Announcing the Final Examination of Serina Al-Haddad for the degree of Doctor of Philosophy

Time & Location: March 12, 2014 at 1:00 PM in Engineering 2 3I2L
Title: Aligning Change Method with the Organizational Change Type for Successful Change

The motivation behind this research is the complications and ambiguity associated with successful organizational change and the ample of available approaches in dealing with these complications and ambiguity.

Many definitions and methods have been suggested to manage change; however organizations still report a high failure rate of their change initiatives. These failure rates provide continual need for research and investigation, and debatably imply a lack of a valid framework for managing successful organizational change.

This dissertation critically reviewed the concept of having one change approach as the “silver-bullet”. This dissertation contributed a roadmap to the change management literature and provided definitions for describing change types, change methods and change outcome. This dissertation also developed a conceptual model that proposed relationships and connections between the change types, change method and change outcomes that was assumed to enable successful change. To validate the dissertation conceptual model, seven hypotheses were assumed and a self-administered survey was developed and conducted (on-paper and online). The respondents were professionals involved in change projects from the Central Florida region. The unit of analysis in this research was a completed change project. Respondents were asked to complete the survey for two different projects: a successful project and an unsuccessful project. Statistical processes were followed to verify the conceptual model and test the research hypotheses.

Based on the data collected, exploratory factor analysis was used to verify the validity and reliability of the conceptual model measures. Results of the hypotheses testing revealed that the increased alignment of the change project type and change methods does not necessarily relate to more successful change, but it is the increased use of change methods that significantly relate to more successful change. The analysis also revealed that there is a relationship between the change project duration and change methods that relate to more successful change.

From the viewpoint of change project managers, the results of this dissertation have clarified that the higher the level of the change methods, the more successful change is. The results also clarified that the methods that relate to more successful change are identifying the change opportunity/situation, measuring the performance of the situation that needs change, properly implementing the change, establishing suitable plans and controls to sustain the change, and having a credible team leader who influences the major decisions during the change.

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Bachelor’s of Industrial Engineering, BS, 2006, University of Jordan
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Approved for distribution by Timothy Kotnour, Committee Chair, on February 12, 2014.
The public is welcome to attend.