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THE ROLE OF STRATEGIC PLANNING ON THE MANAGEMENT OF ORGANIZATIONAL CHANGE

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ABSTRACT

Strategic planning is very crucial in a successful change management. This is because a successful change management is a catalyst to the survival of any organisation in the face of continuously competitive business environment. However, the introduction of these changes, tends to be problematic and part of a puzzle. The present study seeks to illustrate the importance of strategic planning as a fundamental tool in a successful management of change in overcoming the complexities that accompany change. It is a literature review based study which concludes that the focus on change implementation in change processes alone is not enough to provide robust results of change goals. Consequently, organisations which adopt strategic planning as a fundamental tool at the early stages of their change processes tend to gain an advantage of achieving change goals.

Keywords: Influence, Strategic planning, Change and change management.

Contribution/ Originality

The present study reviews issues of types and drivers of organizational change, resistance to change and reasons of failure of if, change management models and management of organizational change, focusing on the importance of strategic planning in change management processes concluding that strategic planning is a fundamental tool of change success.

1. INTRODUCTION

Change is a factor that does not cease to exist in business operating environments especially in the 21st century (Burnes, 2004). According to this author, an organisation's ability to survive in its long-term goal may be judged on its ability to manage change in the face of competitively changing environments. Luecke (2003) supports this assertion by saying that a successful change management is crucial for survival, sustenance and competitive advantage. However, most organisations are concerned with budgeting, evaluation of rate of return and current balance

sheet rather than giving attention to the effectiveness of change in their organisations (Luecke, 2003). Today's working environment 'obligates' organisations to adopt to changes in order to remain in competiveness and can therefore be risky for any organisation that does not respond to its internal and external environmental dynamics (Beach, 2006). A number of internal and external factors serve as catalysts for change in organisations. According to Buelens *et al.* (2002) and Balogun and Hailey (2004) external factors include globalisation, demographics, technological advancement, social, government legislation and political pressures. Internal factors such as organisational structure, human resource requirements such as high demand of knowledge workers and managerial decisions also account for change in organisations in order to gain sustainability in the face of changing conditions (Burnes, 2004; Carnell, 2007; Wood *et al.*, 2010).

These factors cause uncertainty about the future since they are constantly changing and unpredictable. Technological advancement for instance may result in the installation of more efficient facilities which in most cases may replace most human resources resulting in providing more efficiency through layoffs (down-sizing) Graetz (2000). High demand of knowledge workers for instance has brought managerial changes in organisations today (Senior, 2002). The characteristics of these workers such as 'well-educated', 'qualified', 'intellectual thinkers' and complicated problem solvers have brought changes to leading and management approaches making traditional leadership methods of 'command and control' questionable as they require onally, a 'system of persuasion' to work effectively (Alvesson, 2004). Additionally, most organisations operate in areas where much competition exists and this has resulted in virtual organisations with much emphasis on mobility of the international labour market (Martin and Osberg (2007) as cited by Jones (2010)). It is in this bid that Luecke (2003) points that in order to gain success for survival in such dynamic environments, organisations must look into change factors and adopt strategic measures to respond accordingly.

The argument therefore is, how do organisations implement and manage change to ensure long-term successes in alignment with organisational goals and objectives without evoking employee resistance to change? Managers and employees therefore have different view point about change (Strebel, 1996).

Strategic planning (SP) is often seen as an influential tool in managing change (Boddy, 2011; Johnson *et al.*, 2011). It is in this bid that Burnes (2004) argues that, due to the fact that an organisation's life is characterised by change at all levels of operations, there is the need for organisations to envisage their desired future position and plan how to get there, taking into consideration how those changes can be managed. Perhaps, the reason to the successes and failures of organisations can be attributed to strategic planning of change (Poter, 1996). Therefore, change management and SP go hand in hand (Rieley and Clarkson, 2011). The end of SP should not only entail implementation of strategic plans but management of change as well. Top managers and stakeholders must be aware of the impacts of SP in the management of the

change. This would help management to gain judgemental evidence whether the allocated resources directed towards implementing a change strategy is indeed worthwhile or not (Johnson *et al.*, 2011).

It is worth noting that, the evaluation of the influence and roles of SP should not only focus on quantitative outputs such as financial indicators, but attention must be given to the qualitative impacts such as behavioural outputs. Due to this reason, the research has stimulated the evaluation of qualitative roles that SP plays in change management.

Today's trends are constantly changing the shape of organisations because drivers of change continue to exist within and outside organisations. Currently, most organisations are facing complexities in achieving organisational goals due to the inability of looking deeply into how change must be introduced and managed (Buelens *et al.*, 2002; Todnem, 2005). Literature on financial outputs on performance of SP continue because of the focus of many researchers in the area (Falshaw *et al.*, 2005; Ridwan and Marti, 2012). The evaluation of the qualitative influence of SP in change management will therefore help bridge the gap in knowledge.

SP entails series of managerial decisions for the long-term survival of the organisation. It particularly deals with strategic decisions with regards to the strategic position of the organisations (Johnson *et al.*, 2011). Consequently, SP in change management monitors and evaluates opportunities and threats in business contexts. This is to determine strengths and weaknesses surrounding business' capacity to respond to change. The effect is the capitalisation of the strengths and opportunities to overshadow organisational weaknesses to achieve change goals. It is a fundamental tool of every organisation even if not explicitly shown and formulated to respond proactively to changing environments (Johnson *et al.*, 2011)

Notwithstanding, pro-activeness must be a mark of every organisation in this changing times. The dictatorship of drivers of change propels organisations to strategize measures to respond and deal with changing times. It has therefore become a competitive edge for organisations to act proactively toward change by using strategic planning as a tool. This is to say, size or location of an organisation must not be a stumbling block in the development of strategies for change. However, the influence and roles of SP in managing organisational change must be taken into consideration.

The focus of this research is to evaluate the impacts resulting from strategic planning in the management of change in organisations.

The thrust of this study is to contribute to knowledge in the specified study area. It will also produce information to top management and stakeholders to assess and value the various resources allocated to strategic planning in managing change in their organisations.

2. STRATEGIC PLANNING AND THE MANAGEMENT OF ORGANISATIONAL CHANGE

2.1. Brief Background of Strategic Planning (SP)

The idea of SP has a historic significance of 'defence values' from the military when they planned stratagems to defeat the enemy (Wall and Wall, 1995; Johnson *et al.*, 2011). The ultimate aim of SP was to gain competitive advantage over the enemy. The process of SP crept into business organisations as an important management tool to set direction for change. There are some factors that triggered SP during that period; high rate of globalisation when Europe and Japan had started to gain economic grounds again after Second World War, as well as growth of information technology and changes in transportation (Schendel and Hofer, 1979). Consequently, in the 1980's, SP begun to operate in the public sector, a period of increased management thinking due to the emergence of liberal market philosophy (Streib and Poister, 2002). From the 1965, SP has since gained prominence of a standard management tool for change implementation and management (Schendel and Hofer, 1979).

2.2. Strategic Planning and Change

Against the background of growing knowledge workers, high rate of advanced technology and a shift of customer demands, change has become a permanent phenomenon that persists in organisational life (Burnes, 2004). Nonetheless, while the need for change is regarded by most organisations, about 70% of change programmes does not give desired results (Balogun and Hailey, 2006).

The concepts of SP and change are historically connected with its theoretical and its practical application. To have a clear understanding of SP, it is essential to look at what planning means. Boddy (2011) defines planning as 'the iterative task of setting goals, specifying how to achieve the goal, implementing the plan and evaluating the results'. It may be synthesised from this definition that planning is the analysis and anticipation of future environments, the selection of what is to be achieved (objectives) and the determination of necessary approaches to achieve a goal.

Bryson (2010) and Brammer *et al.* (2010) provide a definition of SP in the context of change when they argue that SP involves all formal processes and efforts that guide organisations to produce both long-term and short-term objectives that will aid the organisation in identifying its change goals and vision. This view is supported by Young (2003) when he says that SP in the context of change involves flexible processes to determine the current position of an organisation and where it wants to be in future by responding to changing environments. Johnson *et al.* (2011) hold a different view about SP in this context when they argue that SP entails a 'systemised, step-by-step procedures to develop an organisation's strategy' of change implementation. Dye and Sibony (2007), support this assertion when they point out that SP process for the purpose of change entails formalized processes that contribute to the success of goal change goal.

However, some scholars disagree with the formalised processes of SP in implementing and managing change goals. Peters in his research in 2007 (Peters 2007 and Schmidtlein, 2010 as cited by Jones (2010)) came with conclusions that formalised processes of SP in change management tend to cause "death of a thousand initiatives", killing innovativeness to change strategies. Others are of the view that following formalised processes tend to ignore the culture and context of the organisation undergoing a change, which later results in resistance to change (Mintzberg, 1994). Consequently, Bryson (2010) is of the view that, SP is worthless unless it produces a strategic change. Dye and Sibony (2007) support this view when they emphasize that SP is a success factor in the implementation of change goals. However, implementation of change strategies must not be the end. To ensure the success of a change strategy, the process must involve monitoring set objectives by measuring outputs (Antheil and Spinelli, 2011).

2.3. Strategic Planning Processes for Change

Literature suggests that SP in both theory and practice involves formalised steps in order to implement a change goal. This is explored by the works of Young (2003) and Johnson *et al*. (2011). It therefore involves the following processes;

i. **Vision formulation:** This establishes the fundamental purpose for change in an organisation. Values and the need for change for the future including its boundaries for the change are defined.

ii. **Organisational analysis**: Here, emphasis is placed on stakeholder analysis which entails analysis of employees and other groups within the organisation whose interest play vital roles in the whole change process. It includes employee attitude and readiness to change in the organisation as well as other stakeholders.

iii. **Formulation of specific goals and objectives:** Here, specific change goals and targets to be achieved are developed. It also sets the performance measuring tools to guide change progress. This process involves scenario planning or forecasting for both internal and external drivers for change. This purpose is to prepare how to respond to change and how to evaluate employee attitude towards change.

iv. **Specification of strategic action:** This involves the various responsibilities each employee and employer must perform in order to accomplish change goals.

v. **Implementation stage:** This is where operational plans and strategies for change response are put into action guided by change goals.

vi. **Evaluation:** A component designed for monitoring the level or progress of change strategies are performed at this stage. This gives room for necessary revision of change strategies if the need unfolds.

In contrast to the strategic process views proposed by some scholars, Khakee and Stromberg (2011) argue that SP for change should not always take a strict linear approach, but must be cyclical. This is because change is a continuous effort on the long-term and not an instant process.

Brammer *et al.* (2010) however disputes the view of Khakee and Stromberg (2011) by arguing that SP as a tool in managing change when used at earlier stages of a change process can yield short – term results. Dutton and Duncan (1987) are of different views when they comment that the long-term and short term results of a SP for change are dependent on stakeholder's attitude towards change.

2.4. Strategic Planning Models

This section of the research focuses on SP models used in examining the micro and macro environments of an organisation. This would be achieved by the works of Johnson *et al.* (2011) and Boddy (2011). The tools to be examined are Poters' Five Forces framework, SWOT analysis, PESTEL framework and Scenario Planning. These models provide broader view of what the key drivers of change are which enable organisations to build scenarios to find possible success and failure factors to change strategies.

2.5. Overview of Organisational Change (OC)

In a bid to understand and justify the purpose of the study, it is essential to put organisational change into retrospection. According to Hughes (2006), OC cycle of today is more uncertain and complex as compared to OC of yesterday. What therefore is OC?

Many top management gurus have defined this term in different ways and its literature 'encompasses a vast and diverse body of work that encompasses micro and macro views' (Frahm, 2007, as cited by Ridwan and Marti (2012)) mentioned by Hughes, (2012 as cited by (Deloitte, 2013)). While there is the acknowledgement of ambiguity on OC, change management gurus are of the view that much has not been done to illuminate the meaning of OC (Stickland, 1998) mentioned in Hughes, (2010 as cited by Deloitte (2013)). Some scholars are therefore of the view that this problem does not emerge solely from academics but in practices too (Stickland, 1998).

According to Hughes (2010 as cited by Deloitte (2013)), there is no common definition as far as OC is concerned. The reason being that 'the word change is characterised as a container concept, and searching for the word's underlying values results in a whole range of meanings' De and Vermaak (2003) mentioned in Hughes, (2010 as cited by Deloitte (2013)).

However, there has been a broader definition which embraces a wider range of understanding of OC. Jones (2010) mentioned by Hughes (2010, as cited by Deloitte (2013)) defines OC as the 'process by which organisations move from their present state to some desired future state to increase their effectiveness'. According to Boddy (2011), OC 'is a deliberate attempt to prove organisational performance by changing one or more aspects of the organisation' in the area of its technology, business processes or structure. Carnell (2007) however argues that the meaning of OC should be based on how desired outcomes are achieved through implementation.

2.6. Types of Organisational Change

There are different types of changes that occur in organisations. A fair idea of the type of change helps in the response approach to change. The types of change would be examined by the works of Balogun and Hailey (2007) mentioned by Johnson *et al.* (2011) who discovered four basic types of change illustrated in Figure 1 below;

Extent of change

	Realignment	Transformation
Incremental	**Adaptation**	**Evolution**
Big Bang	**Reconstruction**	**Revolution**

Nature of change

Figure-1. Types of change
Source: Balogun and Hailey (2007) mentioned by Johnson *et al.* (2011)

2.7. Drivers of Organisational Change

Today, the nature of competitive business environment has put much pressure on demand for change. The point is that the pace of change nowadays has become faster and unpredictable (Burnes, 2004; Senior and Fleming, 2006). This ascertains the importance of top management to be self-conscious of the factors that drive change in their organisations (Senior and Fleming, 2006). These drivers of change, apart from compelling top management of organisations to be self-conscious, also influence organisational change strategies. The ambition or drive for change is said to originate from both internal and external sources (Buelens *et al.*, 2002; Balogun and Hailey, 2004; Carnell, 2007).

According to some authors, external factors that trigger change may include technology advancement, legislative pressures and market changes such as internationalisation, mergers, acquisitions, and recessions. Shifts in social demographics such as ageing population and gender also drive change (Buelens *et al.*, 2002; Dawson, 2003). Internal drivers of change may include new discoveries, strategic direction, human resource diversification and managerial decisions (Carnell, 1990; Burnes, 2004; Wood *et al.*, 2010). Hughes (2010 as cited by Deloitte (2013)) however holds a different opinion and argues that the ambition of some organisation to strive for change is usually triggered by the organisation itself after going through pain and decides to initiate a change. This supports the idea that change itself may be triggered when organisations go through crisis of environmental loss (Luecke, 2003; Nelson, 2003). Contrastively, Boddy (2011) attributes the main cause of change to external environments and argues that it is these external factors that 'prompt internal change to one or more elements in the organisation' thus,

'change depends on the interaction between the external and internal environments of the organisation' Boddy (2011). From the view of these authors, change is required when the current performance or position of an organisation is not in consonance with current competitive business environments (Lanning *et al.*, 2000). This rapid rate of change is an indication that change competence (capability to choose and adopt change strategies that is parallel to the organisation) must also change to handle change implications (Nonas, 2005).

Senior and Fleming (2006) hold a different view. They argue that for a change process to be performed, a personality in the organisation is expected to have the power of influence to impact the change (leader). Power in this context denotes the person who impacts the influence of changing behaviour in the organisation. According to these authors, this power can be formal, that is position centred or personal which is based on the person's abilities of interpersonal relationships, skills. However, Burke (2008) is of the view that the beginning of a change occurs when leaders respond to change itself in the external environment.

2.7.1. Diagnosis of Change Failure/ Resistant to Change

Literature suggests it is essential to identify the factors that blocks change in order to put management in a better position to reduce those forces (Deloitte, 2013). There are various models used in identifying blockage to change, however the research adopts Lewin's Forcefield Analysis to achieve this purpose. The model describes the type of equilibrium that exists between drivers of change and the restraining forces that de- facilitate a change. It also evaluates forces that influence process of change.

Under this model, forces are divided into two; namely, driving forces (pushing forces); forces that facilitate change and restraining forces; thus forces that make change processes difficult to be achieved, counteract with the drivers of change which eventually lead to resistance to change. According to Deloitte (2013), restraining factors differ in organisations. The model helps in identifying the current situational factors that may cause a barrier and how it can be removed. It also helps in identifying the current situation that might help in facilitating change in a preferred direction and their reinforcement, including the factors that need to be introduced to facilitate change. Force Field Analysis Model is shown in Figure 2 below;
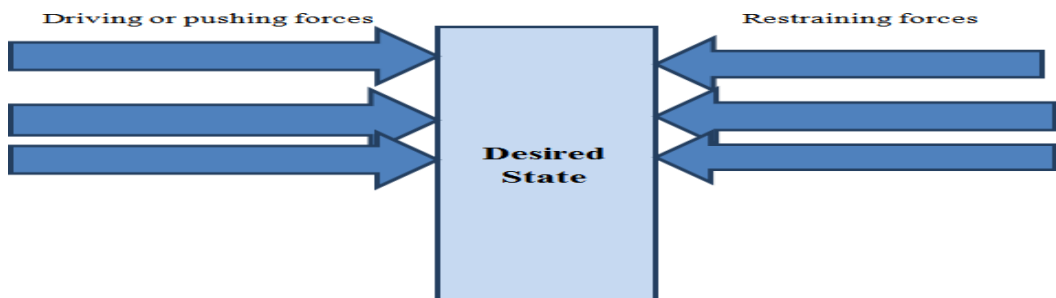

Figure-2. Force Field Analysis

Source: Johnson *et al.* (2011)

Scholars have researched the causes of change failure and the works of Deloitte (2013) and Johnson *et al.* (2011) are acknowledged.

According to Deloitte (2013), the increasing challenges surrounding today's competitive business environments puts more demands on approaches to change. Thus, approaches to the management of change are changing. However, some organisations face the problem of change failure due to the reason that approach to change is not adapt well to survive challenging times. Consequently, failure in change programmes results in wastage of time, money and other resources (Deloitte, 2013). Their research identifies three major causes of change failure.

Firstly, they argue that even though change programmes involve the application of specific tools, the core business issue that is the drivers of change are commonly ignored by most organisations. Consequently, such organisations tend to receive failure on their change programmes since the target behind the need for change is ignored. Failure to understand and identify drivers of change results in the dead end of change in the generation of business values (Deloitte, 2013).

Secondly, Deloitte (2013) identifies that a cause of change failures persist as a result of more attention given to the end users of change as opposed to people who are capable of driving the change. They identified these key people as change leaders and recognised that they tend to be proactive in change programmes when they are involved in decision-making processes. They argue that 'a change accelerates or stalls largely because of those who lead it-or, more critically, fail to lead it' Deloitte (2013).

Thirdly, Deloitte (2013), again argues that a cause of change failure in most organisations is as a result of the unsustainability of change process as most organisations fail to execute continuous appraisals and feedbacks of change programmes. Therefore, most organisations terminate their change programmes and its associated investments at a point where sustainability could have occurred. Johnson *et al.* (2011) present different views on the causes of change failures. A cause of change failure these authors attributes to, is lack of strategic planning. They referred to this cause as 'Death by planning' to reemphasise the gravity of the danger associated with implementing change without strategic planning (Johnson *et al.*, 2011). They argue that instead of adopting strategic planning on how to deliver the change programme, most organisations tend to focus on planning the programme itself. Change is not usually a 'one go' process; but a continuous process, sometimes over several years depending on the type of change. However, most organisations lose the focus as change processes are perceived as rituals rather than the central aim of establishing new ways of behaviour (Johnson *et al.*, 2011).

Furthermore, these management gurus identified reinterpretation as a cause to change programme failure. This happens when change intentions are reinterpreted in connection to old ways of doing things. This denotes lack of effective communications in change programmes.

Another contributory factor according to Johnson *et al.* (2011), is when change programmes are introduced to employees outside or disconnectedly of their realities. A typical example is when

employees are reshuffled to perform different roles in the organisations. Hence, without effective management of this change, this may be perceived as out of line by employees and may resist this change. Mere compliance to changes in organisations instead of buying into the new change may cause failure of change programmes as employees may superficially just be complying with company's regulations (Johnson *et al.*, 2011).

Finally, one of the commonest causes of change failures, hence resistance to change in many organisations is the violation of employee psychological contract (Boddy, 2011). Psychological contract is defined as 'the expectations and beliefs that employees hold about the mutual obligations between themselves and their organisation' (Martin, 2006 as cited by Jones (2010)). Therefore, if top management fail to lay on the table honest presentations of the need, expectations and direction for change, employee psychological contract may be broken resulting in loss of trust, demotivation and resistance to change.

2.8. Management of Organisational Change; an Overview

Organisational change management is said to be an important and powerful tool in bringing positive transformations into an organisation. It also assists employees in coping with change to ensure that positive results come out from a change process (Bridges and Mitchell, 2000).

In the works of Anon in 2006, it is observed that the popularity of concept is rooted in the science of psychology where the concept was applied to assist people who are going through emotional problems occurring as a result death of loved ones. The concept crept into business environments in the 1990's when business process engineering pushed in much effort to accomplish set goals (Gattermeyer and Al-Ani, 2001).

However, according to Anon (1948), the process failed to address the issue of resistant to change. Change management therefore identified employee resistance as a key problem which involves the coding of information that occurs on the emotional level and not the intellectual level. Therefore, it is essential not to fight resistance but rather tackle it as a process. Doppler and Lauterburg (2000) ascertains that resistant to change can be paused to achieve a change aim only that it might delay the process. They further points out that the inability to solve resistance problems is risky and may resurface sometime in the process which may result in even more organisational problems.

It is in this bid that Hughes (2010 as cited by Deloitte (2013) supportes the view of Frahm (2007 as cited by Ridwan and Marti (2012)) of revisiting 'traditional themes' in order to appreciate modern thinking about organisational change. According to Hughes (2010 as cited by Deloitte (2013)), managing change from the old to the new is certainly full of uncertainties. He suggests that in order to manage change effectively, some level of attention must be given to the old or the known patterns. He highlights that 'the legacy of the past is too often unacknowledged or misinterpreted' and must be given considerable reference). (Hughes, 2010 as cited by Deloitte (2013)). Other scholars support this assertion and suggest that effective management of change is

achieved when the past is given a considerable level of reference (Pettigrew *et al.*, 2002; Witzel, 2003).

2.9. Change Management Models

Haven discussed what management of change process is, it is pertinent to discuss the tools necessary for the management of change. These models are usually used alone; however, Johnson *et al.* (2011) suggest that a combination of models may be used for complex changes.

2.9.1. Lewin's Model of Change Management

One of the renowned models for managing change is the Kurt Lewin's change management model. It is used to identify how change is implemented and managed in organisations. The model comprises of three processes in managing change which includes; unfreezing, moving and refreezing. According to the author, these three levels occur before change becomes a stake in any organization. Lewin's change Management Model is shown in Appendix A.

2.9.2. Kotter's 8 Step Model

Kotter's research on more than hundred organisations proposed factors that contribute to failures of change programmes. Consequently, he devised the 8 Step Model to aid in avoiding mistakes in the change management process. He therefore justifies that the steps entail motivation for subduing resistance to change (Kotter, 1996). The 8 Step Model include, "Establishing a sense of urgency", "creating the guiding coalition", "developing a vision and strategy", "communicating the change vision", "empowering employees for broad-based action", "generating short term wins", "consolidating gains" and 'producing more change and anchoring new approaches in the culture "(Kotter, 1996) The model is shown in Appendix B.

2.9.3. Carnall's Organisational Change Model

Literature on change management has since focused on the identification of resistant to change and approaches that can be used in solving it Carnell (2007). He further concludes on change management by pointing out that adequate data of an organisation and organisational learning is the most essential aspect of change implementation and management. He further argues that, management of change which does not involve organisational learning is bound to face crises. Therefore, learning in the process of change is central in Carnall's approach and suggests is a catalyst for effective change management. Therefore, leaders of change must support the change system by providing supportive systems which will help in the development of employee capabilities. Carnall's organisational change management model is illustrated in Appendix C.

Johnson *et al.* (2011) provides a modern framework for managing change which dwells on Lewin's Force field model. They argue that management of change is about coping with

complexities that come along with change. Four elements are worth considering when it comes to the management of change, which are, 'diagnosis', levers for change', leading and managing change' and managing change programmes (Johnson *et al.*, 2011). These authors emphasise that change diagnosis entails the analysis of the type of change required and its context as well as the application of Lewin's model. Furthermore, in order to unfreeze (Lewin's model), there is the need to change routines to challenge the status quo. Leading and managing change according to the authors entail the role of the strategic leader and other management techniques. Finally, management of change programmes must dwell on turnaround strategies based on the types of change required. A summary of this model is shown in Appendix D.

2.10. Strategic Planning and Change Management

Having gained insight of what SP and change management are and the various models and processes used, the crux of this section is to enable the reader to get a better understanding of existing studies related to the relationship between SP and change management, focusing on the influences that SP imparts on change management when used effectively at the early stages of the change process. It is therefore necessary to explain what influence means. Boddy (2011) defines influence as 'the process by which one party attempts to modify the behaviour of others by mobilizing power resources'. This is to say, influence has abilities to transform, adjust, inspire, stimulate and change. The focal point is the power SP has on change management processes in transforming, adjusting, modifying and changing belabours to achieve change goals. As to what scholars have done in the study area in the past, it is important to note that before the 1970s, organisational strategies to change were just extrapolations based on past performances. However, the emergence of globalisation, high technological advancement and other drivers of change made this previous approach meaningless in terms of long term change goals (Rosenberg and Schewe, 1985; Kieche III, 1989). According to these scholars, organisations begun to adopt a systematic approach to respond to change proactively in dealing with threats, opportunities, strengths and weaknesses of the organisation.

One of the scholars in the study areas are Wilson and Eilertsen (2010) who conducted a research survey on various organisations' staff professionals and line managers on the role SP played during the financial crises. As part of their findings were conclusions that organisations who adopted SP at the early stages of change management won the support of their employees in their response to change. This is because the employees had perceptions of fairness (psychological contract) when they were involved in the decision-making process of the change. They also found that, organisations that adopted SP during that turbulent period of change had greater opportunity of developing change strategies considering the threats, opportunities, strengths and weaknesses of change strategies and their impact on change itself. Rieley and Clarkson (2011) and Burnes (2004) suggest in their research that because of the complexities of change management and its associated outcomes, both negative and positive, change management cannot be separated

from SP as every process in change management must involve SP. They suggest that SP must be a fundamental tool in change processes to ensure effective change strategies.

SP for the purpose of change management sets the platform for better understanding and communication for the need for change (Moran and Brightman, 2011). According to these authors, when SP is applied at the early stages of change processes, employees get an in-depth knowledge of the key drivers of change and the necessity to respond to them. This is because SP evaluates the best channels of communication considering strengths and weaknesses of communications channels or approaches to change (Boddy, 2011). The influence is that old behaviour is motivated to be replaced by new patterns of behaviour (the level of Moving in Lewin's Model of change, where there is the abandoning of old behaviour and the replacement of new patterns of behaviour). It is in this bid that the proposer of Lewin's Model argues that when change is not strategically planned and introduced, may result in misinformation and mistrust. Martin (2007, as cited by Jones (2010)) supports this assertion when he points out that understanding and having clear communication of the need for change improves the psychological contracts of both the employee and employer as they become aware of what is expected of them as well as other opportunities that come with it.Furthermore, SP for the management of change plays an instrumental function of providing performance programme through forecasting of uncertainties that come with change (Johnson *et al.*, 2011). This means that decision-makers are able to embrace change because SP illuminates all factors critical for the survival of the organisation in the environment of change. The influence is that, SP points out strategic issues such as developments and trends an organisation is to adopt that have the potential of achieving change goals. Dutton and Duncan (1987) support this assertion when they argue that the identification of these critical factors through strategic planning produces strategic issues in alignment with the visions of the organisation and how to achieve them. Another contribution is made by Dutton and Duncan (1987) who studied on the impact of SP on change are of the view that for a successful change to be achieved, a SP system must be the fundamental and first point of call when designing a change programme. They therefore suggest that when SP is used at the earlier stages of change, it aids in formulating strategic issues which in turn leads to the effective implementation of change strategies. A summary of Dutton and Duncan's strategic planning and change management is illustrated in Figure 3 below;
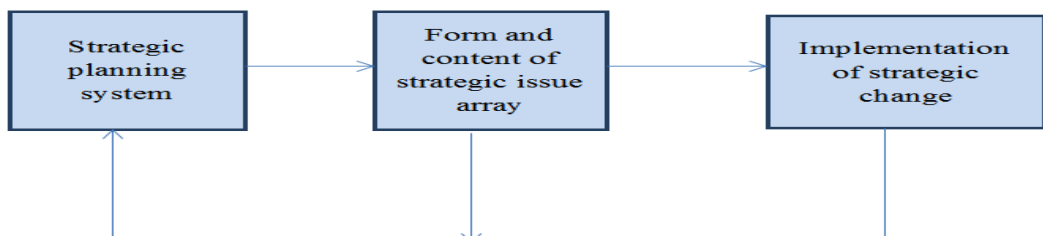

Figure-3. Dutton and Duncan's strategic planning and change model
Source: Dutton and Duncan (1987)

Apart from the identification of key drivers of change, literature suggests that strategic planning which is well designed helps decision-makers to understand the culture of their organisation and to identify key forces that cause change programmes to fail (Brammer *et al.*, 2010; Boddy, 2011). It is in this bid that Hughes (2010 as cited by Deloitte (2013)) argues that change management that ignores past organisational culture tends to be ineffective. This is to say that the impact of strategic planning on the management of organisational change processes allow management to reduce factors that cause change failures.

3. STRATEGIC PLANNING: A FUNDAMENTAL TOOL

3.1. Issues of Importance

.**Strategic Planning as a rational for change analysis:** Mintzberg (2006) and Bryson (2003a) argue that SP for change as the fundamental tool in change management identifies 'what is' and 'what is to be done' that intends develops into how to accomplish the target. The impact of this rationality according to Mintzberg (2006) is the development of organisational strategies to the attainment of change. It is the researcher's view that various strategies adopted by the organisations are as a result of strategic planning processes carried out (Wood *et al.*, 2010)

Influences team building through strategic communication: When change is effectively communicated to employees, taking change motivation into consideration, it triggers individuals to form teams and direct their efforts into accomplishing the change goals. It is in this bid that Johnson *et al.* (2011) asserts that in order to 'unfreeze' change at all levels of change management, there is a need for effective communication. Lewin in his work in 1957 with Force Field model of change management buttresses that in order to achieve a clear communication of the need for change; communication itself must be strategically done in order to capture the enthusiasm of employees. In the works of Ford and Ford (2011) who studies the impact of strategic planning on change, proposed four strategic change communication processes; initiative communication that focuses on employees' attention on what needs to change, communication of understanding where employees tend to realise the need for change and how change should be responded to. Performance communication; where intended result of change is addressed and finally, closure communication where change process is said to be complete were proposed. Some scholars of SP for change have however contradicted the change approach whereby communication was done at a single stage.

Strategic thinking: The importance of SP in change management has been highlighted by scholars to have influence on strategic planners' thought of striking common thoughts into strategic thoughts of thinking. Long-term rather than the short term achievements by enabling managers to focus attention on organisation's stakeholders' expectations and attitudes towards change were known to be an outcome of the influence. According to Graetz (2002), strategic thinking by virtue of SP for change are characterised by divergent, innovativeness and intuitiveness of ideas. The author defines strategic thinking as synthesis of data in pursuit to

determine and produce an organisational profile of what it wants to achieve in future. Ghorbani and Kiani (2012) who studied the influence of SP on strategic thinking indicate that strategic thinking triggers valuable strategies as an art rather than a more procedural system; thus it develops a specific mental model as the basis of strategies. According to Bruce and Laglan (2005), the impact of strategic thinking on change management is that it allows the focus on valuable activities towards change. However, Heracleous (1998) and Mintzberg (1994) mentioned by Ghorbani and Kiani (2012) are of the view that SP is a separate phenomenon to strategic thinking but draw the conclusion that ability to plan strategically would trigger strategic thoughts for the design and implementation of change goals.

The contribution of the study by Dye and Sibony (2007), suggests that SP process for the purpose of strategic change that involves formalized processes contributes to the success of the change process. There have been some criticisms levelled against SP for change management. Some scholars in the study area have argued that even though SP influences managerial thoughts to produce strategic thinking on how to implement and manage a change, strategic thinking becomes too formalised and rigid which usually results in the ignoring of organisational culture and context; effecting in lack of innovativeness on change strategies. Peters in his earlier works in 1994 in his book entitled "death by a thousand initiatives" outlined the some negative outcomes in big organisations as a result of formalised strategic planning operations. His argument was that these so called formalised procedures appeared to be just paper work but tends to be different in practice as innovativeness but level of response tends out negative. Birnbaum (2000) in his works on the impact of SP on change management in higher level educational institutions supports the view of Peters. Furthermore, the works of Dooris (2002-2003) in his study of the impact of SP on organisational change management came with the view that service companies such as Wal-Mart, Dell, South Airlines and IBM encountered notable level of success when SP for change was approached in a less structured, less rigid yet rational manner.

Nevertheless, views about SP in effecting and managing change have been warranted. Even though some scholars have critiqued the effectiveness of SP in change management, for most part, have concluded SP desirable and necessary in implementing and managing change. In fact, Mintzberg and Peters even though were sceptical in their views, concluded on the importance of SP in responding and managing change but emphasised its effective and wise use, thus, to allow contributions from employees and to aid managers to assess opportunities and threats of ideas in the mist of change.

Strategic Direction: In the process of change management, SP is said to play a vital role in serving as a 'road map' to which the direction and destination of change plans carries

Strategic Decisions: From the analysis of the two cases, an influence that SP imparted in their change management was the benefit of acquiring strategic directions in order to respond to change. In the works of Wilson and Eilertsen (2010) of the Association for Strategic Planning (ASP), who did a survey on staff professionals and 190 line managers on 'the role strategic

planning played during a financial crisis' found out that better strategic and critical decisions were made by organisations which used SP as a fundamental tool in their change processes. According to the researchers, this yielded the capitalization of identified opportunities which yielded growth opportunities.

Psychological contract (PC): The researcher is of the view that when management of change is done with SP being the fundamental tool, it stands to improve the understanding and conscientize employees' and employer's beliefs of their obligations and expectations towards the change initiative (Rousseau, 2004). However, according to Martin (2006 as cited by Jones (2010)), without reciprocation of obligations of both parties, there is a breach of contract and classifies this phenomenon as one of the major causes of change failures. There are therefore critics of this theory affecting change management. Guest (2004) argues that the conceptual distinction between obligations and expatiations are sometimes elusive as some organisations hold even and complex expectations and obligations for both parties, usually in favour of the organisation, causing the failure of many change programmes. The importance of psychological contract in change management is therefore suggested to be achieved through effective strategic planning of change efforts as it is essential to the success of change in organisations. Wilson and Eilertsen (2010) in their study in examining the impact SP on change management came with a finding that organisations who employed SP during change periods yielded trust and confidence in employees which aided in the adaptation to change.

Employee participation in decision-making (DM): Williamson (2008) supports this view and argues that key employees involved in decision-making process in change management provide opportunity for vital and private opinions to be used for dealing with barriers of change. Contrastively, Wood and de Menezes (2011) is of a different opinion that employee involvement in change DM when not considerably measured may result in flexibility of employee. This assertion is also supported by Hofstede (2013) when he confirms this usually occurs in less power distant organisations.

In a nutshell, even though there are some critics against SP by some scholars, other researchers regard SP as an important fundamental tool in organisations undergoing a change. The reason being that it has critical influences on the strategic direction and strategies that are beneficial to such organisations. It is essential to note that a particular type of change may demand different approaches to managing it. Strategic planning serves as a tool to structure and organise the various response strategies needed. Organisations undergoing changes can influence employee response to change by encouraging and motivating change response through SP to reduce anxiety and fear during the change period. These may be achieved by involving employees in change decision-making processes, training through scenario presentations and the improvement of employee psychological contract by change organisations 'walking the talk' of change promises.

4. CONCLUSION AND RECOMMENDATIONS

4.1. Conclusions

The formulation of a strategic plan in change management processes leaves much to be desired. The influence of SP in this process had centred on the behavioural and quality approach to change response. The study begun with in-depth analysis of strategic planning concept and the models often used in SP in change management processes. Even though there are some critiques against SP in general, this present research suggests that there are much importance of SP especially in the management of change processes; (Mintzberg, 2006; Dye and Sibony, 2007; Ford and Ford, 2011).

Due to the turbulent nature of competitively changing environments, any organisation which want to survive in such environments must respond to change by taking SP as a fundamental tool. Literature therefore suggests that one of the major causes of change failures is centred on lack of strategic planning especially when it is not regarded as a pivotal area of change management programmes.

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