Organisational Behaviour, Leadership and Change

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ABSTRACT

This paper looks at perceptions and understanding in organisations through three aspects of their behaviour; Change management, Structure, Communication. Three case studies of organisations are used throughout this paper to show practical examples of the points made. These are; Oticon, Amazon, Cordia LLP. Specific points identified within the assignment are: Realism, relativism and perception are part of the processes that explain how the world and knowledge is viewed. Experiences and perceptions influence differently people's interactions and their viewpoints of other people, situations and organisations. The views of an individual affects how they operate/behaviour which can affect how an organisation exists or goes forward. An example of this as influencing positive change in an organisation is at Oticon where Kolind introduced a radical movement for the company to become a creative, innovative, knowledge-based organisation. An example of a vision of change driving an organisation forward to a future reality is that of Amazon where the founder, Jeff Bezos, had the vision of opportunity through technological advances. Cordia LLP demonstrates that an organisation may not change just because the name changes.

Keywords: behaviour, communication, knowledge, organisational

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INTRODUCTION

This paper will look at organisations and how they behave by looking at examples of actual practice through relativist and realist perspectives. The three specific areas of organisational practice that will be looked at are;

• Communication
• Structure
• Change management

The definitions of an organisation, organisational behaviour, perception, relativism and realism will provide a background for the contextual review of literature relating to each of the three specific areas of organisational practice. In the second part of the assignment more focus will be placed on discussing actual practice within each of the organisational practice areas. Throughout the assignment three specific business case studies will be looked at in relation to the three organisational practice areas. These are:

• Oticon – A Danish hearing aid manufacturing company founded in 1904 that had its traditional approaches to structure, culture, business and development changed radically by a new Chief Executive officer [1].
• Amazon 2007-2009 – an online supplier of an increasing variety of products and services. Founded in 1995 and initially focusing on the online distribution of books it has been able to take advantage of the advances in technology [2].
• Cordia LLP – Public sector service/enterprise 'armslength' Limited Liability Partnership created in 2009

from a service (Direct and Care Services – DACS) that was previously part of Glasgow City Council to deliver core services and seek new business [3].

Reference will be made in relation to the theoretical perspectives and practical applications related to the case studies.

ORGANISATIONS AND BEHAVIOUR

An organisation can be defined as 'a social arrangement for achieving controlled performance in pursuit of collective goals' [4]. Two of the three component parts of this definition – social arrangements and collective goals are reflective of the 'common membership' [4] that people within organisations show. The third component part of the definition – controlled performance reflects the difference between an organisation as a specific functioning unit as opposed to a collection of people withloose relationships.

In looking at how organisations exist, develop and function as groups of people the behaviour of that group and those peopleareexamined.Assuch, organisational behaviour can be defined as 'the study of the structure, functioning and performance of organisations and the behaviour of groups and individuals within

them' [5]. The complexity of organisations can reflect the continuous dynamics and interactions of people within it with each other, the internal/external environments and people outside the organisation. Interactions between people can be perceived differently by different people inside and outside an organisation. As such, the organisation as a concept can be multi-dimensionalcommunicating different messages and meaning different things to different people. It can be seen by different individuals as being rigid, fluid, static, and progressive at any time or all of these together.

Perspectives, Viewpoints and Perception
In order to look at the behaviours or organisations through the 'lens' of different approaches, they need to be understood.Tounderstandthese approaches or perspectives definitions are provided below for realism, relativism and perception (Table 1). These positions are part of the academic, theoretical and research approaches to knowledge as well as how the world is viewed by different people, by different academic disciplines and different viewpoints. People behave in certain ways which are influenced by factors of nature and nurture. The systems of beliefs which influence behaviour are known as paradigms [6] which are shaped by further questions relating to knowledge, reality and how the world is viewed.

Table 1. *Related definitions (adapted from Barney et al, 2007, www.erm.ecs.soton).*

Term	Definition	Types
Paradigm	System of beliefs guiding the way we do things	Positivism critical theory
Ontology	What exists and is the nature of reality	Realism relativism
Epistomology	Perception of knowledge, the relationships with knowledge and how we know things	Objective subjective
Methodology	How knowledge is researched	Scientific strategic ethnographic

Realism
The dictionary definition of realism is 'a way of thinking and acting based on the facts of a situation and what appears to be possible' [7]. The realist perspective is to

acquire knowledge about the world through systematic and methodological processes. Fletcher (1996) views the realist perspective as assuming that there is a real world where tests can be undertaken to

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establish facts about behaviour. This can be seen as a scientifically structured objective approach to the concept of reality which has traditionally been followed. Academic approaches to knowledge, what is truth, reality and the sharing of information / theories takes place through a discourse which is a 'shared way of apprehending the world' [8].

The fundamental belief of realism is independent existence of a real world. There are different interpretations of how realism is applied and thought through. These different approaches contribute to the overall academic debate or discourse. Critical realism is such an approach and it interprets an independent real world through distinguishing 'between *transitive* knowledgeand*intransitive*mind independent objects that this knowledge is of' [9]. The former is embedded in sociological and historical factors and the latterisoutsideofour knowledge/experience (and we need to gain knowledge of). Other approaches to realism (there are also a significant number of approaches to discourse – Marxist, social semiotics) such as postmodernism offer varying views to the consideration of social and other constructs in the independent real world.

Relativism
The dictionary definition of relativism is 'the doctrine that knowledge, truth and morality exist in relation to culture, society or historical context and are not absolute' [10]. An individual person's point of view is not an absolute but is relative and subjective. It is based on their perception of the world. As an alternative approach to realism in can be seen as being in effect created in the human mind and is 'no more rational or trustworthy than ordinary thinking' [11]. This can be seen as an alternative subjective approach to the concept of what is real which has grown in

development in the late twentieth and twenty first centuries.

In contrast to the idea of absolutism which holds that there is only one form of truth, relativism sees there being many forms of the truth. In relation to morals and ethical behaviour a relativist perspective would not consider there to be one set of values to guide such behaviour or ethical decisions. The values held by one individual are as valid as another. The values held in different countries and cultures hold as much validity as each other, a significant factor in the globalisation of business.

Perception
People understand information from interactions in different ways and attach meanings / values/interpretations on these 'perceptions'. The perception an individual has affects their attitude, actions and understanding of others. Perception can be said to be 'the dynamic psychological process responsibilities for attending to, organising and interpreting sensory data' [4]. An individual constantly takes in raw information through their five senses (small, taste, sight, sound and touch) and contextualises this within the framework of their previous experiences and needs leading to action or a behavioural response (Figure 1).

Managing ethical behaviour is one of the most persuasive and complex problems facing business organisations today' [12]. Behavioural choices made by managers and employees within organisations impact on other employees, the organisation and clients. If the choices made are not ethical ones the results and impacts can be significant. The belief systems employed by individuals when faced with such ethical choices are influencedbyfactorsincluding personality, background and influences in growing up. Writing in 1981 Cavanagh et

al. [12], note that individual displays positive beliefs when making an ethical

Sensation

'bottom up' processing – processing data through our sensors, filtering out irrelevant data leaving only the important

Perception

'top-down' processing – mental processing whereby an individual order, interpret and understand the world

decisionincludingUtilitarianism, individual rights and justice.

Sensory impact – incoming raw data

Selective attention – we cannot pay attention to everything

Perceptual organisation – we look for order, pattern meaning

Interpretation–sense making, seeking closure

Behavioural response

Fig. 1. *Elements in the process of perception (adapted from Buchanan and Huczynski, 2004, 216p).*

When considering the pace of change within the modern business, technological and service environments over the past 15 years, the behavioural choices made by individuals has been a key part of the development of organisations. Behavioural choices are influenced by a person's belief's, feelings and experiences. These are affected by how they view the world and a behavioural choice, which may be ethical or not, may be influenced by a realist or relativist viewpoint. Extreme examples of this could be the final decision of one man (the President or Prime Minister) to go to war, a suicide bomber to ignite a bomb, one stockbroker to bring down a bank through their dealings or a Chief Executive behaving unethically.

The question of how to judge moral standards or decisions of ethical behaviour

is an important question to the relativist perspective. This would hold that each person's individual values are valid and the decisions they make about behaviour are also. However, the law in society acts as an absolute in terms of judging behaviour.

APPROACHES AND LITERATURE REVIEW
This section will look at aspects of the approaches and knowledge that already exists in relation to each organisational behaviour area through study and research.

Change Management
Change is not something that can be just mapped out in a formal project plan in a manager's office' [13]. Whereas strategy is concerned with the planning of continuity within an organisation, change can be seen as inevitable in that it is a response to the

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unplanned and is part of the strategic management of an organisation. Mintzberg says that 'to manage strategy is frequently to manage change' [14] which may be in response to other changes in the external environments (technological advances, product decline in the market place, business diversification and economic changes), it could be strategically planned, re-active or emerging change [15]. The processes involved in managing change on different levels (strategic, organisational and individual) are complex. To manage the change process successfully adherence needs to be made to a context in which it takes place [13]. One such model that takes account of the contextual background is the Change kaleidoscope [13] which is shown in Figure 2.
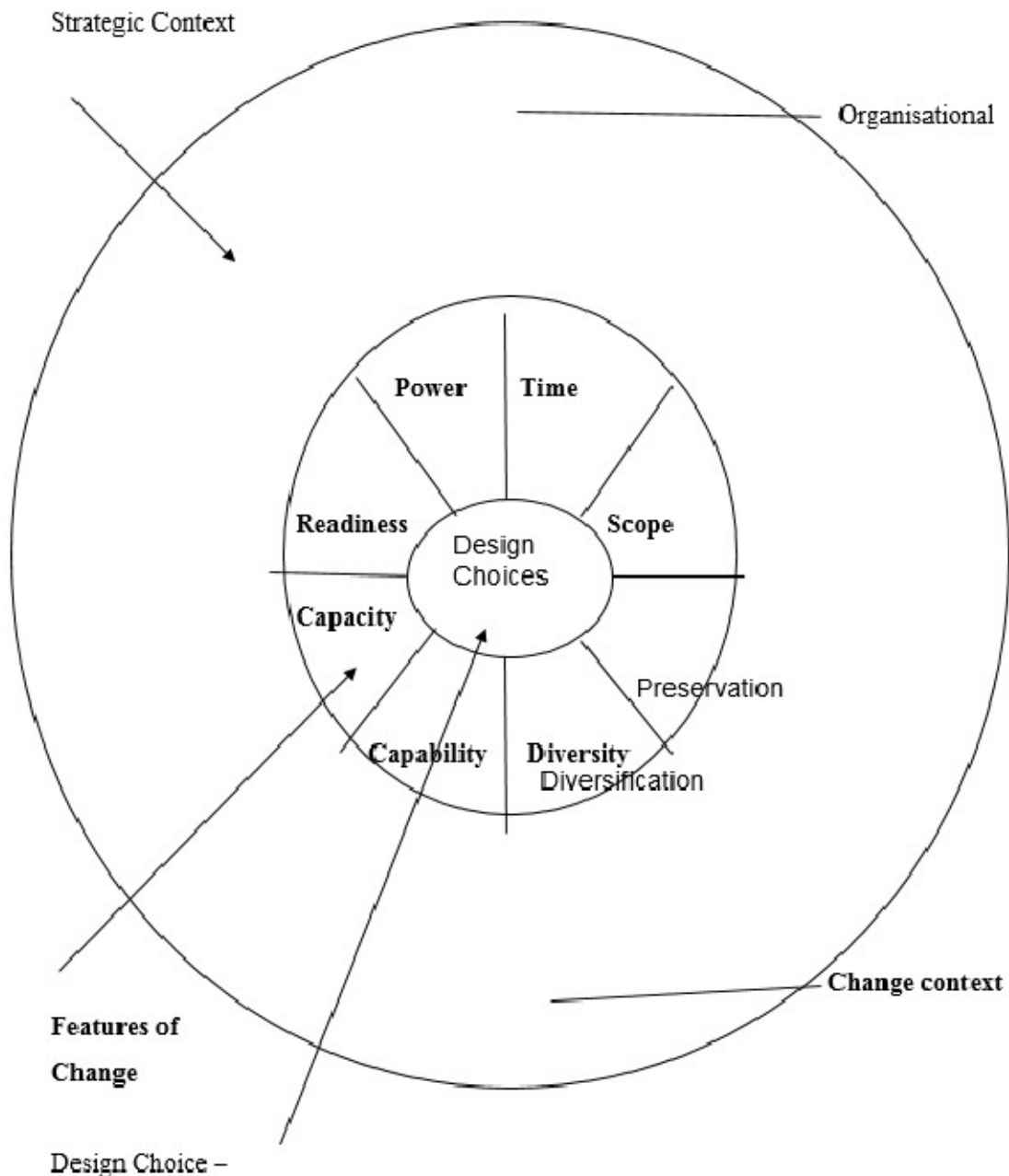
Fig. 2. *Change kaleidoscope model (adapted from Balogun and Hailey, 1999, 14p).*

Lewin constructed an approach to change within the organisation being based on three states (unfreeze, move, and freeze) [17]. Balogun and Hailey also identify the 'notion of three change states' [13] – the current, the future and the transition. They see Lewin's three states as being phases of change within one of their states of change – the transition state (Figure 3).

The process of change within an organisation will be on different levels –

structural, managerial, cultural and individual. Key factors influencing the successful implementation of change include the communication in the organisation, how it is managed/lead and the behaviour of individuals to change. Different academic models have been written to describe the incremental phases of successful change management incorporating these factors (Figure 4) [16, 18].
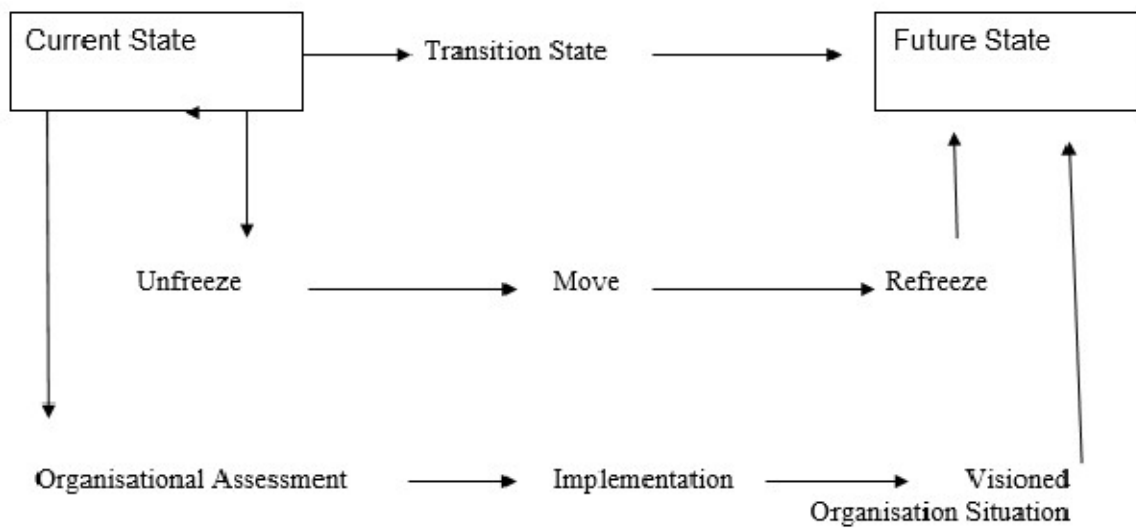

Fig. 3. Three change states of Lewin and Balogun/Hailey (adapted from Balogun and Hailey, 1999, 134p).
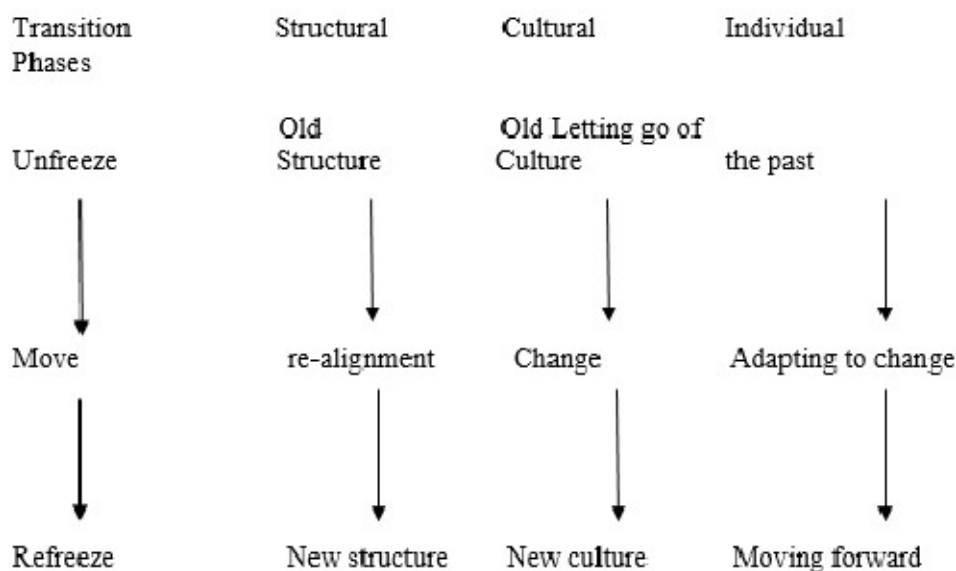
Fig. 4. Pathways of change (adapted from Balogun and Hailey, 1999, 153p).

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The behaviour of individuals during the change process is influenced by their experiences, their personality and their vision of the world as well as their perception of truth which could be a realist approach or a relativist approach. This applies to those leading and managing change as well as those who are the receivers of change. Behavioural choices to change can either be positive or

negative allowing it to take place or creating barriers to it. For individuals the transition through change from one state to another within an organisation will entail a number of steps [19].

Using the case study of Oticon [1], Lars Kolind as the new chief executive officer had a vision of changing the company, its structure, culture and people.
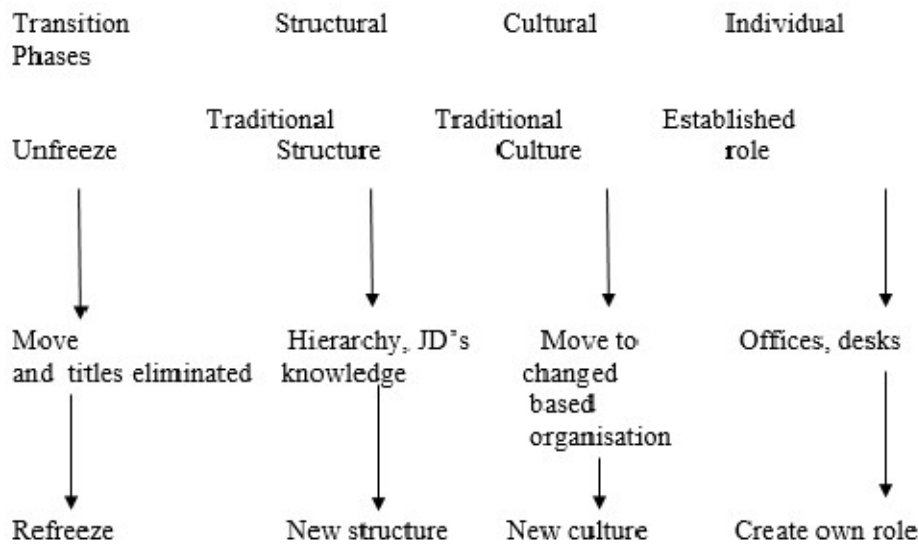

Fig. 5. Change phases and Oticon (adapted from Balogun and Hailey, 1999, 153p).

Structure

The place of structure has been the subject to a lot of academic study and research ranging from the organisation as a whole to the way it is internally organised. Leavitt in his diamond [20] identified four parts (structure, objectives, technology and people) of an organisation that continually interact with each other. Organisations can vary in size, flexibility/formality and how they are structured.

Mintzberg identified organisations as having five [21] key building blocks (strategic apex, operating core, middle line, techno structure and staff support) of 'organisational design' [4] together with an organisational culture.

Internalstaffingstructureswithin organisations map out formally the roles of

employees, how they relate to each other and their responsibilities. They show where decision making power lies in the organisation as well as the flows of communication through the management reporting lines. Johnson, Whittington and Scholes identify five 'basic structural types: functional, multidivisional, matrix, transnational and project' [2]. As well as the staffing structure are the internal systems that support staff in their roles and the strategy of the organisation. This structure needs to be aligned to the strategy for the organisation. The support systems include formal processes, inherent values and the culture of the organisation. Structures and systems differ according to the type of organisation, the size of the organisation, the challenges facing it and the environment in which it operates.

Organisations are described by Aquino and O'Reilly as being 'hierarchical social structures'[22]. They can be said to be social constructs which only exist if the people in them are there. The staff can be seen as social actors carrying out performances through their roles at the organisation. Some analysts argue that an organisation can only exist if 'social actors continue to keep up the organisation' [23]. This can be considered as a relativist perspective and a realist one can be the position that Frese says organisational psychologists take in viewing them as the position that they 'take organisations as given' [23].

The importance of a structure is to show the 'pattern of interactions and co-ordination that links the technology, tasks andhumancomponentsofthe organisation' [24]. The patterns of interactionbetweenpeopleand behavioural choices taken by staff within organisations will be influenced by how they view and perceive the world around them. From a realist perspective an employee would view their role within a formal structure as important to the organisation, a view which is challenged significantly during a period of change. A relativist perspective may view a role within a structure as being changeable and relative to the overall position of the organisation. In reacting to change, organisations will review themselves and their structures. Flexible approaches have been taken by the organisations in our case studies to the technological advances during the last 15 years.

Communication

It can be said that communication underlies all interaction and activity within an organisation. It can therefore be used to influence change, reinforce power struggles and conflict within an organisation. As an area of research and study it is according to Jablin and Putnam,

writing in 2001, 'as a discipline in its own right' [4].

The purpose of communication is to deliver and take forward the business of the organisation. However, the nature of humanbeings,relationshipsand interrelationships is that a significant amount of energy within an organisation that is spent on communication is invested in maintaining networks (Table 2). Kotter writing in 1982 and 1999 noted this point [4].

Table 2. *Types of communication physical and nonphysical within an organisation.*

Physical	Nonphysical
Letters, documents, memos	Unwritten rules
Offices, room layout	Body language
Internet, e-mail, video-conferencing	Reinforced hierarchies via behaviour
Telephone, mobile phone, fax	Discussions at meetings
Meeting agenda's, minutes	
	Body language

Methods and meanings of communication are different throughout the world. Awareness of cultural diversity and differences are important in an era of globalisation. During the last 15 years the technological advances relating to the internet, social media, telecommunications and digitalisation have changed our understanding of communication. The way businesses communicate with their customers and develop their businesses has changed with the ease in which people can access goods and services across the internet from the comfort of their home. People's behavioural choices across society have also been influenced significantly by mobile communication and global transfer of knowledge.

In considering the role of communication within organisations, language, the media used and the meanings conveyed, need to be analysed. Interaction and dialogue between people within organisations is identified as *talk* [25]. It 'documents and constitutes work-life as members make sense of past events or anticipate future

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actions' [26]. Conversations, interactions, discussions at meetings, the language used, the meanings conveyed through the language and the emotions invested in the meanings are the part of the context of the organisation with continually changing dynamics. The behaviour of staff in the organisation reflects this *talk* translating it to action some of which can be collective and reflect verbal and non – verbal parts of talk dynamics such as conversation (verbal) and emotion (non-verbal). Hardy, Lawrence and Phillips write about the *talk*

within the organisation as being repeated through conversational chains establishing myth, shared meanings, rituals and *stories*. They state that 'conversations generate collective action through both non-verbal modes and verbal content' [27]. They see emotion as being an important part in taking forward action together with a person's identity, their predispositions to certain behaviours/actions and abilities to take these forward. This is shown in the modebelow.
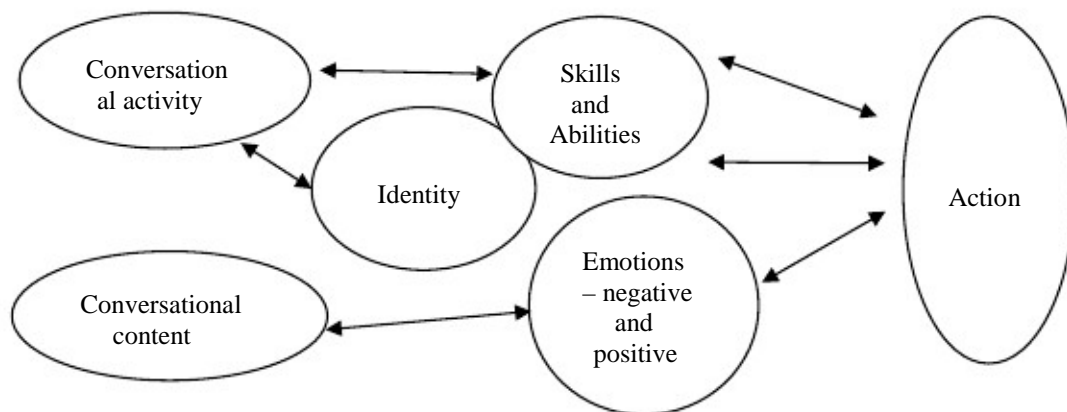

Fig. 6. *The links between talk and action (adapted from Hardy, Lawrence and Phillips, 1998, 73p).*

From a realist perspective advances in technology have lead to improvements in communication between people with the transfer of knowledge being faster and factual information being more accessible. From a relativist perspective the advances in technology can be similarly seen as increasing the knowledge about culture and society.

ORGANISATIONAL PRACTICE
This section will look at applying the approaches and knowledge in relation to each organisational behaviour area through the three operational case studies and using the realist / relativist perspectives.

Change Management
Oticon
The changes introduced by the new Chief Executive Officer, Lars Kolind, to this

traditional organised company in the 1990's were radical focusing on a new approach to running the business. As the 'driving force and principal change agent' [28]. Kolind had a vision about the future state of the organisation – as knowledge based with committed, innovative solution focused staff and to 'increase productivity by 30 per cent in 3 years' [28]. Left behind would be the ideas and behaviours associated with the traditional organisation which in his view hampered new thinking and competitiveness. After a period of preparation (freeze), the switch over (move) happened on one day with staff moving to a new building and operating in a new structure/culture (refreeze).

The transition process from a realist perspective can be said to be a necessity in order for the organisation to survive in a

period of unprecedented technological change. The facts regarding changes in customer preferences, market/competitor and technological changes back this up. From a relativist perspective the change can be seen as the ideological drive of Kolind who valued the individual traits of 'initiative and personal commitment' [28]. His individual behaviour choice was felt by him to be the ethically correct one for the company and the workforce.

For the individual working at the company the changes affected traditional job roles and career paths. Ten years after the changes were made Larsen observed that career success in the organisation is for 'people who can and want to look after themselves' [28]. Within such a culture the reality and relative reality for employees is that they have to adapt to change to survive.

Amazon 2007–2009
Amazon was started by Jeff Bezos in 1995 and what started as 'the vision to become the world's biggest and best online bookstore developed into a store where customers' could buy a variety of goods and services [29]. Bezos has been the force driving forward the organisation with his belief in the power of the internet at a time of unprecedented technological change. This has included raising significant finance for the company to expand and to invest in technological change as well as widening the appeal of the brand. Unlike *Oticon,* where a traditional organisation was changed, Amazon had started in an ever changing environment and went forward with continuous growth as its key strategy.

From a realist perspective it would have been difficult to sustain the initial belief in the development of the internet as a mainstay for the development of a business. However, from a relativist perspective this belief would have been justifiable as the vision of the future for

Bezos as the individual. Ten years after the company's start the two perspectives can be said to be similar in that the internet, continuous change and growth are realistic facts and relative considerations within the market / environment that Amazon operates.

Cordia LLP
This organisation was created in 2009 taking over 9,000 of the Council's employees to deliver public services and develop new business by operating as an independent company. The organisation remained 99.9 % owned by Glasgow City Council who set the overall strategic direction. The process of change has been particularly significant for employees as the types of services provided and environment that is being worked in have not changed but the organisation that employs them has. Change management meant a significant focus on culture change within the new organisation 'the changes needed would involve a significant shift in the attitudes and behaviours of both management and staff' [3] to accommodate the business ethos of the new organisation.

From a realist perspective as one of the employees subject to change you can see that the facts are that funding is not there for public service provision unless there is change. However from a relativist perspective the same employee may see that it is financially and politically convenient for the Council to transfer staff to a new organisation and instigate change.

Overall
In the first two examples change was driven by an individual as change manager and the behavioural choices that they took can be seen as ethical with some similar ground shared by realist and relativist perspectives. However, change in the *Cordia LLP* example can be seen as more polarised in terms of the decision to deliver public services (non profit) through a culture of private (profit driven) sector

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business. The ethics of behavioural choices is more complex against this background as are the realist / relativist perspectives.
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Structure

Oticon

Had a traditional hierarchical management structure with specific departments based across 15 sites worldwide and with a headquarters in Denmark. As part of the move to a 'sphaghetti organisation' Kolind moved from the idea of having a formal structure to one that did not have the traits of one such as departments, job titles, management/supervisor positions. As the Chief Executive Officer (CEO) he saw these trappings of a traditional structure as creating barriers for creativity and innovation. The switch to a way of working where employees were equal, they worked in customer focused project groupings and were treated as responsible in taking forward the work of the company.

The main driver of the changes was Lars Kolind, the CEO, who saw himself as be designer of a new approach to developing the organisation. In his position at the top of the organisation he was to use his power to take a risk in taking forward the changes [30]. He enabled a structure to take place which builds upon the creativity of an individual as well as group working, through specific projects. By harnessing the creativity that helps 'humans to survive, adapt and prosper' [31]. Kolind aimed to refocus and enable the company to do the same – survive, adapt and prosper by freeing up the individuals in the organisation from the constraints of traditional structures and other approaches.

Amazon 2007–2009

Core to Amazon's success has been continuous growth which is seeking 'to continually improving the customer experience by offering lower prices and a wider selection' of goods [29]. Flexibility

within the structure of the organisation has enabled it to focus on expansion and investment in technological innovation as well as widening its brand to include more products, goods and services. The companies approach to recruiting staff has been strategic, getting people with the right skills to fill an identified gap for service provision to the customer. The company has developed its business within the new environment of the internet and the technological advances of the late 1990s and the twenty first century leaving behind the traditional approaches to retail involving stores/shops.

Amazon's investment in technology has enabled it to reduce its operating costs (which are passed onto the customer as low prices) as well as track customers purchasing preferences which in turn have enabled it to shape products and services to customer needs. It can be said that this process has in effect replaced the traditional research and development department of a traditional company structure. In effect part of the Amazon's company structure is operated through its business processes online, its web infrastructure. The global power of the internet has enabled Amazon to roll out products and services worldwide including acquiring companies and strategic partnering. In 2008/9, 47% of the company's sales were international. An important part of the structure of the organisation and a key part of its success has been the role of the founder, Jeff Bezos. He believed the 'power of the internet lay in continuous communication' [29] and in the development of the virtual shopping experience for customers was the 'company's ability to personalise its service' [32].

The role of Bezos in the creation of Amazon through the actions of being an entrepreneurandthe'discovery, evaluationandexploitationof

opportunities' [23] has been fundamental to structuring the organisation and to an extent the business opportunities. The structure of the organisation has followed the creation of business and the following of opportunities.

Cordia

Direct and Care Services (DACS) was a department in Glasgow City Council staff employing 9,000 providing 'school catering, home care services and facilities management to other departments of the Council and more prestigious catering services to public and private sector customers' [3]. In 2009 they transferred into Cordia LLP due to continuing financial constraints within the Council. After the transfer the Managing Director (a previous Director at the Council) retained the services in the structure they had previously been in as he did not want to re-organise at an early stage in the life of the new organisation.

A significant issue for the new organisation is the transition to a new culture. A lot of the employees of the new organisation had been at the Council for a number of years and in the 'former Council department was built on a cultural assumption that jobs were virtually guaranteed for life' [3]. Within 12 months following transfer to the new organisation the Managing Director saw that a restructure was necessary for the organisation to face the challenges of the future.

The perception from the view of an employee transferring from the Council to Cordia is that little has changed apart from the name of the organisation. The reality is that the services being delivered are the same before and after transfer as are the staffing structures in place. A relativist viewpoint would be different from that of an employee and the Managing Director, who would see the transfer as a new

organisation going forward into the private sector.

Communication
Oticon

The changes that Lars Kolind introduced to Oticon focused on moving a traditionally structured company to one concentrating on innovation, creativity, interaction and fluidity. The formal company structures were flattened and staffs were given the responsibilities to develop their work areas. Interaction between staff including face to face meetings and project groups were encouraged as opposed to the traditional approach of company memo's between departments.

The company faced a future in a market where technology was developing at a significant rate and new approaches to be able to meet these challenges. As such, 'Communication is at the centre of this new approach to work' [1] from the use of technology/computers in the workplace to the layout of the new offices to encourage informal communication and small group meetings.

The radical change for staff was not fully embraced immediately and it took time for staff to adapt or new staff to be engaged. The benefits of such an approach to developing the creativity and innovation of the company resulted in an improved product, the 'MultiFocus' digital hearing aid being launched in 1991.

The reality of the situation facing Oticon when Lars Kolind took over as that of a traditionally organised company facing challenges in the coming years within its chosen market due to product and technological advances. Depending on where you are in the organisation the viewpoint and your perception at the time would vary. A shareholder would be concerned about future profit's, an employee may only be concerned about

their job at the time and the new Chief Executive Officer (Kolind) wants to drive forward a change based on their individual vision for the company. His vision is based on a view of the market and the world that it operates on in the future. There is a direct link between the subjective vision of an individual for the future (relativist) and the reality that changes in technological development bring to the world.

Organisations spend significant amounts of money in engaging creativity and innovation from their staff in order to gain the positives spinoffs as 'creative capabilities help us deal with changes in ourenvironmentandwiththe opportunities and threats of everyday life'

[31]. Octicon re-organised their company to enable this engaging process with the creativity and innovation of their employees to be at the centre of the organisation.

In looking at creativity and innovation a model has been developed by De Dreu, Bass et al called the 'Dual Pathway to Creativity Model'. This looks at creativity in relation to insights, original ideas and solutions developed. One way to achieve this is through flexible thinking / fluidity and the other way is through analytical probing / research. The change at Oticon signifies that Kolind took the company along the first route, as shown in Figure 7.
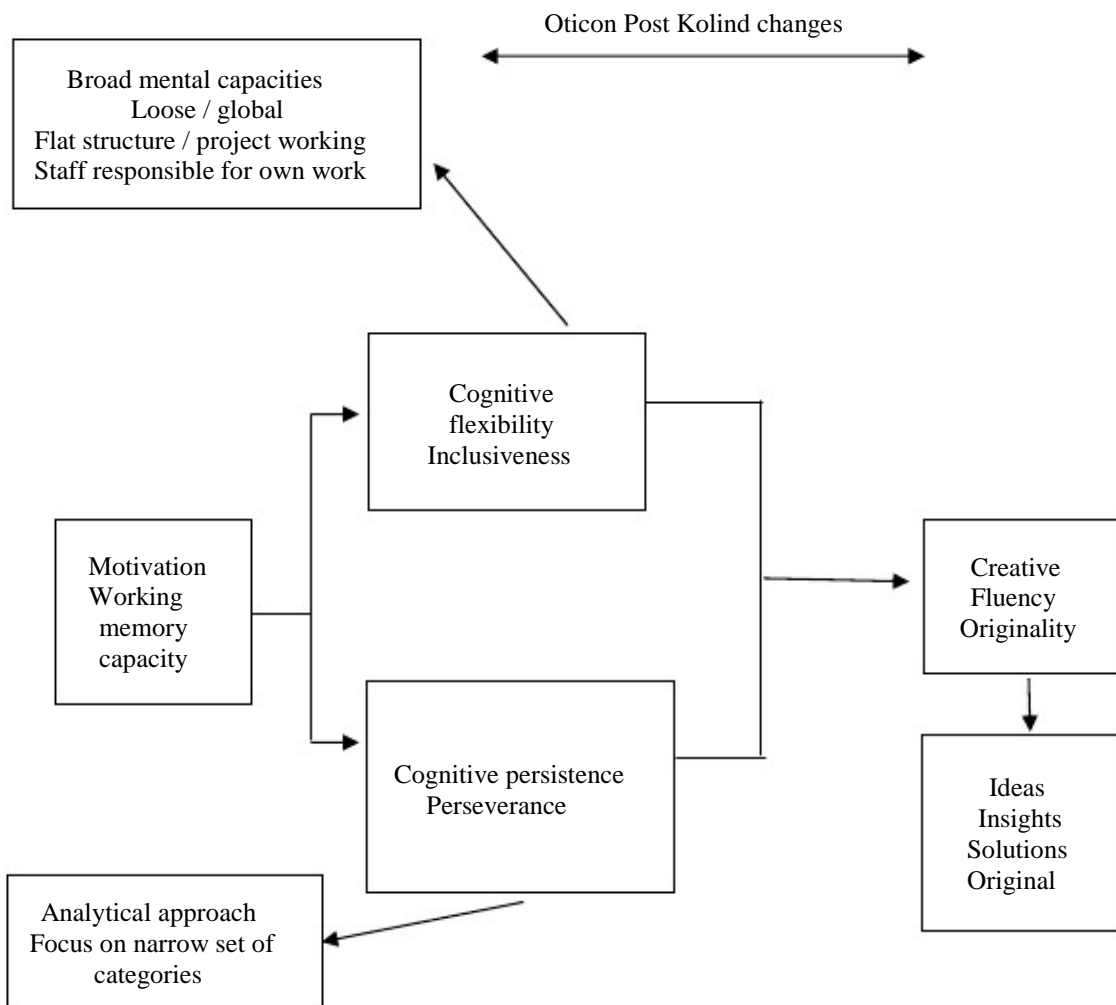

Fig. 7. *Oticon and Dual pathway to Creativity Model (adapted from De Dreu, Baas et al 2008 cited in De Dreu, Nijstad and Baas 1998, P301).*

Amazon 2007–2009

The founder of Amazon Jeff Bezos 'believed the power of the internet lay in continuous communication and word of mouth' [29]. The technological advances in communication through the internet and mobiletelecommunicationshave transformed how people throughout the world work, shop, live and contact each other. The experiences these changes have brought to each individual has transformed how knowledge and communication are considered. The business of driving forward these changes and improving the experience for customers relating to the work of Amazon has been a core part of the development of the organisation.

Just as Kolind visioned the future reality for *Oticon* as an organisation, Bezos visioned the development of the internet as the reality for his business in 1995. Ten years later the vision was the reality with the technological advances that had taken place.

Cordia

The experiences of *Cordia LLP* following the transfer of staff from the Council emphasisestheimportanceof communication amongst a large number of staff in an organisation. For a significant number of staff who had previously worked for the Council it can be seen from their viewpoint that nothing had changed apart from the name. To the Managing Director, the change brand was key as was the development of a commercial approach amongst staff. He introduced a change programme through 'six 20 week phases. In each phase there are 13 change leaders who head up teams of 8-10 managers' [3]. Communicating the messages of change needed to move the organisation forward became increasingly important towards the end of the first year following transfer from the Council. These messages included establishing changes in the way services are delivered, the culture and commercial focus of the organisation. The Managing Director felt that this strategy for change needed 'to be articulated and understood by all employed throughout the business' [3]. The reality of the change following transfer from the Council is that it was not real to some employees whereby the structures had stayed the same as had the delivery of services.

CONCLUSION

Perception of what is real and what is not depends on each individual, their viewpoint/ background/ experiences. This can be applied to history, theories and organisations. The behaviour that shapes organisations is itself influenced by perceptions of what is real and what is not. This can determine the very existence and success of organisations. The vision for an organisations future reality by a founder (Bezos at *Amazon)* or a Chief Executive (Kolind at *Oticon)* and the implementation of those visions has proven successful for those organisations.

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