatives. Managers that show ineptitude may fail to inspire and create a vision, a must concerning organizational change (Kotter, 1995). Awareness of anosognosic leaders by upper management should detour the detriment of operations by inept leaders. A good way for leaders to enhance knowledge and skills is through a personal performance program that many organizations use to develop leaders (Kilkelly, 2014).

Authoritarianism. Authoritarianism is a leadership style of leaders who demands and enforces obedience (Eken et al., 2014). Until the latter part of the 20th century, the authoritarian style of leadership was prevalent and accepted by organizational leaders and employees in democratic societies (Pettigrew, 2016). Unquestioning followers conducted business as directed (Murray, Schaller, & Suedfeld, 2013). Power and influence drove business leaders' desires to move up in a hierarchical organization for decades (Lawrence & White, 2013). Confucius defined the rule of the hierarchical system thousands of years ago, and some organizational leaders continue to follow the Confucius philosophy of management (as cited in Yan & Hafsi, 2015). With the changes in the social climate of the 21st century, management styles must also change (Pfeffer, 2013). Globalization is creating a marketplace for cooperative relationships in business that calls for a different style of leadership (Alsaeedi & Male, 2013). With the advancement in technology and the increased reliance on social media as a means of communication, less rigid management

styles seem more productive than authoritarianism during times of change (Kempster, Higgs, & Wuerz, 2014).

Distributive. Distributive leadership is the ability of a manager to use a network of relationships within the workforce to share responsibilities collectively to accomplish goals (Kempster et al., 2014). Managers using the distributive style have the same responsibility but spread out the workload and manage the process. Employees have decision-making power over the processes of which they are in charge. Employees that take ownership of change processes assist leaders in diffusing resistance. The distributive style opens a dialog between representatives and leaders, giving the leaders an opportunity to listen to the input of employees, a major part of leading (Mayfield, 2014). A great leader manages the processes and leads the people. Employee trust can be obtained through the distributive leadership style if correctly applied. This trust is important to a successful change process. Distributive leadership is an effective style of operations during change (Kempster et al., 2014). Similar to distributive leadership is participative leadership.

Participative. Participative leadership is a style that encourages employees to take responsibility for personal actions. The role of the leader is that of coach (Duff, 2013). The leader encourages involvement and guides decisions of employees (Sharif & Scandura, 2014). Strategic thinking is the goal of each person in the organization (Salih & Doll, 2013). This type of leadership is valuable during normal business operations but during change may cause delays in the process. Dedicated managers commit a great deal of time to building up employees with this leadership style (Pardo-del-Val et al., 2012).

The manager employs tools such as systems thinking, authenticity, and relating to building trust (Lawrence & White, 2013). Participative management is the beginning stages of employee independence and use of innovative thinking to increase efficiency (Lam, Xu Huang, & Chan, 2015). The requirement for supervision is less than conventional management but more than the distributive style (Pardo-del-Val et al., 2012). Leaders using the participative style empower, engage, build expectations, create a societal shift, encourage, and develop employees as human capital advantageous to the organization for the future (Phillips & Phillips, 2014).

Transformational. A transformational leader is one who recognizes the growing need for an organization to change and inspires others to follow loyally through change processes (Shadraconis, 2013). People want trustworthy leaders (Nichols & Cottrell, 2014). When change happens or there is an announcement of change, employees first reaction is fear (Huy, Corley, & Kraatz, 2014). Fearing change is acceptable unless the response to fear is resistance (Umble & Umble, 2014). Transformational leaders bring more than understanding to change. Transformational leaders convince the employee of the importance and value added from the contribution of all employees. The product of employee self-worth is an environment where individuals desire to please the leadership through results, especially during times of organizational change (Shadraconis, 2013). Charisma is one of the tools of a transformational leader whose goals are to use employee ego to achieve company goals (Phaneuf et al., 2016).

Servant. The servant leader, like the transformational leader, inspires employees to follow (Hunter et al., 2013). Unlike transformational leaders, servant leaders put the

needs and desires of the employees ahead of self-interest while guiding the employees to achieve company goals (Goh & Zhen-Jie, 2014). Similarities exist between servant and transformational leadership, but the main difference is the transformational leader leads with a top-down hierarchical process while servant leaders allow the employees to lead the change efforts of an organization (Duff, 2013). People are different across different cultures and social groups; therefore, leadership of any style may assist or hinder change efforts (Medvedovsky, 2013). There is no firm consensus among researchers if the key to successful change is a particular style of leadership or the actions of the leader.

The ABCs of Leadership

Change is the only constant in business in the 21st century (Eisenberg et al., 2015; Mellert et al., 2015). A recipe for successful change that is interchangeable for every organizational change initiative continues to elude researchers and corporate leaders alike (Jansson, 2014). When there is an announcement of change, the view of the leadership by employees can affect employee resistance (Lockett, Currie, Finn, Martin, & Waring, 2014). Since employees relate bad news with change initiatives, managers should strive to keep information positive (French & Holden, 2012).

Due to societal changes, actions of managers that worked in the 20th century no longer work in the 21st century (Lawrence & White, 2013). Some leaders have a natural sense of how to lead people while others need coaching and training. Not all who seek leadership positions exhibit personalities suitable for successful leadership (Parker et al., 2012). The way a manager chooses to react to challenges can be the defining measure between those with and those without attributes of a successful leader (Vlăsceanu, 2013).

There is disagreement among researchers on which characteristics work best for leaders during change because current research lacks a complete list of leadership attributes, behaviors, and culture, but a compilation of several researchers' ideas in systems theory offers a start (Latham, 2013). Other researchers believe that a failsafe approach to change may never exist. The ABCs of leadership, however, may affect the outcome of any organizational change initiative.

A is for attributes. Employees do not differentiate the qualities of leadership from the organization (Parker et al., 2012). In contrast, Dumeresque (2014) offered that views of leadership overstress characteristics. Attributes of successful leaders change as leadership styles change with social norms (Latham, 2013; Phillips & Phillips, 2014). Central to change research is the concepts of leadership purpose and meaning. Common to many initiatives in an organization is finding a common goal (Pritchard & Bloomfield, 2013). Leaders must incite shared meaning of change concepts, relationships, and experiences of employees (Dumeresque, 2014; Eisenberg et al., 2015; Hujala & Viitala, 2014; Shadraconis, 2013).

Confidence and humility are essential when leaders attempt to stimulate purpose and meaning (Latham, 2013). At times, a leader must stop and listen to input from workers about issues that arise, which may hamper initial plans but addressing issues takes humility (Lord & Gale, 2014). Some managers lack confidence in change initiatives regardless of experience (Kilkelly, 2014) while others lack the humility required to gain insight from others (Mayfield, 2014). A leader's confidence in his/her ability may increase the confidence of the leader's capabilities and, in turn, increase productivity

(Pardo-del-Val et al., 2012; Pfeffer, 2013). Though confidence may not be a natural attribute of some leaders, confidence can be obtainable through learning, understanding, and practice (Pardo-del-Val et al., 2012).

Another attribute of successful leaders is integrity. Integrity is reputation-based and takes time for others to see a manager as having integrity (Mayfield, 2014). Employees may come to trust a manager but if a lack of integrity surfaces, the manager may lose employee trust (Umble & Umble, 2014). Integrity is a skill that any leader may develop (Parker et al., 2012). Leaders impact on a workforce affects the success of change (Feldhoff et al., 2014). Change can create uncertainty; integrity of leadership is sometimes all that an employee relies on to avoid resistance to change (Vakola, 2014).

When leaders recognize change as a need for the organization to grow, develop, or stay competitive, a systems' view of the effects of each change has on the organization develops (Latham, 2013). A systems perspective may allow managers to come up with creative alternatives to increase profitability for the company (Andreas, 2013). Seeing employees as part of the solution process when developing change may create loyalty between the employee and leadership and a propensity to increase the chances for change initiatives to succeed (Mazzei, 2014). Leaders create an environment of success or failure of any process based on the attitude presented (Lord & Gale, 2014).

Organizational leadership's dictate is to guide, educate, direct, and motivate the employee to achieve maximum efficiency and effectiveness (Mayfield, 2014). The attitude of the employee is a reflection and directly affected by the attitude of the manager (Pfeffer, 2013). The leader must be able to motivate employees to embrace

change (Vlăsceanu, 2013). Achievements of any measure may lack importance without proper motivation, regardless of the task (Jansson, 2014). Change begins with leaderships attributes, which affect the behaviors exhibited (Latham, 2013). A leader should ask what actions would best lead employees in the direction of positive change (Lewis et al., 2013)

Behaviors. Positive actions by organizational leaders bring about enthusiastic employees (Mariana & Nadina, 2013). Employees expect leaders to act as role models (Hujala & Viitala, 2014; Kempster et al., 2014; Kilkelly, 2014; Latham, 2013; Lockett et al., 2014; Mayfield, 2014). People often grow attached and emulate behaviors of role models, such as athletes, actors, and other entertainers. A leader may influence employee reaction to change announcements by example. By having positive responses, respecting other points of view, and creating an environment of trust, the leader can become a role model to emulate.

To increase trust between manager and employee, the manager may include or request input from employees about changes an organization could make. Employees have the desire to trust management, but the determining factor is the leadership's behavior (Shadraconis, 2013). In contrast to the anosognosic manager, a systems-thinking manager may incorporate collaboration to produce a progressive change plan (Parker et al., 2012). Working to create a team environment for the benefit of all stakeholders is the job of the 21st-century manager. Maximizing the diversity of the employees may assist in developing positive change for an organization because an accord may build strength for a common purpose (Lawrence & White, 2013). A unified team may produce positive

results, though sometimes teams fail. Either way, previously agreed upon accountability measures could follow.

Accountability often carries a negative connotation. When explained, accountability should take on a new meaning for employees. Consequence follows action. A reward is a consequence of positive results while a lack of production may lead to a loss of trust, freedom or other privileges (Spitzmuller & Van Dyne, 2013). Accountability through a reward system is essential to driving the success of a team, especially in times of change (Phillips & Phillips, 2014). When the team and management agree upon a reward system, the leadership should take responsibility to follow through with accountability. A leader should take action and be persistent in the development of the team or trust may be lost, and change initiatives can fail. Follow through of accountability may also build employee respect for managers.

Respected leaders have loyal employees (Shadraconis, 2013). A loyal employee can be invaluable to a manager during organizational change because managers cannot implement the changes alone. Loyalty grows from an employee's feeling of worth to and support from leadership (Gillies, Gillies, & Gillies 2013). Managers that take the time to educate employees about the history, culture, and direction of the organization may create loyalty (Dhar, 2015). An organization with leaders exhibiting positive behaviors can increase the chances of adopting a culture change.

Culture. Employees create the culture and establish the environment in an organization. The people in an organization use Culture to drive values. The leader's responsibility is to incorporate the company values in change efforts (Jones Christensen,

Mackey, & Whetten, 2014). Gelfand, Leslie, Keller, and de Dreu (2012) suggested that cultures in organizations may conflict with the underlying subcultures that develop with time. The operational environment of an organization produces subcultures that may create resistance to change (Carlstrom & Olsson, 2014). Leaders should value the unique interests of employees that create the subcultures to break down resistance and build trust (Meier et al., 2013). Part of what creates a trusting relationship between employee and leadership is leaderships' readiness to empower the employee (Pardo-del-Val et al., 2012).

Empowerment of the employee can be a valuable tool for an organization. Telling employees to make decisions or to be involved, rather than teaching them how to do so counters the requisite for engaged employees. Providing training to employees in the discipline in which they work may build confidence, desire, and trust between the parties involved in change (Gordon, Gilley, Avery, Gilley, & Barber, 2014). Empowering employees is in parallel to their dedication (Beck & Kleiner, 2015). An employee authorized to make decisions can increase loyalty to an organization. An entrepreneurial spirit may discourage resistance to change and help build a culture of change (Luke & Chu, 2013). Resistance to organizational change is the biggest enemy to change initiatives for any company (Jansson, 2014).

Successful implementation is the goal of corporate leaders during change (Klarner & Raisch, 2013). Overcoming employee resistance is a main ingredient to achieving that success (Umble & Umble, 2014). To stop or reduce resistance, leaders should determine what creates resistance. Investigating causes of resistance gives managers an opportunity

to engage workers and use the information gained to develop and encourage employee involvement (Bareil, 2013). Leaders take different approaches when implementing change (Bejinaru & Baesu, 2013). Some managers create successful change time after time while others seek to achieve that same success (Latham, 2013).

Mitigating or reducing resistance is necessary for change to take place, and increased communication between leadership and employee is paramount when addressing resistance (Simoes & Esposito, 2014). Communication skills for leaders are imperative for successful organizational change (Johansson et al., 2014). Successful change managers may possess communication skills naturally while other leaders may fail to understand the need for communication. Perceptions of employees are construed as valid and may evoke emotion. Leaders must consider the potential discernment and emotional response of the employee before broadcasting a message of change (Lewis et al., 2013; Tang & Gao, 2012). Social media can provide an additional platform for managers to use when communicating with the employee. Historians have suggested that the corporate world is starting to identify multiple uses of social media in business (as cited in Levy, 2013). A leader's style can set the tone for business operations. Employees may consider the standards of the leadership the same as the standards of the organization (Parker et al., 2012). Empowering employees may increase stakeholder values in an organization when managers of the related organizations implement change. Training employees in change procedures may build confidence, desire, and trust (Gordon et al., 2014). Leaders use diverse processes when initiating change (Bejinaru & Baesu, 2013). Once managers decide on making a change, the primary goal then becomes successful

implementation. Triumphing over resistance is the primary element of achieving the success of an organizational change initiative (Umble & Umble, 2014).

In the literature review, I illustrated a critical and analytical synthesis of information relevant to the research on organizational change, change management, general systems theory, communication, and leadership. The literature review also includes information about employee reactions to different leadership styles. References had the information needed to lay the groundwork for this study.

Transition and Summary

In Section 1, I presented the problem of organizational change and indicated the purpose of studying change in a narcotics treatment program. Included afterward is a list of research and interview questions for this study. I explained and discussed GST as the conceptual framework, and provided a comprehensive review of the literature.

In Section 2 of this study, I explain the project in detail, including the role of the researcher, data collection, data instruments, organization, analysis, and validation of the study. In Section 3, I presented the results of this study, implications for social change, and based on the study results, recommendations and further research of organizational change.

Section 2: The Project

In this section, I describe my role as the researcher, recount the process of finding eligible participants, expound on the research method and design, and present the methods I used to ensure ethical research. Section 2 also includes data collection, analysis, and validation of results processes. This section is foundational to Section 3, which includes the presentation of the results, implications for social change, and recommendations for action and further research.

Purpose Statement

The purpose of this qualitative single case study was to explore strategies used by business leaders in a narcotics treatment program in the southeastern United States to successfully develop and implement organizational change initiatives. I collected data using semistructured interviews of four business leaders who successfully implemented organizational change initiatives and were current members of a narcotics treatment program in the southeastern United States. The results of this study may contribute to social change as business leaders implement organizational change initiatives that include forming cultural relationships between the organization and the community.

Role of the Researcher

The researcher handles the collection, analysis, and presentation of data for a single case study (Yin, 2014). A qualitative study puts the researcher in direct contact with the phenomena studied, allowing for the collection of data that would be inaccessible by other means (Guercini, 2014). The researcher is central to the study, which creates issues that need to be addressed. Researchers must describe their

experiences with the topic and identify any bias that may affect their judgments (Marshall & Rossman, 2011).

As the researcher, I held the responsibility of developing the single case study, writing the interview questions, and conducting the interviews. My experiences included participation, development, and implementation of change initiatives in retail and logistic environments. The partnering organization operated as a narcotics treatment program outside the parameters of my personal experience, which assisted in mitigating bias. I further mitigated personal bias by recording responses and verifying the meaning of statements of experienced practicing managers regarding change management in a different setting. Researchers must reduce or eliminate bias through accuracy in data collection (Guercini, 2014). Using an interview protocol helped with adhering to the standards, guiding the interview process, mitigating bias, and gaining insight into participants' experiences (Castillo-Montoya, 2016). The interview protocol for this study is in Appendix E.

The locations for the interviews were private rooms in the offices of the narcotics treatment program. The participants' employer was not present, enabling participants to relate openly personal experiences and opinions. Interviews are useful in obtaining information from real people working in the area of study (Yin, 2014). Participant confidentiality is an important aspect of conducting interviews for a qualitative study (White & Drew, 2011). I initially planned to ensure confidentiality for each participant tial by selecting a location for the interviews away from the company and staggering the timing of interviews to avoid overlaps in interviewees' arrivals and departures. However,

due to the confidential nature of the organization, I was asked to conduct the interviews at the offices of the narcotics treatment program. I have stored all recordings and notes on a thumb drive in a lockbox that no one else has access to, and I will keep the drive stored for 5 years. At the end of 5 years, I will physically destroy the thumb drive by crushing it, rendering the drive unreadable and protecting any human subjects in accordance with the Belmont Report.

The rationale for ethical interview practices during research is the need to protect human subjects (Stichler, 2014). The National Research Act, signed into law on July 12, 1974, resulted in the creation of the National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research (U.S. Department of Health and Human Services, 2009). The Belmont Report is a summary of the conclusions found by the commission that determined ethical principles that researchers need to follow (U.S. Department of Health and Human Services, 1979). The Belmont Report is a U.S. regulation that protects human subjects, specifically those considered vulnerable (Mclaughlin & Alfaro-velcamp, 2015). I followed the applicable recommendations of the Belmont Report in conducting this study. Representatives of the U.S. Department of Health and Human Services (1979) outlined three distinct criteria that researchers must meet: respect for persons, beneficence, and justice (as cited in Wilson et al., 2015).

Participants

Researchers should represent the voices of those with experience in the topic studied (White & Drew, 2011). Participants for this study were business leaders in an narcotics treatment program located in the southeastern United States who had success in

developing and implementing organizational change initiatives. Once I had received site

authorization and IRB approval, I contacted possible participants in the organization by

electronic mail, provided leaders with information regarding the study, and explained the

expectation of confidentiality. When the partnering organization's representative agreed

to allow the study, I invited four business leaders who had succeeded in developing and

implementing an organizational change to participate in the study. I identified these

individuals from an email and phone list provided by the partnering organization's

representative, which listed business leaders who had succeeded in developing and

implementing organizational change. I asked for 10 participants for this case study to

meet data saturation, but only four were available. After receiving four signed consent

forms from the potential interviewees, I contacted each one individually via email to set

up a time and location to meet. Protecting the identity of participants is a prime concern

for researchers (Guillemin et al., 2016; Morse & Coulehan, 2015; Smoyer, Rosenberg, &

Blankenship, 2014). Each interview took place independent of the others to protect the

confidentiality of participants, but the questions asked remained the same, all taken from

the interview guide.

Participants in a study should understand the fundamentals of the subject being

researched (Kotter, 1995) and the purpose of the single case study (Guest, Bunce, &

Johnson, 2006; Yin, 2014). I provided a document by email to participants explaining the

purpose of the study and the fundamentals of organizational change. I explained the

fundamentals and purpose of this study to each potential participant and asked each

participant to answer questions from the interview guide. No participants became

unavailable or unwilling to participate. I did not have to continue to reach out to other eligible potential participants to reach data saturation.

Experience was the basis for eligibility of participants for this study. Participants sharing their experiences provide information that is not discoverable by any other means of collecting data (Bager, 2015; Doody & Noonan, 2013; Holgate, Pollert, Keles, & Kumarappan, 2014). All of the participants and I discussed their experiences and involvement with past change projects. Participants in the study had success working in change within the partnering organization, verified by the partnering organization's representative. To establish a working relationship with participants who signed the consent form, I emailed them and set up a time to speak to each participant individually.

Research Method and Design

For this study, I used a qualitative research method and single case study design. Researchers using a single case study design may research the significance of events, actions, or processes in socially constructed environments (Houghton, Casey, Shaw, & Murphy, 2013). Using the qualitative method may allow for a better understanding of the phenomenon studied (Robinson, 2014). The qualitative method requires research and data collection to take place in a naturally occurring setting (Guercini, 2014). The single case study design may permit exploration of events or actions to understand the meaning of intricate social occurrences (Yin, 2014). The single case study design allows for the collection of data by interviewing participants to procure personal experiences and perceptions comprising the events of organizational change (Parker et al., 2012).

Research Method

I chose a qualitative research method to explore an event within a social environment and natural setting. When using the qualitative research method, researchers should have a location within a social environment and natural setting (Yin, 2014). Interviews with business leaders who have real-world experience may provide data that could only come from the perspective of a participant (White & Drew, 2011). Through the qualitative method, interviewees have the opportunity to express their views on the topic; this method provides participants with a voice (Galloway, Kapasi, & Whittam, 2015). The qualitative method was best suited for this study because the conclusions came from data provided by interviewing participants. Quantitative and mixed methods rely on numerical data (Guest, 2013). Both quantitative and mixed methods may miss the unique relationship between the researcher and data, whereas qualitative studies include consideration of the context and participants' perspectives on events (Houghton et al., 2013).

Research Design

The particular research design for this study was a single case study. The single case study design was congruent with the aim of exploring and understanding the complex nature of real-world social phenomena in context (Yin, 2014) and was congruent with the purpose of the study. Using a single case study design allowed for an understanding of decisions made by successful business leaders concerning organizational change because interviewing the business leaders provided a personal perspective. The single case study design allows the researcher and participant to build a

relationship that may enhance openness and honesty (White & Drew, 2011). Using open-ended questions during the interview process provided participants the opportunity to share insights on developing successful organizational change initiatives. The single case study was the best-suited design for finding information on *how, why,* and *what* decisions managers made during a current event without the need for a controlled environment (Yin, 2014). The single case study approach was preferable to other methods because the basis of the study was a real-life situation as seen through the eyes of the participants (Cronin, 2014). Another reason the single case study was better than other designs was that the setting of the phenomena studied was a natural setting (Robinson, 2014).

Other designs could have applied to this study if the purpose had been different. Ethnographic studies, for instance, focus on events that affect a distinct group of people (Bager, 2015). An ethnographic study was inappropriate for this study because change was not limited to any particular group. Another design ill-suited for this study was the phenomenological design. The basis for the phenomenological design is a philosophy rather than the experiences of participants (Budd & Velasquez, 2014; Gill, 2014).

Ensuring data saturation is a must in research (Guest et al., 2006). Saturation does not necessarily require a large sample; however, it does mean that the data are valid and accurate (Marshall, Cardon, Poddar, & Fontenot, 2013). Data saturation happens when no additional sources or data add new information and another researcher could replicate the single case study (Fusch & Ness, 2015). I reached data saturation after two interviews but continued interviewing participants, and the same themes continued to arise.

Population and Sampling

For this study, I employed a purposive sampling strategy called *typical case sampling*. Purposive sampling worked best for choosing participants because of the unique experiences needed for discussing the development and implementation of change processes. Due to their involvement, participants provide useful insight into a research topic that other methods would fail to discover (Elo et al., 2014; Robinson, 2014; Üstündağlı, Baybarsb, & Güzeloğlu, 2015). The strategic knowledge used by business leaders to develop successful change initiatives may be very similar, so a small sample may reach data saturation quickly. According to Guest et al. (2006), data saturation depends on resercher qualities and is boundless.

Participants are central to a study and should have similar experiences, show uncoerced willingness to participate, and be afforded the ability to speak freely (Ross & Berkes, 2014). A list of qualified potential participants provided by the partnering organization's representative served as the basis for selecting participants. I interviewed all four individuals from the list verified and provided by the partnering organization's representative. The Habermas criteria are a theoretical framework suggesting that fairness is the primary factor when choosing participants and that participants must bring validity to a single case study (Angelis, 2015; Hallgren & Westberg, 2015; Müller-Doohm & Outhwaite, 2015). Habermas explained in the communication theory of society that communication is the foundation for successful organizations (Müller-Doohm & Outhwaite, 2015). To be fair in selecting participants, I interviewed the selected four individuals from the list provided, and all four were willing to participate. The number of

participants for this study allowed me to reach data saturation because each business

leader had a similar experience in the same organization. If this had not been the case, I

would have continued to interview other leaders until no new data were revealed (Fusch

& Ness, 2015; Guest et al., 2006). Each participant in the study had experience and

provided sufficient information during the semistructured interview that aligned with the

topic (Doody & Noonan, 2013). The location of interviews was a nonthreatening

environment where the participants had confidentiality and the ability to speak freely.

The space chosen for interviews should be well lit, contain comfortable seating, have a

table for refreshments, and offer privacy and safety (Hernández, Nguyen, Casanova,

Suárez-Orozco, & Saetermoe, 2013; Robinson, 2014). Interviews should take place in a

neutral environment to augment participant comfort in answering questions honestly

(Dilshad & Latif, 2013). The interviews took place at the offices of the narcotics

treatment program while the owner was away from the office. The location had

comfortable seating, and refreshments were available. A neutral environment may better

protect the confidentiality of participants (Morse & Coulehan, 2015).

Ethical Research

Potential participants received an email with a description of the study and an

explanation that participation was voluntary, along with an attached consent form. All

participants in a study should receive a description of the study explaining that

participation is voluntary (Robinson, 2014; Sharif & Scandura, 2014). In Appendices A,

B, and C of this study are copies of all consent forms and agreements needed. A

voluntary participant could withdraw from the study at any time by communicating the

intent to withdraw (Robinson, 2014; Sharif & Scandura, 2014). Some researchers use monetary incentives to encourage participation in studies, whereas others offer participants the knowledge that their participation serves to further research in a particular area of study (Bager, 2015; Gundling, 2014; Wijen, 2014). As an incentive for participation, participants received my gratitude and the knowledge that their individual participation could result in furthering knowledge about the development of successful organizational change initiatives.

Participant confidentiality is an aspect of conducting interviews for a qualitative study (Morse & Coulehan, 2015; Shuchman, 2014; White & Drew, 2011). The location for interviews must be one that is convenient and inviting for the participants (Hernández et al., 2013; Robinson, 2014). The location I used was convenient and secure for the participants. The rooms available were empty and comfortable environments for conducting interviews. As the researcher, I did not and will not disclose the identities of the participants. I stored all recordings, notes, names of participants, and identification of the partnering organization on a thumb drive in a lockbox. No one else has access to the lockbox. At the end of 5 years, I will destroy the thumb drive by physical means, permanently rendering the drive unreadable. In the event of my premature death, instructions are available to my benefactors on where to locate and access the lockbox, with further instructions to follow the protocol for destroying the thumb drive.

Data Collection

Instruments

In my role as the researcher, I was the instrument for this study. I performed and recorded all interviews as well as transcribed the recorded interviews. Researchers must use multiple sources to reach validity (Houghton et al., 2013). Additionally, I used archival data, such as internal communications about change processes, and observed the techniques leaders use during the change process by attending meetings and observing interactions of leaders with employees. The responsibility to collect data when using a qualitative method belongs to the researcher (Yin, 2014). A semistructured interview technique is flexible and may allow opportunities to explore new information about the topic (Doody & Noonan, 2013). Due to the flexible nature of semistructured interviews in qualitative research, participants of studies have the opportunity to share personal thoughts and feelings about experiences (Houghton et al., 2013; Marshall & Rossman, 2011). The interviews followed a particular line of questioning as a guide. The questions were open-ended, neutral, and are in Appendix C of this study. Upon completing the transcription of the recorded interviews, all participants had the opportunity to review the interpretation of their interview to ensure the interpretation of the interview transcripts were accurate, which is member checking. The reason for going through the process of member checking was to validate the information collected during the semistructured interviews; the participant may view their words, address, and make adjustments (Houghton, et al., 2013; Loh, 2013; Simpson & Quigley, 2016).

Data Collection Technique

A collection of data begins with purposeful planning (Doody & Noonan, 2013). There are multiple types of information utilized in case studies to ensure triangulation of data (Lawrence & Tar, 2013). The first type of information used for this study was open-ended interviews of four senior business leaders, using a semistructured interview technique, who had successfully implemented change initiatives. Having an interview guide keeps the interviews on track while allowing the participants to share experiences and introduce new information (Zander, Eriksson, Christensson, & Müllersdorf, 2015). I used an interview protocol during the interview. A copy of the interview questions is in Appendix D of this study. Selecting an environment that is comfortable and inviting may put participants at ease, increasing the chances for open dialog (Robinson, 2014; Sharif & Scandura, 2014). Recording the interviews may ensure the accuracy of the participant's responses for transcription. Once transcribed and interpreted, the participants had the opportunity to read my interpretation of their responses and notify me on any needed edits. Permitting member checking will validate the information obtained during interviews is correct (Houghton, et al., 2013; Loh, 2013; Simpson & Quigley, 2016).

The second source of data I utilized was direct observation. Direct observations are casual observations used to assess behaviors during meetings, field work, or any other activity about the topic (Benford et al., 2013; Cronin, 2014; Houghton et al., 2013). By working with the partnering organization's representative, I observed interactions between leaders and employees.

The third form of information needed to achieve methodological triangulation for this study was archival data. Archival data are records relevant to the topic, including but not limited to: public records, letters, emails, memoranda, progress reports, announcements, organizational records, and survey data produced by another source. Methodological triangulation uses three methods to validate (Carter et al., 2014; Houghton et al., 2013; Yilmaz, 2013). Following this method for data collection has advantages and disadvantages. The advantage was that having multiple sources of data enhances the reliability of the data through methodological triangulation (Carter et al., 2014; Cronin, 2014; Houghton et al., 2013). Member checking by participants may enhance reliability by ensuring that interpretations of the interviews are correct (Birt, Scott, Cavers, Campbell, & Walter, 2016; Harvey, 2015; Simpson & Quigley, 2016). Researchers must be aware of and mitigate as much bias as possible (Robinson, 2014; Smith & Noble, 2014; Urcan, Mäkelä, Sørensen, & Rönkkö, 2010). The disadvantage was that as the researcher, I had to be aware of bias from previous experiences with the topic even though the study was in a different industry.

Data Organization Techniques

Recording and then transcribing the interviews gives the opportunity to see the responses and determine patterns from the interviews (Doody & Noonan, 2013). Developing a coding system for keeping track of participants, data, and notes, along with constant comparisons are important parts of data organization (Lawrence & Tar, 2013). Categorizing data is part of the responsibility of the researcher to stay organized (Yin, 2014). Researchers should use a coding system to separate the different trends (Yilmaz,

2013). I used an open coding system as suggested by Yilmaz (2013), by separating

similar concepts and events into categories. I focused on the events in the collected data

to identify emerging patterns to develop codes. To start, I used a combination of

MSWord® and MSExcel® to organize my notes into a matrix of categories.

Protecting the confidentiality of the participants is the responsibility of the

researcher (Langmann & Pick, 2014; Mclaughlin & Alfaro-velcamp, 2015; McPhail,

2013). I used a numerical code to protect the confidentiality of the participants. All raw

data, records, notes, and other pertinent information related to the study is in a lockbox.

At the end of those 5 years, I will destroy the thumb drive by physical means,

permanently rendering the drive unreadable. In the event of my premature death,

instructions are available to my benefactors on where to locate and access the lockbox

with further instructions to follow the protocol for destroying the thumb drive.

Data Analysis Technique

I used a multiple step process for data analysis. Besides interviews, I gathered

data through observation at the partnering organization. Also, I journaled and obtained

archival data, such as internal communications that pertained to this study for

triangulation of data. I used constant comparison to identify trends in the data. After

organizing the notes into categories, the next step was to code all notes and interview

transcriptions. I developed a set of codes during my preplanning. A researcher may

develop a set of codes during preplanning to organize notes (Galloway et al., 2015) and

allow for the emergence of other codes during the analysis process. During collection of

data, a continual process of analysis will take place (Bager, 2015; Lawrence & Tar,

2013). Using a continual process of analysis by tracking keywords also helped me keep the consistency of staying within the conceptual framework of my study, general systems theory. I was the primary tool for analyzing data by checking for recurring patterns.

To assist in analyzing data, I used NVivo®11 qualitative analysis software program. NVivo®11 qualitative analysis software program was designed to pick out patterns of unstructured data and make subtle connections researchers may miss (Pietkiewicz & Bachryj, 2016; Torbeyns, Bailey, de Geus, & Meeusen, 2015; Woods, Paulus, Atkins, & Macklin, 2016). Since code drift could have altered results, I negated the issue by repeatedly checking for code drift and made corrections when finding errors. To prevent code drift, researchers should question each event on how it relates to the study, in which category the event belongs, and what social and psychological effect the event has on the participant (Lawrence & Tar, 2013). A third party, without ties to the topic of study or participating company, should review results to check for researcher bias (Houghton et al., 2013; Lawrence & Tar, 2013; Yilmaz, 2013). I used a third party source to review this study for researcher bias. The third party holds a doctorate in grammar and composition and teaches for a local high school, has a knowledge of my educational and professional background, and had access to question me on my decisions in the study.

The key theme of this study was exploring strategic knowledge used by business leaders to develop successful organizational change initiatives focused around GST. Through a continual reevaluation of newly published studies, using methodological triangulation and the process of regularly checking alignment with the key theme, will

assist researchers to stay on course during studies to discover sought (Carter et al., 2014; Houghton et al., 2013; Yilmaz, 2013). Further review by an unbiased outside individual ensured the study was within the bounds outlined in the rubric.

Reliability and Validity

Reliability

The approach a researcher takes should ensure consistency and reliability of a study (Marshall & Rossman, 2011). For this study I used an interview guide to ensure consistency of the questions asked. Researchers should also use proper documentation of procedures for reliability and record and code data accurately (Vaismoradi, Turunen, & Bondas, 2013). I used a semistructured interview technique, recorded, transcribed, and used NVivo®11 to code data accurately. Enhancement of reliability for studies increases by using a semistructured interview technique and guide (Doody & Noonan, 2013; Kallio, Pietilä, Johnson, & Kangasniemi, 2016; (Zander et al., 2015). To improve the dependability of the gathered information, participants should review the interpretation from the interview and provide changes as needed (Houghton, et al., 2013; Loh, 2013; Simpson & Quigley, 2016). Each participant reviewed the interpretation of the collected data and agreed that no changes were necessary.

Validity

With this study, I utilized an interview guide, and member checking of data interpretation, to ensure credibility. Transferability and credibility are both aspects needed and required in a qualitative single case study to validate results. Several methods exist for ensuring credibilities, such as observation and member checking (Houghton et

al., 2013). Credibility is ensuring believability of the study by the researcher, participants, and readers (Tylor, 2015 & Yilmaz, 2013). Transferability is providing a detailed description of the results of the topic studied so readers can compare the results of similar studies (Elo et al., 2014; Houghton et al., 2013; Pedrosa, Näslund, & Jasmand, 2012). Adhering to the standards and procedures for data collection and analysis will allow readers to determine transferability of the results of this study. The interview questions formulated for this study may transfer for interviewing participants from other industries for possible future studies because the questions refer to actions of employees and leadership during change, which all industries may encounter.

Confirmability denotes impartiality and accuracy (Elo et al., 2014; Houghton et al., 2013; Pedrosa, Näslund, & Jasmand, 2012). Additionally, confirmability is using triangulation, the researcher stating beliefs about the research topic, describing the methodology used, and recognizing limitations of the study while reaching data saturation (Squires et al., 2015). Data saturation is gathering the same information from different sources (Elo et al., 2014; Fusch & Ness, 2015). I objectively gathered data until no new information emerged from interviews and other data to ensure data saturation. To ensure confirmability I accurately denoted and safeguarded the veracity of the data provided by participants.

Transition and Summary

In Section 2, I reintroduced the purpose of the study and described my role as the researcher. The *why, what, and how* of each decision, supported by a minimum of three scholarly peer reviewed or seminal sources will provide an in-depth view of the process

for this study. Subjects addressed included research method and design, population

sampling, ethical research, and data collection. This section provided a map of the

procedures that enhanced a sound study.

      Section 3 begins with an introduction of the purpose of the study and I present the

results of the data collection and analysis process. I provide a description of the

application of the results and implications of social change in professional practice.

Recommendations to the participant company and related organizations follow with an

explanation of how the information may relate to other industries. Change management is

a deep and ever-changing topic. Other topics within change management arose that

require further research. I concluded the study with some closing thoughts, including my

views on the subject before any changes in my opinions.

Section 3: Application for Professional Practice and Implications for Change

Introduction

The purpose of this qualitative single case study was to explore strategies used by business leaders in a narcotics treatment program in the southeastern United States to develop and implement organizational change initiatives successfully. Scholars all over the world have published studies about organizational change (Kuipers et al., 2014). I focused on the successful development and implementation of change in a narcotics treatment program for this study. I collected data by obtaining archival data and conducting semistructured interviews of four business leaders from a narcotics treatment program in the southeastern United States. The findings may prove useful in other industries because of the approach by leadership to introduce change initiatives. The inclusion of employees in decisions of change development and implementation during weekly meetings contributed to mitigating resistance to change and to the success of the change process.

Presentation of the Findings

With a semistructured interview technique, I conducted semistructured interviews and reviewed archival documents linked to change in a narcotics treatment program. I reviewed the interview questions to ensure alignment with the research question. Using member checking, I narrowed the possibility of bias and increased the validity of the study. I used the interview guide in Appendix E to help me stay on track and mitigate bias, which also added validity. NVivo®11 was the tool I used to analyze the collected data. NVivo®11 was instrumental in determining trends and organizing those trends into

nodes. The research question for this study was the following: How do business leaders in a narcotics treatment program in the southeastern United States develop and implement successful organizational change initiatives? The community partner for this study used education, communication, and training to ensure a successful change process.

The themes identified through analysis were (a) communication, (b) education through research, and (c) resistance. The identified themes aligned with the conceptual framework of GST. Moreover, the findings aligned with the literature review.

Theme 1: Communication

Communication emerged as the major theme when I reviewed the data collected and later confirmed through analysis using NVivo®11. Communication is central to success in organizations (Lewis et al., 2013). For messages to be conveyed, the understanding of the meaning must be the same between sender and receiver (Rodrigues, Azevedo, & Calvo, 2016). Interpretation of information may lead to success or failure (Medvedovsky, 2013). Communication must take place between leaders and employees for successful development and implementation of change (Chan & Mak, 2014). All participants discussed the importance of communication during the development and implementation of change. The archival data supported the claims of frequent communication between leadership and staff.

Every Tuesday, the entire staff and leadership meet, with an open-forum format. The administrator presents the information for discussion, and everyone has an opportunity to provide an opinion. Participant 4 (P4) stated,

We all sit down collectively. All of us, from the nursing staff and medical staff to

the counseling staff, clinical supervisors—all the leaders, including the CEO, we

come in, and we have an open forum. We sit down, all 25 or 30 of us. We sit

down, and we discuss change, we discuss suggestions, we discuss direction that

we need to problem-oriented situations that have come up, we discuss, we talk

about them, and we come up with solution-focused strategies to adopt change.

Participant 1 (P1) added,

We have open discussions once a week every Tuesday. We ask every single

employee in the building from people that check the garbage cans to the nurses.

We even have a patient suggestion box that we use, and we ask what change

needs to happen.

The participants' statements align with Tanner and Otto's (2016) article about the

importance of communication from employees to leadership during change. Sometimes

change comes from within the organization, and other times it is due to state and federal

policy changes that regulate the industry of narcotics treatment programs.

Concerning change originating within the organization, Participant 2 (P2) had the

following to say: "We meet with our staff on a weekly basis to go over how things are

going and if we need to make improvements in any areas." P2 continued, "We all sit

down and talk about it see what we can do to improve it, change, and make it better so we

can operate the best way we can." Communication among all employees was a vital part

of conducting business for the community partner I studied. Outside forces also

controlled when change took place. P3 said,

Usually change is presented by the administrator. The administrator tells us new

policy to come about. This is not up for questions even for him. It is presented

pretty much that this is how it's going to be, why it's going to be this way, and

why it is going to benefit everyone.

The archival data collected, which included memoranda from government

officials and emails from leadership to employees, supported the statements made about

both internal and external forces leading to change.

Due to confidentiality regulations, the leadership prohibited the use of social

media for communication about patients, patient care, drug screening, and anything else

that might be considered a breach of confidentiality. The only purpose for which social

media was acceptable to use was making general announcements, such as a weather

advisory that would create a closing or delay. P1 shared, "We can use it in some ways to

help patients understand that we are having weather delays. We don't have to pinpoint

anybody." P3 stated,

That's one of the things we have to be careful of because we deal with

confidentiality. I mean big time. We do take it serious here. One thing that is

drilled into everyone that works here is that confidentiality belongs to the patient,

not us. We have to be careful when we get on Facebook and things like these

types of social media.

The participant's statement shows that social media cannot always be part of

change in an organization, which is contrary to research by Child and Westermann (2013)

discussing the freedom of employees to express their feelings and insights on social

media. However, the assessment by Kitsis et al. (2016) is that growing concern exists about patient confidentiality in clinics due to the use of social media. Social media play a large part in developing an image for the narcotics treatment program in the local community, but these media do not serve an important purpose for internal communication about patients or change.

Theme 2: Education Through Research

The second theme was unexpected. Education through continual research is important to the work of narcotics treatment programs (Rzetelny, Zeller, Miller, Kirsh, & Passik, 2016). Government officials change the requirements that must go into effect by creating new legislation. P4 had the following to say about education and research: "There's a lot of research. We have to keep updated with continuing education seminars. Just this last couple years there's the advent of telemedicine, something we've not heard of before."

P3 stated,

The biggest thing we have to adapt to changing ourselves is with drugs. We deal with different types of drugs, and we have to do two things when there are new drugs that come out on the street that these patients are doing—we have to not only educate ourselves on what these drug combinations are, but how it affects the medications that we give them. There are several of us that attend special board meetings that go on every quarter across the state of Georgia. Several representatives from this clinic go there, and we bring and give back the information that we get from the meetings and present them at our staff meetings.

So, the leadership keeps all the other employees here informed of not only new policy changes but upcoming changes that are in the future so we can get needed feedback. We do studies here. We get information from our patients and present to the state or federal government or whoever is requesting certain information so they can make determination on policies. The leadership keeps on top that and we, the people on point, the people in trenches, actually get this information back to the state, federal level so these policies can be determined in the best practice situation for not only state Georgia but across the United States.

The administration sends emails of upcoming changes internally and externally. The push for education and research, as stated by P3, is of "life and death" importance and is vital to the organization's leadership and the success of the narcotics treatment program. The importance of education for leadership in the narcotics treatment program is supported by research concerning the need for education of leaders during times of change. Ideas for expanding knowledge of organizational leadership in existing research about organizational change may continue providing education about change processes (Volkoff & Strong, 2013). Education is a continual process at the narcotics treatment program. Each of the participants commented on the requirements for researching new legislation, attending conferences, and sharing information derived from internal studies. The participants must also read information provided by various sources to keep up with changing trends in treatment in the industry as well as changes in the types of street drugs that become available to patients.

Theme 3: Resistance

How the management deals with resistance was a secondary theme. Each participant stated that resistance is not a major problem. Employees understand that when leadership introduces change initiatives, changes must occur, but the employees have input on how the changes will take place. Resistance to change is commonplace, but when continual training and support are offered by leadership, resistance decreases (Huy, Corley, & Kraatz, 2014). When regulations change, no other choice exists but to comply. P4 stated,

A lot of times we roll with the resistance. We try to sit down and show them the philosophy of why we have to change. There's times that even in leadership, we will look at something that comes along from the legislature and we don't necessarily agree with that or we don't necessarily like the fact that we're going to have to change, but we sit down and look at the philosophy of what's behind the change, you know, we have to make this change for the betterment of our patients, for the betterment of our company or the organization.

P3 said, "Change is hard for everyone. It's a natural human reaction to resist it. Everybody wants to keep going the same way because it's the easiest way." However, when internal change happens, everyone has an opportunity to participate. Those who resist change receive continued training and support. P1 commented,

Resistance is in an organization; people are scared of change. Employees are usually scared of change. They usually don't want it. They're comfortable in what they do, even if it's harder. Our paper records were so difficult to work with. To

find a paper you were looking through Section 5a on page 506 and going back

and forth. It was really difficult, but to tell them that we are switching to

electronic records was like telling them that we're going to shut the facility.

Everybody had this huge anxiety, can I do it, can I learn a new program. How

does this work and how does that work? You work with them, and you know you

go in, and you say my door is always open if you have a question. There's not a

stupid question.

P2 went on to say, "That's why we all meet together so we can all discuss it in open

forum." Because change is such a constant at the narcotics treatment program and people

naturally resist change, every employee receives a copy of the book *Who Moved My*

Cheese (Johnson, Bracken, Johnson, Lowenheim, & Hamby, 2010). The employees

better understand that change happens and why they should accept it.

All the data gathered were congruent with GST. GST is about a group working in

concert toward a common goal, working as one (De Florio, 2014). Through the

interviews, I discovered that the weekly meetings play a significant role in the success of

the organization. Some of the archival data, such as correspondence about employee

involvement in weekly meetings, are needed and appreciated, and these data confirmed

that employee input is necessary for mitigating resistance for the successful development

and implementation of change initiatives. The findings were congruent with Umble and

Umble's (2014) statement that during change, great leaders involve employees. The

adaptation of weekly meetings with an open forum may improve the success rate of

change in other narcotics treatment programs and other organizations. After transcribing

the interviews, I submitted my interpretation of the information to the participants. Each participant agreed that the interpretation was accurate, and no one suggested a change. Receiving confirmation of the accuracy of the interpretation confirmed the findings in archival data and the research literature.

Applications to Professional Practice

Leaders of other narcotics treatment programs may use the findings of this study to gain insight on developing and implementing successful change initiatives. Theme 1, communication, was the major theme. All four participants recognized the importance of frequent communication between the leadership and employees and of obtaining the input of employees. As indicated by responses associated with Theme 2 (education through research), participants were emphatic that understanding changes was important in disseminating information to employees so that the employees understood the *whys* behind any changes. Participants noted that federal and state regulations, along with recent studies on treatment, drove change within the organization. On the legal side, implementation of changes handed down through government agencies is a must. Through continual education through research, leaders often make changes but develop the changes based on employee and sometimes patient input. Organizations that include employees in the development and implementation of change initiatives have less resistance and greater success in sustaining change (Pihlak & Alas, 2012). Employees react positively to involvement and inclusion in weekly meetings, which show increased commitment and dedication to the organization. Essential to the success of employee acceptance of change are communication and participation (Mazzei, 2014).

The discoveries and findings of this study contribute to the existing literature on the successful development and implementation of change initiatives. The information discovered from the data collection and analysis indicate the importance of communicating with and obtaining input from employees about change initiatives. Theme 3, resistance, indicated the need for continued training and development for implementation and sustainment of change initiatives. Continual inspection of processes assists in identifying individuals that may need additional training or instruction. Leaders express to employees that training is a benefit, and support from the leadership is always available.

During the investigation of the process of developing and implementing successful change processes, I found that communication with employees by leaders in a group setting was the major reason for continued achievement. Continued research and studies allowed the leaders to develop positive change that resulted in better treatments for patients. Leaders of other narcotics treatment programs who desire to have a high success rate of developing and implementing change should follow the example set by the community partner in this study. Conducting weekly open forum meetings and obtaining employee feedback, keeping up with current studies on treatment and passing that information to employees, and engaging in continual oversight and training to ensure sustainment have formed the basis for the community partner's success in change. Obtaining employee acceptance is essential to a successful and sustainable change program (Jones Christensen et al., 2014).

Implications for Social Change

Success of change initiatives is dependent upon employee acceptance and a mitigation of resistance to change (Meier et al., 2013). Participation in and communication about change are leading factors to mitigating resistance (McKay, Kuntz, & Näswall, 2013). P3 noted, "The leadership keeps all the employees here informed of changes that are in the future so we can get needed feedback." P2 added, "We have to make the changes on the front side of a problem as opposed to being reactive about it." An employee's understanding of the company values and goals will assist employee acceptance to change (McDaniel & Malone, 2015). P4 stated "We are purpose driven and you we have a mission statement, core values, and a vision to provide affordable, comprehensive treatment to patients who need treatment and to focus on customer service and hospitality, and we look at our entire treatment team. Our entire staff has to play a role.

The narcotics treatment program develops and implements change initiatives around the needs of patients to increase the success of treatments, which produces productive members of society. P1 offered

> We're here talking about patient's lives. So, we absolutely, when making a change, must do our research. We have to know what we're doing. We have to have discussions and be willing and open to talk to other medical professionals and other facilities.

Part of treatment must include consistency for the patient (Lutman, Lynch, & Monk-Turner, 2015). The changes made at the community partner's organization include

consistency and active participation in the community. P3 said, "When it comes to dealing with other businesses in the community our owner spends a lot of time and effort to build a community relationship."

The results of this study may contribute to social change by introducing how to introduce change, providing outcomes of employee participation, educating about the importance of communication and follow-up, and keeping the welfare of the patient at the center of all change decisions. If leaders from other narcotics treatment programs would approach development and implementation of change the same way or similar to the community partner in this study, a significant social change could take place. Communities may better accept patients who completed a program and have a desire to contribute to the economic stability of the community (Lutman et al., 2015).

Some business leaders lack the strategies to develop and implement organizational change initiatives successfully (Latham, 2013). Leaders with continued success developing and implementing change initiatives communicate with employees, obtain employee input, and follow up to ensure sustainment (Lewis et al., 2013; Pihlak & Alas, 2012). The archival data and interviews provided information leaders could use to develop, implement, and sustain change initiative in narcotics treatment programs. The results provide a process that may be useful to improve patient, stakeholder, and community relationships, as presented from the interviews.

Recommendations for Action

A need exists for leaders of narcotics treatment programs to institute successful change initiatives centered on patient care. Change for the sake of the patient sustains

when leaders communicate to employees, involve employees, and follow up on change

initiatives. The result of patient-centered change may improve community perception of

narcotics treatment programs and recovered patients. The findings from this study may

send a message to leaders of narcotics treatment programs the need to understand the

importance of and implications of patient-centered change. The interviews and data

established that communication, employee involvement, and follow up are integral to

mitigating resistance and sustainment of change.

Leaders of narcotics treatment programs should pay attention to the results of this

study, obtain employee input, institute weekly meetings to keep the lines of

communication open and put a monitoring program in place to ensure sustainment of

change. Once instituted, two-way communication and patient-centered change are the

primary focus, resistance to change will decrease, and more patients will enter society as

productive members. Open communication creates a close-knit environment which

decreases resistance to change (Battilana & Casciaro, 2013).

Communication was discussed most during the interviews. Leadership could

distribute the findings of this study when presenting information to government agencies

and publications about patient treatment. Other narcotics treatment program leaders could

institute the recommendations and scholars could study and report the results in the

academic literature. The community partner received a copy of this study. I will pursue

publication and afterward may seek other opportunities to present findings in publications

related to narcotics treatment.

Recommendations for Further Study

Refining the topic should start with better research and proper referencing. Several researchers misquote popular sayings, often without verifying sources. Beer and Nohria (2000) referenced but misquoted Hammer (1990). Hammer (1990) stated that an unscientific estimate was that 50% - 70% of re-engineering processes fail, referring to updating new technology. Kotter (1995) stated 50% of companies failed in establishing a sense of urgency, not failure of the entire change initiative. Based on results from the study of 100 companies over 10 years, only a few of the companies had complete failure. Current success measures come from applications for the Baldrige Award, where 10% of companies that apply receive an award (Latham, 2013). The Baldrige Award is the standard which measures organizational improvements. This information suggests that there is a high failure rate of change initiatives based on the standards set in the application for the Baldrige Award but not all companies going through change apply.

The next step I would recommend that a more in depth nationwide study in the U.S. be conducted since the issue of changes in patient care in narcotics treatment programs is a national one. Expanding the study nationally cold result in different information due to differing business and social interactions in different regions across the U.S. It may help in the study to include other employees who are involved with change initiatives. A mixed method may prove more appropriate in determining success rates of change processes and how they relate to patients. Things to consider may include the lack of honesty by employees' due to fear of reprisal by leaders. Some organizations leadership and employees may have bias against any change and not willing to participate

where others love change and are over enthusiastic. Other personal feelings may skew the responses to questions by some participants.

Narcotics treatment programs are usually private but must adhere to government policies. Privacy is an issue with sharing treatment information. Utilizing social media could provide a more affordable platform for patients and make treatment more accessible. Due to the privacy laws, finding a way to successfully use social media for patient care and dissemination of information is still an unanswered question and deserves more thorough research.

Reflections

The experience of going through the DBA program at Walden was enlightening. I discovered that the process of conducting doctoral research is very specific to ensure and protect the integrity of the program. The knowledge obtained from the process was gratifying and challenging. During my research of successful development and implementation of leadership change, I found conflicting opinions in some of the literature but found alignment in the data collection with the majority of literature.

I have not had any association with a narcotics treatment program before this study. Staying within the parameters of the research process set in the rubric mitigated bias. Due to the conversations with leaders of the community partner, some relationships will continue to develop. The time spent with the leaders of the narcotics treatment program educated me in the deep care everyone in the program has for each other and the patients. The group of individuals that make up the organization I studied showed me that success comes from caring for the people involved, whether patient or employee.

Conclusion

The purpose of this qualitative single-case study was to determine what leaders in a narcotics treatment program do to develop and implement successful change initiatives. Four leaders from a narcotics treatment program in the southeastern United States participated in this study. Archival data and face-to-face semistructured interviews provided the data needed for the findings.

In developing a change initiative for implementation, leaders of narcotics treatment should consider multiple aspects to ensure success. The themes identified through analysis comprised of (a) communication, (b) education through research, and (c) resistance. The themes discovered were comprised of different accounts used by the leadership to better ensure the development and implementation of successful change. Responses from participants during the interviews provided insight to procedures followed to repeat the success and sustain the change.

All four leaders referenced communication as the theme as the key to success followed by research and education when developing and implementing change. Monitoring of the implemented changes was signified as important to sustaining the changes. All change must center on what is in the best interest for the patient's care.

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Appendix A: Letter of Cooperation

Community Research Partner Name
Contact Information

Date

Dear Researcher Name,

Based on my review of your research proposal, I give permission for you to conduct the study entitled Developing and Implementing Organizational Change within the <u>Insert Name of Community Partner</u>. As part of this study, I authorize you to recruit volunteer participants, conduct interviews, member check all data gathered from the interviews, and results dissemination activities. Individuals' participation will be voluntary and at their own discretion.

We understand that our organization's responsibilities include: providing a list of personnel and their contact information and other resources, such as historical information that applies to the study. We reserve the right to withdraw from the study at any time if our circumstances change.

I confirm that I am authorized to approve research in this setting and that this plan complies with the organization's policies.

I understand that the data collected will remain entirely confidential and may not be provided to anyone outside of the student's supervising faculty/staff without permission from the Walden University IRB.

Sincerely,
Authorization Official
Contact Information

Appendix B: Confidentiality Agreement

Name of Signer: Hardy DeLay

During the course of my activity in collecting data for this research: "Developing and Implementing Organizational Change" I will have access to information, which is confidential and should not be disclosed. I acknowledge that the information must remain confidential, and that improper disclosure of confidential information can be damaging to the participant.

By signing this Confidentiality Agreement, I acknowledge and agree that:

1. I will not disclose or discuss any confidential information with others, including friends or family.
2. I will not in any way divulge, copy, release, sell, loan, alter or destroy any confidential information except as properly authorized.
3. I will not discuss confidential information where others can overhear the conversation. I understand that it is not acceptable to discuss confidential information even if the participant's name is not used.
4. I will not make any unauthorized transmissions, inquiries, modification or purging of confidential information.
5. I agree that my obligations under this agreement will continue after termination of the job that I will perform.
6. I understand that violation of this agreement will have legal implications.
7. I will only access or use systems or devices I'm officially authorized to access and I will not demonstrate the operation or function of systems or devices to unauthorized individuals.

Signing this document, I acknowledge that I have read the agreement and I agree to comply with all the terms and conditions stated above.

Signature: Date:

Appendix C: Interview Questions

1. What drives change in your organization?

2. How do you define and align leadership around the business case and vision in organizational change?

3. How have key leaders helped employees understand the development and implementation of organizational change processes?

4. What involvement did employees have during development and implementation of successful organizational changes?

5. What steps has leadership taken to prevent resistance to change?

6. What purpose does social media serve in your organization during change?

7. What is the organizational process for moving employees through the change stages?

8. What is the process for ensuring the organization is prepared and equipped to execute and sustain organizational process change results?

9. What organizational processes do you use to manage risk during the implementation of change?

10. How would you improve the organizational change process?

Appendix D: Interview Protocol

Actions	Script
Introduction and explanation	Hello, my name is Hardy DeLay, I am currently a student working towards a doctorate in business administration (DBA) at Walden University. Thank you for participating in my research on strategies of business leaders use to enhance the successful development and implementation of change entitled: "Developing and Implementing Organizational Change". The interview should take no more than 30 minutes. This interview is recorded to assure your responses are correctly taken. After the interview, I will send you a copy of the transcript for member-checking, a means for you to check the accuracy of the information transposed. Do you have any questions you would like to ask me before we get started? (Answer questions if any are asked then move on with the interview)
	Interview Questions
a. Write down nonverbal cues b. Pay attention to the participant c. Ask follow-up questions to obtain more meaning if needed	1. What drives change in your organization?
	2. How do you define and align leadership around the business case and vision in organizational change?
	3. How have key leaders helped employees understand the development and implementation of organizational change processes?
	4. What involvement did employees have during development and implementation of successful organizational changes?
	5. What steps has leadership taken to prevent resistance to change?
	6. What purpose does social media serve in your organization during change?
	7. What is the organizational process for moving employees through the change stages?
	8. What is the process for ensuring the organization is prepared and equipped to execute and sustain organizational process change results?
	9. What organizational processes do you use to manage risk during the implementation of change?
	10. How would you improve the organizational change process?

Actions	Script
Reinforce member checking, thank participant	Thank you for your time and consideration, do you have any additional questions or comments?
Schedule member checking	What day and time works for me to call and speak to you concerning the follow-up member checking? I will send you a copy of the transcript prior to the call.
Follow–up Member Checking Interview	
Actions	**Script**
Email transcript with instructions Add a list of additional questions that may come up during transcription if need for clarification.	(Participant), Thank you for your participation. Attached is the transcript from the interview. Please read through each question and response. If you feel the need to make a change to any response, please feel free to make changes but do so using a different color font. Then, return the corrected version back to me before our scheduled call on (mm/dd/yy).
Make call to participant	Hello (participant), Thanks for getting the revision of the interview back to me. (If not returned, offer to complete changes for participant while on the phone or reschedule for another day.) Is there anything else you want to add that you didn't include in your edits? I will continue my study and let you know when it is complete. Thank you for your time and consideration, do you have any additional questions or comments? I will send you the final copy of the transcript from this interview and the study once completed. Is it alright to reach out to you again if I need any clarification in the future? I appreciate your time and participation, please contact me if you have any questions.