July 31 - August 5 2017, Ho Chi Minh City (Saigon), Vietnam

PROPOSING AN INTEGRATED CHANGE MANAGEMENT MODEL FOR THE UNITED NATIONS

Raafat Saadé *	Concordia University, Montreal, Canada	Raafat.Saade@concordia.ca
James Wan	International Civil Aviation Organization (ICAO) Montreal, Canada	JWan@icao.int

*Corresponding Author

ABSTRACT

Aim/Purpose	Using United Nations as the backdrop, this article present a theory-based conceptual model. The results of this empirical study also identify the most influence factors to the success of change management to the United Nations.
Background	In 2000, the issue of management reform started taking center stage in the United Nations, and change efforts were presented to various governing bodies regularly as an indicator of organizational performance. However, existing change theories put many efforts on addressing the institutional management and behavior problems. Only a few answered the phenomenon existing in the U.N. context.
Methodology	Using the data collected from seven United Nations organizations, we assess the psychometric properties of validated survey items, followed by EFA and then CFA.
Contribution	Change management in the United Nations context is rarely being studied. Fifteen items in five constructs describing impact factors for current change process in the United Nations are derived.
Findings	This article identified five factors, including Communication, Transparency, Culture, Participation, and Resistance, that are the most influence factors with implication to change and change management in the United Nations.
Recommendations for Practitioners	To United Nations management professionals, they should not only emphasize on the implementations of the change process, but also, as our findings clearly show, on institutional pressures such as culture. However, the results of this study also show that putting efforts on clear organization's objectives and pro-

	cedure, smooth improvement process in place, transparency with the encouragement of staff participation, will significantly reduce such impact from the resistance of staff.
Recommendation for Researchers	The U.N. context is changing today at a faster rate. The U.N. is rarely being studied. Organizational theories applied to management frameworks provide great opportunity for research. These studies can also investigate management theories as they apply to the various types of U.N. organizations such specialized ones and other NGOs.
Impact on Society	As one of the biggest players in the international political and economic stage with a significant influence on the stability of global society, this study introduces an understanding of this political nature body that does not only benefit the knowledge of the organization but also indirectly impacts on the sustainability of the global community in the long run.
Future Research	This research makes significant implications for future studies in the change management theory from an integrated view in the context of the United Nations. That could attract more attention further on an integration of strategic management, the cohesive methodology of project management practices as well as assimilated performance management research from within the U.N. system.
Keywords	change management, United Nation context, integration, theory of change, integrated management model

INTRODUCTION

The United Nations (U.N.) General Assembly resolved "to ensure that the organization is provided on a timely and predictable basis with the resources it needs to carry out its mandates" and urged "the Secretariat to make the best use of those resources." Since then, the issue of management reform started taking center stage in U.N. organizations, and reform efforts were presented to the Assembly regularly showing as an indicator of organizational performance. Since then, 'change management' has become part of operations in the U.N., using it as a justification to control budget growth. As a result, it has introduced endless debates and discussions between the Secretariat and the member states. Both sides of the argument were well supported, and a mutual feeling of unease evolved into a general sentiment of distrust. Consequently, introducing a change management initiative of any kind often resulted in deepening discomfort in that change causes uncertainty for both stakeholders and the Secretariat about future rights, responsibilities, privileges, and roles.

For these reasons, reform efforts must be transparent and participatory, to a certain extent, in nature. Hence, in the attempt to improve management at the U.N. the magnitude of the challenge that the U.N. is facing cannot be ignored. Anything short of a full understanding of such challenge would obstruct the ability to reach sustainable solutions and render efforts obsolete. U.N. member states have been discussing change efforts for decades, but an agreement among member states or even within the Secretariat has proven difficult because of competing interests.

Therefore, it is evident that the intergovernmental nature of organizations must always be taken into account. Ignoring this fact will only perpetuate more complications and further threaten potential achievements. While reform efforts of the past have been fragmented and many change processes ran here and there, their results must be thoroughly analyzed and reasons for failure completely understood. Launching a reform vision that ignores past efforts and does not address the concerns of all stakeholders will rarely translate into reality. This article investigates a theory-based conceptual model to address the "change management" challenges to U.N.

LITERATURE REVIEW

The planned approach to organizational change – Kurt Lewin's model of change (1951), the emergent approach to organizational change – Kotter's model of change (1995), and Anderson and Anderson's model of change (2001) are some popular approaches in the literature. They mainly emphasise organizational change from how the broader, general patterns of change affect an organization as a whole, down to the difficult psychological adjustment of individual members of the organization. Nonetheless, these three perspectives do not provide an integrated understanding of the organizational change process that is useful for managers who find themselves in the position of planning and/or implementing change (Siegal et al., 1996). The Managing Change framework (Burke & Jackson, 1991; Burke & Spencer, 1990) offers just such a perspective. Burke's framework integrates the strengths of the theoretical perspectives presented above and incorporates important issues involved in evaluating the overall effectiveness of the change process as follows:

1. **Individual response to change**. Nature, prevalence, and utility of resistance to change.

2. **General nature of change**. Whether effective large system change is evolutionary or revolutionary in nature and the characteristic patterns that typify change efforts in organizations.

3. **Planning change**. Causes of change in organizations, articulation of the vision, how to get from the present to the future, and barriers to effective transitions.

4. **Managing the people side of change**. When and how much to communicate about change within the organization and psychological issues related to transition.

5. **Managing the organizational side of change**. Design and structural issues of systemic and long-term change efforts.

6. **Evaluating change**. Indicators of a change effort's effectiveness.

The Managing Change Questionnaire (Burke, 1988) has been extensively used to assess executives', managers' and organizational change practitioners' different perspectives regarding the fundamental propositions in each of the above six sub-dimensions. The measurement instrument is grounded in principles and concepts derived from social psychology, organizational theory, and organizational behavior as well as from consulting experience (Beckhard & Harris, 1987; Burke, 1988, 1994; Burke & Jackson, 1991; Burke & Litwin, 1992; Chandler, 1962; Duval & Wicklund, 1972; Goodstein & Burke, 1991; Kanter, 1983; Lawler, 1992; Lewin, 1958; Lippitt, Watson, & Westley, 1958; Schein, 1987; Tichy & Devanna, 1986).

Today, more so than ever, with increasing demands from the global society, all U.N. organizations are facing challenges, sourced from political, social, and economic forces, and at the same time, they are also under pressures dealing with inherent uncertainties due to organizational change, mandated by member states. Organizational effectiveness and efficiency, technological innovation, legislation, internationalism, and workforce expectations equally are just some of the multitudes of factors imposing increasing pressures to U.N. organizations to create a sense of urgency to change. As a result, of "the unstable environmental conditions in which modern organizations operate means that the ability to successfully manage change has become a key competitive asset" (Macredi & Sandom, 1999). These current changes are usually rapid in nature and may encompass the entire organization or a substantial portion of it. Thus, to be sustainable and maintain its relevancr to the global community, U.N. organizations continue to find their ways of implementing new goals, policies, strategies, systems, and methods of working to cope with pressures and forces mentioned above they face. Moreover, other than forces and pressures, facing similar pressure as the public sector, U.N. organizations also face competitions from numerous NGOs and government-funded organizations that constitute additional 'change driver' on U.N. organizations. However, from the literature review of discussed models and approaches in this section, there is no doubt that the forces, drivers, and assumptions factors behind the organizational change are numerous and varied. Consequently, all these global

changes have stimulated much debate in U.N. about 'Where U.N. will move to'. Accordingly, existing operational, technological, financial, and business practices have to break away from their traditional business-as-usual modus operandi to provide more being-in-line-with climate change.

In summary, for change management to be implemented successfully to the U.N., the following preliminary factors should be considered:

1. **A sense of urgency:** To create a sense of urgency requires clear and honest communications that create a sense of urgency rather than a sense of doom.

2. **Clear vision and goal**: Vision is more than an image of the future. It has a compelling aspect that serves to inspire, motivate, and engage employees. Vision has been described by Manasse (1986) as 'the force which molds meaning for the people of an organization.' It is a force that provides meaning and purpose to the work of an organization.

3. **Empowerment to employees**: The model must address the concept of changing processes to empower employees in the organization to change including evaluating the current systems, processes, and capabilities to facilitate the process of change (Farrell et al., 2005).

We argue that change in U.N. organizations is overwhelmed with its complexity. However, change is necessary, rather than an option to all U.N. organizations. Success in the implementation of organizational change highly depends as much on the sensitivity to various views of a diverse background of stakeholders, on the degree of support from influential member states and the soundness as well as the feasibility of the principles of the change approach adopted, such as the Theory of Change. Moreover, change in U.N. seems to have a more profound effect as compared to other sectors, resulting in a change of the nature of U.N. business environment primarily driven by changes in the global society, the environment, and innovative technologies. Change has also impacted on the way U.N. manages new working styles, the pace at which change occurs, communication strategies, work ethics and values, employee attraction, retention, and engagement, organizational intelligence, succession planning, and, even, organizational behavior.
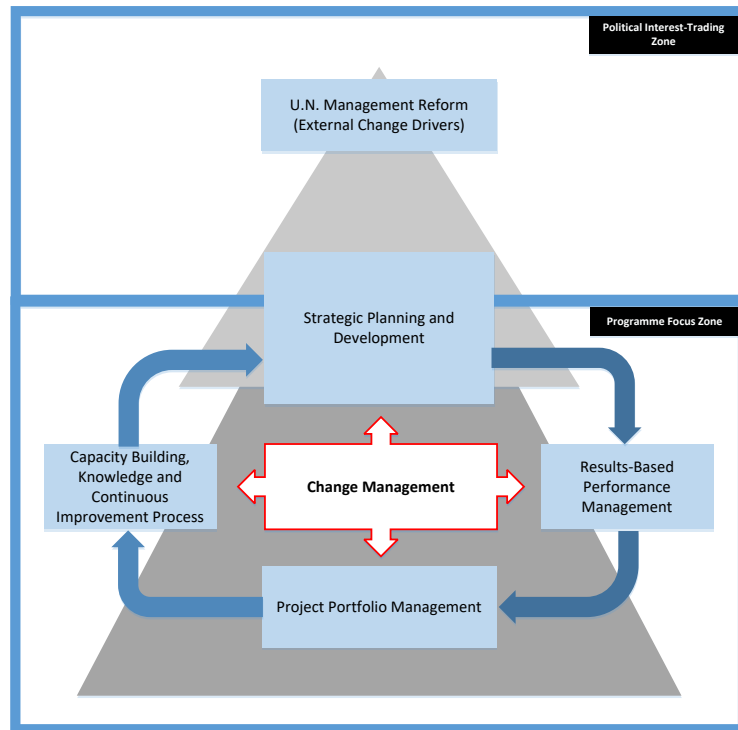
PROPOSED CONCEPTUAL MODEL

According to the literature review, a theoretical model can be postulated for managing change in the U.N. context. In view that changes are triggered by both external and internal drivers that are inevitable for the U.N. organizations, to ensure that U.N. organizations can bring in change effectively, it is vital that the U.N. has to thoroughly manage change, build capacity through continuous learning and adjustment for improvement, and implement their programmed mandate with positive outcomes for the organization in an integrated fashion. The proposed conceptual model presented in Figure 1 is divided into two zones:

1. Political interest trading zone (Top): The top part of the figure represents the management reform process (entailing the member states and the Council), and overlaps with the strategic management (direction) activities which control the operations of the secretariat. Business in this zone is operated in an environment of global conflicts, greatly influenced by power, special agendas, and interest exchange.

2. Programme focus zone (Bottom): This zone (bottom part of the figure) focuses on exercising the organization's mandate by managing strategy, especially in the strategic development, performance, projects, and operations. This is done at all levels of programme, project and service implementations.

3. The area near to the border of both zones is where the management turbulence increases. While governments arrange their officials working at the Secretariat (public sector forces), many professionals also from the industry also join U.N. management team providing their

industry experience (industry forces). As a result, management turbulence often occurs due to the different ideas, from these two forces, in managing U.N. business forward.

Figure 1: the conceptual model of integrated management in the U.N.

Figure 1 provides the theoretical details to the conceptual model. This figure illustrates the theoretical constructs within their respective conceptual areas. It not only shows the components and their inter-relationships among management models but also represents a notion of continuous improvement cycle. This representation is equivalent to enterprise resources planning end-to-end cycle and can be more accurately identified as an Organizational Change and Impact Planning (OCIP) cycle. With the cycle, we have the change management activities (center) that interact with all external and internal stakeholders for information exchange, support and collection of feedback and similar sense making. This knowledge gained with the stakeholders gets transformed to the next desired improvement iteration leading to the necessity for a revised strategic plan (top). This new revised strategic plan drives the process of performance measurement from the previous strategy and facilitates the modification of the instituted performance management framework while at the same time addressing the continuous increase in efficiencies. With the updated performance management framework, the details of its implementation are negotiated and established with the internal stakeholders thereby compiling a set of results-based measurable indicators (right). These indicators are programme focused and require an activity of leveling so that all initiatives are balanced towards the strategic objectives thereby mitigating possible adverse impact to organizational change caused by relatively weaker parts of the organization. These programme-focused indicators lead to the creation of projects to be managed under a number of portfolios (bottom) whose primary outcomes is to build capacity and organizational intelligence. This point of the OCIP cycle is of the utmost importance as it is the single condition to make change management possible. At this point, new knowledge gets transferred and communicated to all internal and external stakeholders, which makes continuous adjustment and improvement possible (left).

Accordingly, we have compiled top three facts that significantly impact the current change process, in the U.N.

- Staff members are not encouraged to engage discussions about change that often provokes more resistance from the Secretary.

- Addressing resistance to change should include managing apathy about change.

- Effective organizational change requires smooth incremental change steps.

CONCLUSION

In this article, we present a theory-based conceptual model in the context of the United Nations. The results of this empirical study also identified the most influencing factors for change management. In 2000, management reform took center stage in the United Nations, and change was considered as an indicator of organizational performance. Existing change theories address institutional management and behavior problems but do not consider the phenomenon existing in the U.N. context.

Using the data collected from seven United Nations organizations, we assess the psychometric properties of validated survey items, followed by EFA and then CFA. Results of the analysis produced five factors, including Communication, Transparency, Culture, Participation, and Resistance, which are the most influence factors with implication to change and change management in the United Nations.

Implications to professionals include implementation of the change process, institutional pressures such as culture, clear organization's objectives and procedure, smooth improvement process in place, and transparency with the encouragement of staff participation.

The U.N. is facing increasing amounts of pressure for change, yet it is rarely being studied. Organizational theories applied to management frameworks provide great opportunity for research and can include their application to the various types of U.N. organizations and other NGOs and international NGOs.

As one of the biggest players in the international political and economic stage with a significant influence on the stability of global society, this study introduces a new understanding of change and change management within this political nature body. It makes significant implications for future studies in change management theory and that could attract more attention for further research in strategic management, and the cohesive methodology of project management practices.

REFERENCE

Anderson, D., & Anderson, L. A. (2001). *Beyond change management: Advanced strategies for today's transformational leaders*. San Francisco, CA: Jossey-Bass/Pfeiffe,.

Beckhard, R., & Harris, R. T. (1987). *Organizational transitions: Managing complex change* (2nd ed.). Reading, MA: Addison-Wesley.

Burke, W. W. (1988). *Managing change questionnaire*. Pelham, NY: W. Warner Burke Associates.

Burke, W. W. (1994). *Organization development: A process of learning and changing* (2nd ed.). Reading, MA: Addison-Wesley.

Burke, W. W., & Jackson, P. (1991). Making the SmithKline Beecham merger work. *Human Resource Management*, *30*, 69-87.

Burke, W. W., & Litwin, G. H. (1992). A causal model of organizational performance and change. *Journal of Management*, *18*, 523-545.

Burke, W. W., & Spencer, J. L. (1990). *Managing change: Interpretation and industry comparisons*. Pelham, NY: W. Warner Burke Associates.

Chandler, A. D., Jr. (1962). *Strategy and structure*. Cambridge, MA: MIT Press.

Duval, S., & Wicklund, R.A. (1972). *A theory of objective self-awareness*. New York, NY: Academic Press.

Farrell, J. B., Flood, P. C., Mac Curtain, S. M., Hannigan, A., Dawson, J., & West, M. (2005). CEO leadership, top team trust and the combination and exchange of information. *The Irish Journal of Management*, *26*, 22-40.

Goodstein, L. D., & Burke, W. W. (1991). Creating successful organization change. *Organization Dynamics*, *19*(4), 5-17.

Kanter, R. M. (1983). *The change masters: Innovation and entrepreneurship in the American corporation*. New York, NY: Simon & Schuster.

Kotter, J. P. (1995). Leading change: Why transformation efforts fail. *Harvard Business Review, March-April*, 1-10.

Lawler, E. E. (1992). *The ultimate advantage: Creating the high-involvement organization*. San Francisco, CA: Jossey-Bass.

Lewin, K. (1958). Group decision and social changes. In E. E. Maccoby, T. M. Newcomb, & E. L. Hartley (Eds.), *Readings in social psychology*(3rd ed.) pp. 197-211. New York: Holt.

Lippitt, R., Watson, J., & Westley, B. (1958). *Dynamics of planned change*. New York, NY: Harcourt Brace.

Macredie, R. D., & Sandom, C. (1999). IT-enabled change: Evaluating, improvisational perspective. *European Journal of Information Systems*, *8*, 247-259.

Schein, E. H. (1987). *Process consultation volume 2: Lessons for managers and consultants*. Reading, MA: Addison-Wesley.

Siegal, W., Church, A. H., Javitch, M., Waclawski, J., Burd, S., Bazigos, M., ... & Warner Burke, W. (1996). Understanding the management of change: An overview of managers' perspectives and assumptions in the 1990s. *Journal of Organizational Change Management*, *9*(6), 54-80.

Tichy, N. M., & Devanna, M. A. (1986). *The transformational leader*. New York: John Wiley & Sons,

BIOGRAPHIES

Dr. Raafat George Saadé has been teaching on the faculty since 1998. He obtained his Ph.D. in 1995 (Concordia University) after which he received the Canadian National Research Council postdoctoral fellowship, which he completed at McGill University in Montreal. Dr. Saade has published in journals such as Information & Management, Decision Sciences, and Expert Systems with Applications. His research interests include the development and assessment of information systems and the supply chain of digital information

James Wan is CIO & Deputy Director of Administration and Services at the International Civil Aviation Organization (ICAO), United Nations Specialized Agency. He provides policy and authoritative technical advice to ICAO senior management group on the acquisition/development, implementation, use and management of information and communication technology systems in a changing business environment. He plans, develops and maintains information and communication applications, systems, strategies, policies, standards, and procedures in response to the business needs of the Organization.