

Case Book Rhythmics of Organizational Change

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Nine Case Studies in Change Management

Truus Poels

John Klein Hesselink

Joop Kielema

For further information about this and other publications, please contact:

Sdu
P.O. Box 20014
2500 EA The Hague
The Netherlands
tel.: 070 - 378 98 80
e-mail: sdu@sdu.nl
web: www.sdu.nl/klantenservice

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1 Introduction

Success of organizational change depends on many factors. An often neglected factor is the rhythm of organizational change, also referred to as organizational rhythmicity. When applied properly, the rhythm factor can make a positive contribution to the results of organizational change by anticipating the movement of the change. The model of organizational rhythmicity was developed in the PhD thesis 'Rhythmicity of Organizational Change'.¹ It characterizes the rhythm aspect of organizational change processes in five basic concepts. The outcomes of these underlying mechanisms of change (such as the planning, delays and the positioning of communication moments) influence the success of organizational change projects.

The Foundation of Rhythmicity of Organizational Change (in Dutch: 'Innovatieplatform Ritmiek van Organisatieverandering', I-RO) was founded in 2009. This Foundation conducts research on the rhythmicity of organizational change with the aim to develop and implement practical and useful instruments, for more effective implementation of organizational change processes. Fourteen organizations participate in the platform. The Advisory Board of the Foundation consists of professors from Utrecht University, the University of Amsterdam, VU University Amsterdam, Radboud University Nijmegen and a senior researcher from the Dutch research institute TNO. The mission of the platform is to obtain and disseminate more insight into the optimal rhythm approach of organizational change.

The research on organizational changes and organizational rhythmicity started with nine small-scale organizational change projects or parts of larger projects in the organizations participating in the I-RO platform. The objective of this research was to develop and apply instruments for assessing and validating the characteristics of organizational rhythmicity in these change processes. Central in this research is that the content of the organizational change projects was not affected. During the research,

¹ Poels, T., 2006, *Ritmiek van organisatieverandering*, Eburon.

the rhythmic instruments were further developed. It was discovered that suggested improvements based on less the average functioning rhythmic characteristics (rhythmic interventions) could be given to optimize the rhythm of change of the projects.

The future exploration of improving organizational changes by organizational rhythmic concerns an innovative and promising development. In the Netherlands it is important also to involve the Works Councils of the organizations (a council of employees with jurisdiction in terms of employment) in this development. The Works Councils allow the employees more involvement and participation in these projects. In the projects of this book the voice of the Works Councils in the organizations is also heard already.

In this case book the results of the study on organizational change and organizational rhythmic until now are presented. This case book is primarily written for managers, project leaders and other practitioners involved in change processes. It is a case book about organizational change examples, in which rhythmic of organizational change is the central theme. But the book is also intended to inform researchers on this new and promising development. We (the authors and the I-RO Platform members) believe that this new development will change the course of organizational change projects, by giving the appropriate attention to the rhythmic aspects of the change processes.

The study was conducted within nine organizations from various industries: business, government and non-profit sectors. The Ministry of Social Affairs and Employment granted a financial contribution for the development of rhythmic instruments.

1.1 Our Study on Organizational Change and Organizational Rhythmic

The purpose of the study in this book is to develop and apply instruments to optimize the characteristics of rhythmic of organizational change in existing change processes that were in a significant phase of implementation. Explicitly it concerns the rhythmic aspects in a change process not the content of the changes. Therefore, an existing experimental setting (study) was chosen in all organizations with actual change processes

clearly visible so that the characteristics of rhythmicity of organizational change could be measured and their position evaluated. During the study, the questionnaire was also developed for mapping and assessing the characteristics of rhythmicity in organizations.

In the study, special attention was paid to the fine-tuning of the definitions of the characteristics of rhythmicity of organizational change in the change processes. In every change process there are two rhythms: the rhythmicity of the organization and the rhythmicity of the change process. Examples of rhythmicity in organizations are the effects of the seasons, sales ups and downs, and recurring holiday periods, such as a Christmas break. In a change process, the characteristics of rhythmicity of organizational change are, for example, the announcement and communication moments at the start of a project (intonation). During the change process, repetitions of the communication of the objective clarity on moments of expected involvement and action moments for the participants (frequency) are necessary elements. At the end of the project feedback of the results is a necessary prerequisite to facilitate the motivation for participation in new change projects (emphasis).

In our study, the rhythmicity characteristics of involved organizational change projects were measured twice. At the start of the study, a baseline assessment was conducted by means of interviews with the change managers and a 100 item digital questionnaire completed by 123 employees. With the results of this measurement, rhythmicity interventions were developed and discussed with the participating organizations. In a final measurement, the effect of the implemented change was measured by means of a second digital questionnaire, now consisting of 30 items (only the questions on the actual change project the 70 questions on the general rhythmicity characteristics of change projects in the organization were omitted). These results were subsequently compared to the baseline assessment. In this book we give an extensive overview of these results.

Two aspects of the rhythmicity of organizational change are important from the rhythmicity point of view. First of all, the rhythmicity characteristics are measured and evaluated as they generally occur in the participating organizations. This was done to determine for instance the rhythm of accelerations and delays in general and the deviations from it between organizations and within the organizations in relation to the specific

organizational change project of our study. Secondly, it concerned the rhythm of the specific change project in order to establish the characteristics of this project.

The following three products were developed in our study until now:

1. *Questionnaire 'Rhythmics of Organizational Change'*

The Questionnaire Rhythmics of Organizational Change was developed for the assessment of change processes. This instrument was already developed by the Foundation and was further refined for the research purposes. The questionnaire is considered too long by the practitioners in the Foundation. Therefore the next development will be to design a smaller version for easy use in organizations.

With this Questionnaire Rhythmics of Organizational Change, the features of rhythmics of organizational change and activities in change processes in the participating organizations are measured and described.

2. *Questionnaire for members of Works Councils*

The Questionnaire for members of the Works Councils was developed for the measurement of change processes from the opinion of the members of the Works Councils on the rhythm factor in organizational change processes.

3. *Case Book Rhythmics of Organizational Change*

This is the book you are reading now. In this case book, the results of the study organizational change projects and their implicit organizational rhythmics are presented and made explicit. In the book it is shown how the characteristics of rhythmics of organizational change projects can be assessed and evaluated. There are nine organizations in which change processes (the cases) are described. Per case the book documents the role and functioning of the rhythmics characteristics in the various organizations and organizational change processes.

In addition to these three products and based on content of this case book, a practical training for the measurement, assessment and application of the rhythmics concepts in organizations in a quick and easy way is intended to be developed for managers and advisors in change processes.

Also with the results of the study, follow-up studies can be done into the rhythmic characteristics for specific sectors of industry. Also, a large-scale survey can be implemented to assess the base line of the rhythmic concepts of organizational change in a representative way.

1.2 Content of this Case Book

This case book consists of three parts.

The first part describes the method of the study on 'organizational change and rhythmic of organizational change'. In Chapter 2, the model of rhythmic of organizational change is explained. Chapter 3 describes the organizations that participated in the study.

Part II describes the rhythmic of organizational change for nine cases in nine organisations. The chapters 4 to 12 each describe a case in one of the participating organizations and the organizational change processes in this organization. The change process is the main subject of the case descriptions, next to a description of the results of the study and a brief response from the organization concerning the results of the study.

The first paragraph of each chapter describes the organization rhythm for the specific organizational change process. This section starts with the title of one of the outcomes described at a characteristic of rhythmic of organizational change. The second paragraph of each chapter gives a description of one of the proposed and implemented interventions for the organization. This can be a suggestion to improve or to continue positive rhythmic outcomes.

Part III describes the assessment and evaluation of the organizational rhythmic of the nine cases in general and gives conclusions and recommendations.

In Chapter 13, the outcome of the second survey is compared to the original baseline survey and recommendations to improve organizational rhythmic by rhythmic interventions is provided.

In Chapter 14, the opinions of the Works Council members concerning organizational change and organizational rhythmic are given.

In Chapter 15, the conclusions and recommendations are provided with regard to organizational rhythmic, including:

- The importance of organizational rhythmic for vocational processes;

- The assessment of rhythmic characteristics;
- Suggestions for improvements (interventions) regarding the application of rhythmic characteristics in the future;
- Comparison of the measurement of rhythmic characteristics before and after the change process (baseline assessment and final measurement);
- The fine-tuning of the rhythmic characteristics in the organizational process and the organizational change processes.

PART I

ORGANIZATIONAL CHANGE
AND
ORGANIZATIONAL RHYTHMICS

2 Rhythmicity of Organizational Change

With the model 'Rhythmicity of organizational change', the cadence or movement of change in organizations can be observed through descriptions in themes of rhythmicity of organizational change. In this chapter the model for 'rhythmicity of organizational change' is explained. This model was first described in an ethnographic explorative action research study in 2006.²

2.1 What is Rhythmicity of Organizational Change?

The model of rhythmicity of organizational change describes rhythmicity characteristics in planned and unplanned situations of change. With this model we designed a questionnaire to assess the different characteristics (concepts) in the model. It also proved to be possible to influence the organizational change more effectively by translating the assessed deviations from the average into actions for change. In that case the position of the employees who are involved in the projects could also be taken into account. This could be done by taking the opinion of the employees as a starting point for improvement.

From the descriptions of the rhythmicity characteristics in an organization or in an organizational change, points of interest can be formulated for rhythmicity of organizational change. On the other hand, these contents can lead to a better connection to the meaning of change for the people who are involved in the change process.

The term 'rhythmicity of organizational change' refers to the alternation of activities (information, consultation, decision-making, contacts, interventions, etc.) in an organizational change process. Organizational changes occur within a specific time frame that can be described and evaluated by five rhythmicity characteristics. The rhythmicity characteristics are summarized in figure 1:

²
See footnote 1.

Figure 1
Rhythmics
characteristics

	Rhythm	Frequency	
Emphasis	X		Interchange between moments of strain and relaxation, rest and unrest induced by organizational changes
Intonation	X		Accents or moments of information exchange and the positioning of activities in which people are involved in a change project
Pace	X		The speed of a change process including moments of acceleration and deceleration
Period		X	Total time covered by an organizational change project and the moments in a year when changes are present
Repetition		X	The number of times, activities or events are scheduled or take place (such as information supply, news and meetings about the organizational change)

These concepts have been developed by analogy with the heart pulse rhythm, rhythm in sports and rhythm in music. The reason for this detour is that until now little attention was paid to rhythmics characteristics in previous organizational change research (Poels, 2006). Concept names did not exist and it was considered appropriate to formulate and define the concepts according to these analogies.

Rhythmics of organizational change ('organizational rhythmics') is the more comprehensive term for rhythmics movement and is basically defined by the concepts rhythm and frequency. 'Rhythm' is the term for the regular fluctuating movements in change trajectories (relating to inform, consult, interventions, decision-making, contacts, etc.). 'Frequency' is the number of times that activities or actions take place and is therefore a number that indicates how often a phenomenon occurs during a specified period of time. The five rhythmics concepts of these two main themes rhythm and frequency are explained in the following section.

2.2 Characteristics of Rhythmics

The rhythm characteristics of organizational change projects can be described by the following five concepts:

- Rhythm – Emphasis
- Rhythm – Intonation
- Rhythm – Pace
- Frequency – Period
- Frequency – Repetition

The concrete activities or events in organizations that are relevant for these five concepts are for instance: providing news about the change, meetings on the change agenda, mutations in the change agenda, etc.

Figure 2 gives a graphical description of the three ‘rhythm’ concepts. These concepts can be explained by using the analogy of the heart rate of a person who is temporarily running fast to catch a train. Every heart-beat occurs in a cycle that covers a particular time unit. In the case of a heart rate, this is usually slightly less than a second. ‘Rhythm’ describes one cycle and includes the concepts emphasis, intonation and pace. ‘Frequency’ describes a sequence of cycles.

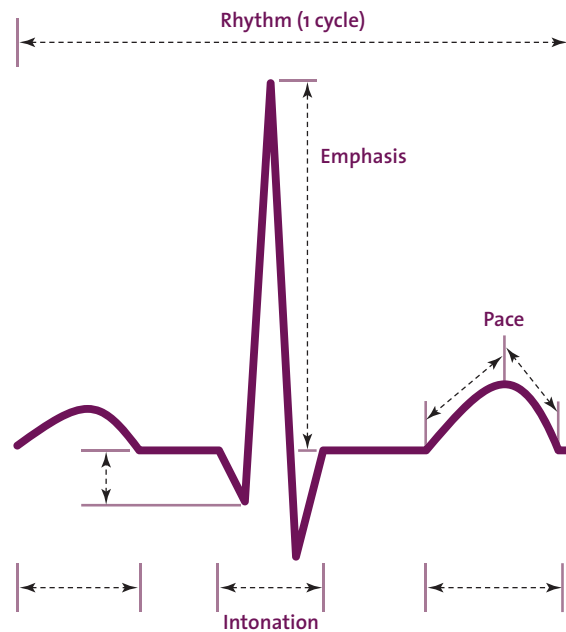
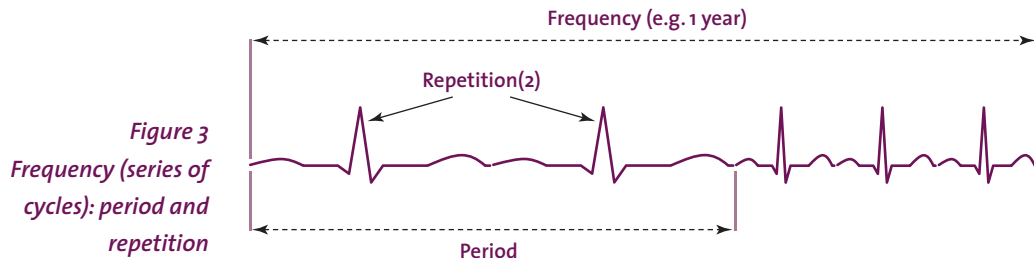


Figure 2
Rhythm (1 cycle):
emphasis, intonation
and pace

Rhythm characteristics in the heartbeat analogy are the following. ‘Emphasis’ is the distance between highest and lowest point of the heart rate in the cycle. ‘Intonation’ is the sequence of the preceding and following

activity in the cycle. 'Pace' is the intensity in terms of high speed and low speed and accelerations and decelerations in the total duration of the cycle.

'Frequency' describes the sequence of rhythm cycles by using the concepts period and repetition. Figure 3 gives a graphical explanation.



'Period' is the alteration of rhythms, for instance of the heart beat. In terms of a person running fast to catch the train, there is an alteration from the start of the running until the heart comes into a new resting state when the person has caught the train and is able to relax again. 'Repetition' is the number of times of heart beat rhythms in that period. Period is therefore divided into sub-periods, for example: walking quietly to the station, the discovery that the train is leaving within a few minutes, the fear of missing the train, the running to the train, the relief of catching the train, and then the final relaxation.

What is the analogy of the rhythm of the heartbeat with the rhythm of organizational change? We discovered that a diagnosis in terms of these mechanisms is possible for all types of organizational change projects. In all change activities in organizations, including the daily activities, rhythm is present and can be described with the characteristics of the model of rhythmic of organizational change.

In most situations, there are one or more dominant rhythms and rhythms that are related to the dominant rhythmic. In the human body for instance, several different rhythm processes occur simultaneously, for example: the heartbeat, the breathing, and the blinking of the eyes. Sometimes these processes are in phase and sometimes not. And some rhythms are more dominant than others. In organizational change projects, the

challenge is to discover the rhythms that are related to the change process one wishes to improve.

The assumption can be formulated therefore that if an organizational change project follows the organizational rhythms, the project can be realised best. But that is not a necessary assumption. It is also possible that if the rhythm of an organizational change is consciously influenced, for instance by temporarily speeding up or slowing down, implementation can be improved. An example of acceleration is the faster implementation of the change process, which more quickly leads to benefits or profits. An example of deceleration is: allowing the employees more time to adapt to the change.

In all cases the results of an organizational change project are a function of the characteristics of organizational rhythmicity described in the model in this paragraph. It is still a model however, because no predictions can be made from the functioning of the underlying mechanisms. For that reason the model needs to use external validation of the rhythm characteristics, such as the deviation from the average scores of the change concepts in the organization or the evaluation of the rhythm characteristics by the involved or participating employees or superiors. This is the way the questionnaire 'Rhythmicity of Organizational Change' is designed.

3

Design of the Study

Fourteen organizations participate in the Innovation Platform Rhythmics of Organizational Change (hereafter referred to as I-RO). Nine of these organizations participated in the study 'Organizational change and organizational rhythmics'. The participating organizations are active in various sectors of industry, including business, government and non-profit sectors. Together they cover a wide range of types of change projects in organizations.

3.1 Participating Organizations

The organizations that participated in the study are:

AerCap AerCap is an integrated global aviation company with a leading market position in aircraft and engine leasing, trading and parts sales. AerCap also provides aircraft management services and performs aircraft maintenance, repair and overhaul services and aircraft disassemblies.

Janssen Biologics BV Janssen Biologics produces, acquires and performs marketing for unique biopharmaceutical treatments. The innovative products focus on three major disease categories, namely cardiovascular and immunological disorders, and cancer.

KLM Cargo With a transport of 1.45 million tons of freight per year, Air France-KLM Cargo (AF-KL Cargo) & Martinair Cargo is one of the largest air cargo carriers in the world. This transport comprises all kinds of goods: flowers, car and aircraft parts, clothing and post. In addition, AF-KL Cargo & Martinair Cargo specialise in cargo transportation: fresh products, medicines and live animals.

Ordina Ordina has approximately 3,500 employees within the Dutch and Belgian markets concentrating on the improvement of business processes. This

occurs through advising, development of supporting applications or by acquiring complete processes, including ICT.

RIVM The Governmental Agency of Health and Environment (Rijksinstituut voor Volksgezondheid en Milieu, RIVM) is a knowledge- and research-based institute, focused on the promotion of public health and a healthy and safe environment. The key tasks of the RIVM, both realised in national and international contexts, are to serve as policy support for the Dutch Government.

Shell Shell is a global group of energy and petrochemicals companies with around 101,000 employees in more than 90 countries. Shell has a key role in energy supply and is trying to meet the growing energy needs of the world in a responsible manner – keeping in mind economical, environmental and societal concerns.

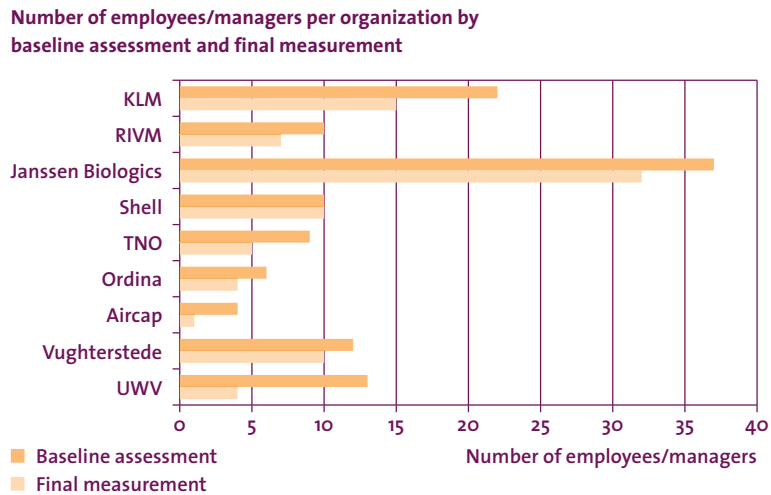
TNO TNO is an independent research organization that on the basis of its expertise and research gives an important contribution to the competitiveness of companies and organizations, to the economy and to the quality of society in general.

UWV The Governmental Agency of Unemployment Benefits, Uitkeringsinstituut Werknemersverzekeringen (UWV) is the central institution for benefits, employment mediation and claims assessment. UWV is a Dutch governmental agency responsible for conducting employee regulations for the laws: unemployment benefits (WW) and disability benefits (WAO, WIA and the Ziektewet).

Vugherstede Vugherstede is a foundation that operates three nursing homes, namely 'Woonzorgcentrum Theresia', 'Huize Elisabeth' and 'Huize Mariënhof'. These nursing homes employ over three hundred employees and a large number of volunteers, who provide services to and care for more than five hundred elderly people.

In the study, a total of 257 employees and managers in these organizations were asked to participate. A total number of 123 employees and managers accepted the invitation and returned a fully completed questionnaire, which is a response of 48%. Figure 4 shows the participating organizations with the number of respondents.

Figure 4
Participating organizations and number of employees/managers



In figure 4 differences in numbers of respondents are mainly related to the extent of the organizational change projects. Small number of respondents originate from small projects. In all organizations the response rate was sufficient.

3.2 Method of Study

The study was designed with a baseline measurement, an intervention period and a final measurement. No control groups were used, because all projects are unique. A digital questionnaire was designed for both employees and managers, who were involved in the change project in the organizations, covering all five concepts of the model described in chapter two. In the questionnaire the respondents were asked to complete questions on the five rhythmic concepts for both the general changes within their organizations (69 questions) and for the specific change in which they were involved (31 questions). A shorter version of the digital questionnaire was sent to the Works Council members.

The results per organization of the baseline assessment were documented in a report for each organization, and discussed in a feedback meeting with the organization. Part of the reports included suggestions for optimizing the rhythm aspects of the change project involved (rhythmic suggestions).

After the baseline measurement and feedback meetings, there was an intervention period to implement, if necessary, the suggestions made in the report and discussed during the meetings. Afterwards there was a final

measurement, were the questions concerning the specific change for the participants were asked once again by means of a digital questionnaire.

Before the conduction of the first assessment, the initial questionnaire was refined and improved. Next the organizations were contacted for interviews with the management of the organizations. Information was obtained about the group of participants who had been selected to participate in the study, as well as the content relating to the specific organizational change that was measured. Based on all information gathered in this initial phase, the questionnaire was finalized. Figure 5 gives some examples of the questions used, in this case for the concept 'intonation'.

Intonation		Always	Often	Not often	Sometimes	Never	Do not know
		1	2	3	4	5	6
	Intonation is defined by the accents or moments of information exchange and activities.						
31.	Are the starting moments of organizational change projects in your organization unclear?						
32.	Are the finalizing moments of organizational change projects in your organization unclear?						
33.	Are you informed about the schedules of organizational change projects in your organization?						
34.	Are the goals of organizational change projects in your organization clear at the start?						
35.	Are you informed about the course of organizational change projects in your organization at scheduled key moments?						
36.	Is it clear to you what changes occur in the organizational change projects in your organization?						
37.	Is it clear to you why organizational change projects in your organization are implemented?						
38.	Is it clear to you what time choices are scheduled in the organizational change projects in your organization?						

Figure 5
Example from the
general part of
the Questionnaire
Rhythmics of Organi-
zational Change

The questionnaire is split up into questions on organizational changes in general within the organization (69 questions) and into the specific organizational change that is examined during the study (31 questions). For both of these situations, the questions are organized per rhythmic concept. Figure 5 gives an example of questions on intonation related to all organizational change projects in the organization. Prior to the question blocks, brief explanations of the concerning rhythmic theme are given.

In total, 131 respondents (including the Works Council members) participated in the baseline assessment phase of the study (8 members of Works Councils). They are employed in nine organizations.

The differentiation into functions in the category of employees and managers in these organizations is:

- Managers 27%
- Employees 67%
- Others 7%.

The Questionnaire Organizational Rhythmic for Works Council members was completed by eight Works Council members from eight organizations. In one of the participating organizations there is no Works Council. Therefore the response for the Works Council members is 100%.

The study was conducted by means of a digital questionnaire with questions and response categories. All answers to the questions are recoded from 0 to 1. Questions with six response categories are recoded as follows:

- always = 1
- often = 0.75
- not often = 0.5
- sometimes = 0.25
- never = 0
- do not know = 0.5

The few 'missing values' are recoded to the average of 0.5 in order to include all observations in the study.

The questions with three response categories are recoded as follows:

- yes = 1, meaning that the respondent agrees;
- no = 0, meaning that the respondent disagrees;
- do not know = 0.5.

The few 'missing values' are recoded to the average of 0.5 in order to include all observations in the study.

For each organization, the results of the study were described in a report table format with the scores for each rhythmic characteristic divided into a score for the respective organization and a score for all participating organizations.

The questionnaire has 100 questions and 2 final questions. The first ten questions are about the organization, the focus of their organizational changes in general, and the involvement of the employees in change projects. All other questions are about rhythmic characteristics. Of these, the first series of 59 questions are about organizational change projects within the organization in general (questions 11 to 69) and the second series of 31 questions concerned the specific change in the organization (questions 70 to 100), which was the studied project.

In the table that was included in the reports to the individual organizations, a total score was given for the rhythmic characteristic of the organization (figure 6, left figure). Per concept the questions were sorted from the lowest score to the highest score. The second column of the table (figure 6, right figure) listed the average score of all participating organizations in the survey (including the specific organization for which the report is drafted). Scores of the organization that are significantly higher or lower than the average scores of all organizations, are indicated by an arrow up or down (see figure 6).

*Figure 6
Example table
with scores for each
question selected and
with an indication of
significant high (or
low) averages*

		Score organization	Score all nine organizations
100.	Have you been involved before in an evaluation of organizational change projects? [N=101] [Average]	0,78 ▲	0,47
Percentages are column percentages, and are tested with the Pearson Chi – square test (horizontal equations). Averages are tested with the t-test (horizontal equations). The contrast is each time: 'subgroup' vs 'rest cases'. ▲ : p<0,05 (and ▼): significant high (low) percentages and/or averages. Symbols are only based on significance, not on effect size.			

Scores can be used as reference scores by the organizations. An important question however concerns the level of the references. In other words: what is the optimal reference level for the organization? Is this for example the natural average of answers to the questions for the rhythmic

characteristics that tends to be 0.50? Or is this the average of all organizations, that also tends to be about 0.50? Or can an organization propose its own criteria? At least with the results of the questionnaire, organizations receive an image of the current level of their organizational rhythmic situation, and the rhythmic interventions can also be formulated in a more ambitious way, for instance to implement changes that are 10% better than the average.

3.3 Types of Organizational Change

The questionnaire started with ten general questions about organizational changes within the organization and the position of the respondents in these changes. The answers to these questions are documented in this paragraph. First the respondents in the study provided an answer to the question on the types of organizational change they experienced in their own organization. Figure 7 shows an overview of types of organizational change respondents experienced in practice.

What changes?

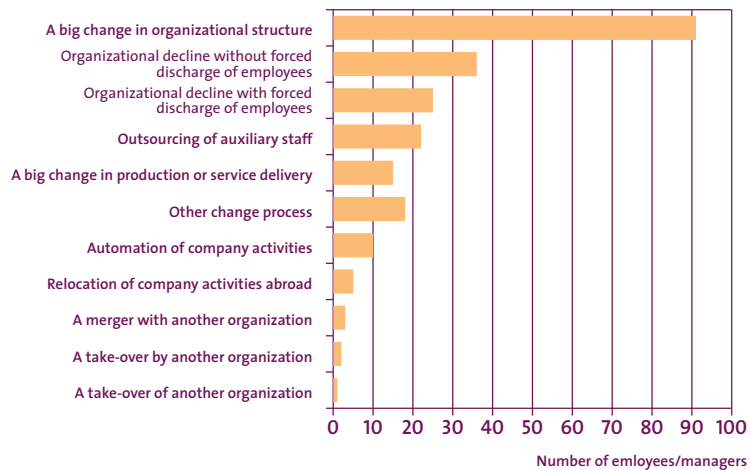


Figure 7
Types of organizational change³

Figure 7 shows that most common is a change in organizational structure. A possible explanation for this may be that a change in the organizational structure often is clearly visible and has many consequences. In addition, there are quite high scores for organizational restructuring with and without redundancies. This change is possibly explained by the economic

³ This question comes from the National Survey on Working Conditions, NEA (www.tno.nl/nea).

crisis that impedes growth in many sectors and sometimes asks for decisions such as downsizing.

The answers to the questions on the focus of the changes in the organization, resulted in a 'balanced scorecard of changes'.⁴ Organizational changes can be classified according to their focus on the financial position of the organization, the customers, the way of organizing the workflow, and the development of the employees. The balanced scorecard of changes in figure 8 shows that this last category has the lowest priority. The scattering lines in figure 8 show the large variation in focus of the organizational change projects in the participating organizations.

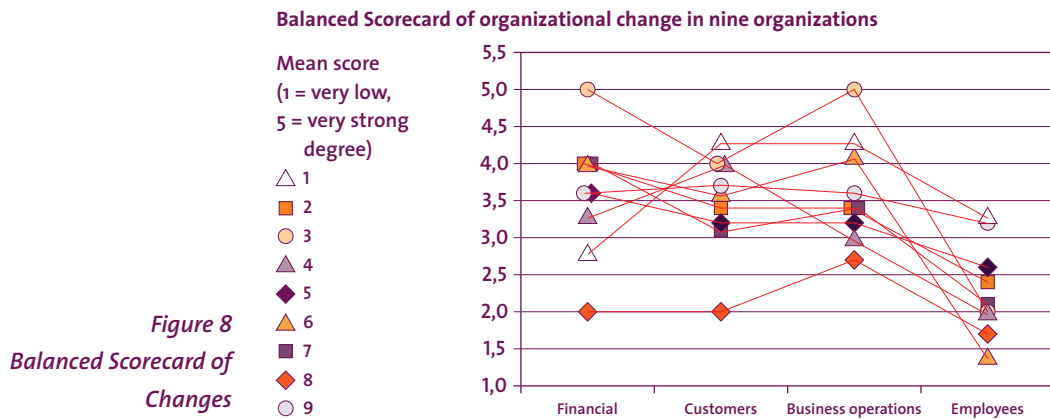


Figure 8
Balanced Scorecard of
Changes

Figure 9 shows the number of change projects experienced by the respondents and the number of change projects in which they are involved in. The upper part of the figure indicates the number of changes experienced and the bottom part the number of changes involved in.

⁴ Kaplan, R. S., & Norton, D. P. (1996). *The Balanced Scorecard*. Harvard Business School Press.

Figure 9 shows that 95 percent of the participants is involved in change projects. The majority (63 percent) has to do with one or two changes; 22 percent of the respondents mentioned that they are involved in four or more changes. This shows that there are many changes in the participating organizations where employees and managers are involved in.

Many changes in the organization? In how many involved?

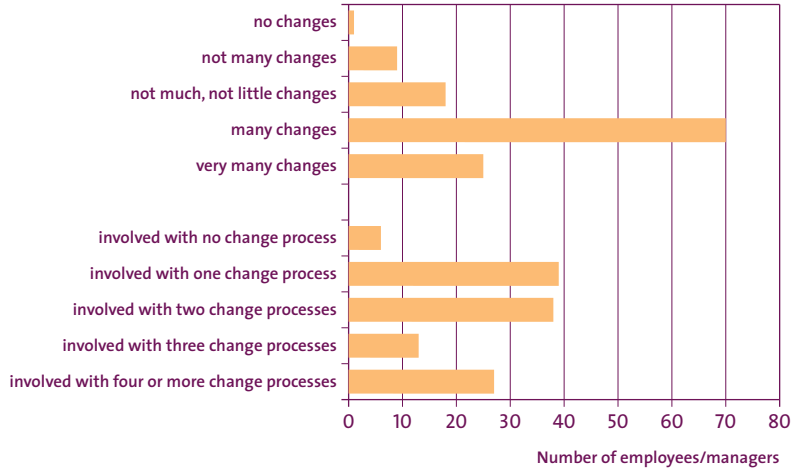


Figure 9
Number of changes in the organization and involvement

In the study 'organizational change and organizational rhythmicity', the following changes have been the subject of the study:

- Change 1: Implementation SOX Compliance Rules
- Change 2: Change Q, adjustment organizational structure
- Change 3: Integration of Departments Shipment Control and Tracing
- Change 4: Implementation Service Excellence Program
- Change 5: Temporary Work Organization I-function
- Change 6: Introduction PDAS, a new organizational structure
- Change 7: Design and operation new Mobility Center
- Change 8: Quality assurance; introduction reviews
- Change 9: Implementation quality policy

PART II

ORGANIZATIONAL RHYTHMICS IN NINE
ORGANIZATIONS



4

Change AerCap: Implementation SOX Compliance Rules

AerCap participated in the study with the organizational change project 'Implementation SOX Compliance Rules'. A description of this change is given below and the results of the study organizational change and organizational rhythmic are exemplified.

AerCap is an integrated global aviation company with a leading market position in aircraft and engine leasing, trading, and sale of parts. AerCap also provides aircraft management services and performs aircraft maintenance, repair, and overhaul services and aircraft disassemblies.

Following the merger with Genesis Lease in March 2010, AerCap has become the world's largest independent aircraft leasing company with total assets of approximately 9.3 billion US Dollars.

AerCap's total portfolio includes 350 aircraft and 95 engines that are either owned, on order, under contract or letter of intent, or managed. AerCap is headquartered in the Netherlands and has offices in Ireland, the United States, China, Singapore, the United Kingdom and the United Arab Emirates.

The results of the survey organizational change and organizational rhythmic, in general for the organization, showed the following. The respondents do not find the amount of change projects in the organization high. They indicate that changes in the past twelve months were aimed at improving organizational processes and were not aimed at improving the financial position. There is little need for rest.

The organizational changes are regarded as successful. The respondents understand the planning of changes. At the start of organizational changes, the objective of the change is clear to them. However, the schedules of organizational change projects in the organization do not take into account extra time for activities per phase for possible delays. Furthermore, they indicate that communication about the organizational

change projects insufficiently address their situation. In the scheduling of changes, the required time for the change is taken into account. The organizational change projects are not experienced as too slow. The preparation and implementation of a change, however, regularly require more time than scheduled.

4.1 The Change is not Implemented Too Fast or Too Slow

The specific organizational change is about compliance of the HR Department to the SOX rules. Particularly, the focus was on implementing these rules for the HR Department for hiring, dismissal, and paying of employees. In order to comply with the SOX rules by the HR Department, so called risk areas are identified. The SOX Project Manager has identified the components that need to be monitored. The result of this implementation is the SOX logging. For example, it was tested whether there are two credentials available for each employee and if there is a copy of consent of the recruiter available.



The offices of Amsterdam, Shannon, England, Fort Lauderdale, Miami, Singapore, and Shanghai have participated in the study 'Organizational Change and Organizational Rhythmics'. The SOX Compliance Rules are implemented in various phases. First, Amsterdam was audited. Subsequently, the other locations and all new employees were audited according to the new working method. Besides the Board of Directors, multiple committees are necessary (conform the New York Exchange) and an evaluation of the Dutch Governance Code (which guarantees the public investment in the organization).

For the specific organizational change, the questionnaire contained thirty questions. These questions are categorized according to the characteristics of organizational rhythmics. Additionally, in the characteristic pace, a subdivision is made in a pace too fast or a pace too slow.

- Rhythm – Emphasis** The respondents feel involved in this change. Additionally, they feel involved in this project on time. They indicate that their opinion is taken into account. However, their holidays are not often taken into account. With the planning of this change, the periods of rest and unrest by other change projects were insufficiently taken into account.
- Rhythm – Intonation** The respondents gave a high score to the question whether the activities of this project were clear to them as well as the reason why this project was implemented.
There was no uncertainty concerning the start of this project.
- Rhythm – Pace** The respondents indicate that there was an acceleration of activities at the start of the project. This project was, in their opinion, implemented not too fast nor too slow. This is in line with the opinion of the respondents that they did not experience the implementation of this project as too quick or as too slow.
- Frequency – Period** The activities and moments of change are reasonable or adequately incorporated into the calendar of activities of the organization. The start of this project was not scheduled during the holiday periods.
- Frequency – Repetition** The respondents gave a low score to the question whether this project used results of evaluations of former organizational change projects.

Additionally, they mentioned that they had not been involved in an evaluation of earlier organizational change projects.

4.2 Rhythmics Intervention 1: More Involvement of Managers/Employees in Evaluations

Based on the results of the analysis of the specific change project, suggestions for improving the change rhythm (planning and implementation of activities, moments of communications, commitment, etc.) were provided to AerCap. These are indicated with an ■. In addition, suggestions to continue the positive results of rhythmics were given. These are indicated with a ✓. Some of these rhythmics interventions are described as follows.

- Rhythm – Emphasis**
- Take periods of holidays during a change project into account. This can have a positive effect on the involvement of managers and employees in change projects.
 - Take periods of rest and unrest by other organizational change processes into account when planning change projects.
 - ✓ Respondents feel involved and they feel involved on time in change processes.
- Rhythm – Intonation**
- ✓ The activities of a change project are clear to the respondents.
 - ✓ The reason why a project is implemented is clear to the respondents.
 - ✓ There is no uncertainty concerning the start of a project.
- Rhythm – Pace**
- ✓ The project is not implemented too fast or too slow.
- Frequency – Period**
- ✓ In scheduling a change project, extra time for possible delays in the activities is taken into account.
- Frequency – Repetition**
- Results of evaluations of former organizational change projects can be used more often in order to learn from the results of evaluations of earlier change projects.
 - Managers and employees can be more involved in evaluations of organizational change projects.

A comment from AerCap on the results is that producing such an evaluation is useful and gives interesting findings: ‘We should do this more often’. Usually, there is no evaluation.

Due to the size of the organization, all people are involved with everything. This corresponds with the high scores for involvement in organizational change and organizational rhythmicity. There are no layers in the organization; the organizational structure is flat and one works by means of projects. The organization consists of highly educated people with a great sense of responsibility.



5

Change Janssen Biologics: Change Q, Adjustment Organizational Structure

Janssen Biologics participated in the study with 'Change Q', which concerns adjusting the organizational structure.

Janssen Biologics makes, acquires, and launches unique biopharmaceutical medicines on the market. These innovative products focus on three major disease categories: cardiovascular and immunological disorders, and cancer.

Janssen Biologics produces medicines not according to the traditional methods, but by using biopharmaceutical processes. These are new, extremely clean production methods that produce special medicines with worldwide application possibilities. In addition to the production, they put a lot of effort into developing new medicines. This happens mainly in the United States. From its office in Leiden and from the head office in the US, research on the effectiveness and the safety of the products is coordinated.

In the baseline measurement, a number of questions are about organizational change in general. The following opinions were found.

It is unanimously indicated that in the past twelve months the changes in the organization are major changes within the organizational structure. In addition, a number of changes were concerned with downsizing with and without redundancies.

Currently, they have a lot of change processes within the organization. The organizational changes are focused on improving the financial situation of the organization.

It is often indicated that there is a need for rest in the organization with regard to the change processes. The organization has a strong focus on continuous innovation. Change processes in the organization are usually executed in phases.

When scheduling change processes in the organization, the work load in certain periods and holidays is not considered. It is reasonably obvious why a change project is implemented and which changes there are in the change process. Sometimes confusion arises about the starting moment and sometimes about the ending moment of the change.

The speed of implementation of organizational changes results from formal processes of decision-making. Many respondents mention that, comparable with previous years, the pace of organizational change has become higher. It is striking that many respondents mention that choices considering timing changes during the process.

On the other hand, they mention that there are hardly any accelerations during a change process. However, some of the respondents mention that accelerations in the organization occur during the start. The start of the changes in the organization is random throughout the year. A large part of the respondents mention that the schedules of organizational change projects in the organization take place mostly within one year. The preparations as well as the implementation of a change project regularly require more time than scheduled. The moments of communication during organizational change are always executed at the scheduled moments.



5.1 There are Many Changes in Pace

Quality is a service-oriented organizational division with the aim to deliver safe medicines to patients and in this way contribute to the success of the company. Quality is a part of a matrix organization (Janssen Supply Chain) and consists of four divisions, namely Quality Control (QC), Quality Assurance (QA), Microbiology and Quality Systems & Compliance.

The Department Quality Control deals with testing of raw materials and product samples. The raw materials are released by QC itself. The Department Microbiology of the division Quality tests the microbiologic quality of raw materials, intermediate products and final products. In addition, the environmental monitoring program is executed for the microbiological control of production areas. Quality Systems & Compliance is responsible for the status of compliance of the 'quality systems in Leiden'. Quality Assurance is primarily responsible for the control of quality and the security program of the organization, and is therefore closely involved in the primary production and production supporting processes. QA is ultimately responsible for the release of bulk products and semi-finished products for internal and external customers.

'Change Q' concerns an adjustment of the organizational structure in which there is a maximum of three managerial levels and the span of control is approximately ten employees per manager. In an early stage, the structure of the organization of quality was communicated. The Works Council gave a positive reaction to the request for advice. Employees of the organization of quality were taken into the sound board group. In particular, the sound board group assesses what is right and what works less well in the implementation of the organizational change and the concerning timelines.

For the specific organizational change, a selection of the views from the respondents is given for each characteristic of rhythemics.

Rhythm – Emphasis

The respondents indicate they are aware of the consequences of this change. When scheduling this change, the work load in certain periods is not sufficiently taken into account.

With the scheduling and implementation of this change the periods of rest and unrest by other organizational change projects is also insufficiently taken into account.

Rhythm – Intonation

The respondents know which activities will take place in this change and why this change is implemented. There was some uncertainty about the start of this change.

The emphasis of moments of information and activities in which respondents were involved in the change are very clear.

Rhythm – Pace

The respondents sometimes experienced the organizational change as too fast and at times as too slow. This indicates relatively many pace changes. During the change and also at the start of the change, there were delays.

In the opinion of the respondents this change was implemented too fast. To some extent, this change had a high pace.

Findings from rhythmic view is that there is not much need for acceleration of the organizational change, but there is a need to prevent delays.

This makes a more regular pace possible.

Frequency – Period

Many respondents indicated that the moments of communication during this change were executed at the scheduled times. A few respondents indicated that the phasing of this change included space for running out of time of activities. A positive aspect of the change process is that only a



few respondents indicated that the start of this change was during their holidays.

Frequency – Repetition Almost half of the respondents indicated that they were previously involved in an evaluation of a change process. For this rhythmic characteristic, it is remarkable that suggestions from previous evaluations (lessons learned) were not included in new changes, also in this change. Generally, it can be mentioned that evaluations of change processes are a weak point in organizational change processes. The general suggestion for improvement, but that applies to all participating organizations in the study, is to take the results of evaluations more into account and to learn from these results for future change processes.

It is probably not too late for this change to learn from the outcome of previous evaluations that can be very useful for improving this organizational change.

5.2 Rhythmic Intervention 2: More Consideration for Moments of Rest and Unrest

Based on the results of the study of the specific change process, suggestions to Janssen Biologics were made to improve the rhythm of change. These are indicated with a ■. In addition, suggestions to continue the positive results of rhythmic interventions are given. These are indicated with a ✓. Some of these rhythmic interventions are described as follows.

Rhythm – Emphasis ■ Take greater account of the moments of rest and unrest within the organization during the change processes. This can have a positive effect on involvement of managers and employees during the concerned changes.

■ Take greater account of the work load in certain periods.

✓ The consequences of the change are incalculable for the employees.

Rhythm – Intonation ■ Communication about the start of the change process can be improved to prevent uncertainty about the start of the change process.

✓ Activities in a change process are clear to managers and employees.

✓ It is clear to managers and employees why organizational change processes are implemented.

✓ The schedule of the change is clear to managers and employees.

- Rhythm – Pace**
 - By preventing delays, a more regular pace can be established.
 - Extra attention at the start of a change can result in a more regular pace, which possibly avoids delays.

- Frequency – Period**
 - While phasing the change, take extra space into account for running out of time for the activities.
 - ✓ The start of the change does not take place during the holidays.
 - ✓ The moments of communication are executed at the scheduled times.

- Frequency – Repetition**
 - Use the lessons learned from evaluations of earlier change processes in order to learn from these results for future change processes.

The results of the study (baseline measurement) are recognized by Janssen Biologics. They indicate that they can take moments of rest and unrest in the organization more into account. They are a company that has the same production level 24 hours a day. Also there is the same production process throughout the year. This explains why there are few fluctuations in the activities of the organization. When planning organizational changes, periods of holidays, such as the summer holidays, are taken into account.



6

Change KLM Cargo: Integration Departments Shipment Control and Tracing

The organizational change from KLM Cargo that participated in the study concerned the integration of the Departments Shipment Control and Tracing.

With the integration of Shipment Control and Tracing, KLM Cargo continues streamlining the operational domain's environment.

Disturbances in the transport of cargo within the network are primarily the responsibility of the primary operation (the flows in the 'HUB' and the outer stations).

In the Departments Shipment Control and Tracing, secondary aspects are centralized. Shipment Control follows consignments through monitoring, based on the 'flown as planned' principle of the KLM network, from the time of delivery by the customer until the time of delivery to the receiver. Registering and analysing irregularities, indicating possible solutions to improve the handling and the prioritization of consignments which are deducted, also belong to the basic activities. During flight handling when Shipment Control does not offer the right solution in the first 24 hours, the tasks listed after 48 hours are taken over by Tracing. Important in these activities is the correct alignment with the primary operation and the commercial processes.

The aim of both Departments Shipment Control as Tracing is:

1. Monitoring quality and maintaining communication with the operation, rescheduling consignments to reduce damage for customers.
2. Using monitoring, proposing improvements in the operation and properly resolving the disturbances to increase customer satisfaction (both internally and externally).

During the integration, there are activities to improve quality, efficiency in the Department and customer satisfaction.

Below the organization and the change are explained and the results of the organizational change and organizational rhythmicity are discussed.

With a transport of 1.45 million tons of freight per year, Air France-KLM Cargo (AF-KL Cargo) & Martinair Cargo is one of the largest air cargo carriers in the world. This transport consists of all kinds of goods: flowers, car- and aircraft parts, clothing and post. In addition, AF-KL Cargo & Martinair Cargo offers specialised cargo transportation such as fresh products, medicines and live animals. AF-KL Cargo & Martinair Cargo operates in an international environment with Schiphol Airport and Charles de Gaulle as home bases.

Together AF-KL Cargo & Martinair Cargo employ almost 5,000 people. Since October 2005, commercial activities of Air France Cargo and KLM Cargo were integrated. Since 2009, Martinair Cargo is part of AF-KL Cargo. AF-KL Cargo & Martinair Cargo has a joint network and an extensive fleet of modern aircrafts. In almost all aircrafts, cargo is transported. In addition to special cargo planes and passenger aircraft with cargo in the belly of the aircraft (the so-called 'belly hold'), there are also sixteen combination aircraft with passengers and freight.

The participants had the following views about change within the organization in general.

The changes witnessed by the respondents focussed on organizational decline without forced discharge of employees and large changes in or-



ganizational structure. They have a lot to do with changes within the organization. The changes in the organization concentrate on improving: 1) organizational processes in the organization, 2) the financial position, 3) serving the clients of the organization and 4) the development of the personnel. The respondents indicate that there is a need for rest with regard to change.

Step-by-step change processes are scheduled. There is little uncertainty regarding the final implementation of organizational change projects. In the scheduling and implementation periods, rest and unrest by other organizational change projects are taken into account. The temporary work load in certain periods is taken into account when scheduling.

The speed of changes is determined by formal decision-making processes. The pace of changes in recent years became higher. Changes are not implemented too slowly. There are few accelerations at the end of change processes. It is striking that at the start and during a change project there are accelerations.

Changes start randomly throughout the year. In the phases, extra space per phase is taken into account for possible delays.

The preparation and implementation of change processes regularly ask more time than scheduled. The moments of communication during a change process occur at scheduled times.

6.1 Moments of Communication Occur at Scheduled Times

The Departments Shipment Control and Tracing were integrated to one Department Shipment Control & Tracing. This integration took place in two phases. First of all, the organizational change and installation, and in the second phase, the analysis of the processes to achieve synergy benefits.

Rhythm – Emphasis The respondents feel involved in this change. The change is planned step-by-step, though periods of rest and unrest by other organizational change projects are insufficiently taken into account. Holiday periods are taken into account.

Rhythm – Intonation The respondents are familiar with the activities in this change. However, there was uncertainty about the start of the change. Communication can be focused more on the respondents situation.

Rhythm – Pace At the start and during the change, there were delays. The change was not implemented too slowly. The change did not have too high or too low a pace.

Frequency – Period The moments of communication were executed at the scheduled times. Also in the phases of this change, extra time for possible delays of activities was taken into account. The start of the change did not occur during the holidays.

Frequency – Repetition The respondents are not often involved in an evaluation of change and also the evaluations of former change processes were not prominently used in this change.

6.2 Rhythmics Intervention 3: Avoid Delays for the Benefit of a Regular Pace

Based on the results of the study of the specific change – integration of Shipment Control and Tracing Departments – suggestions for improving the rhythm of change were provided to KLM. These are indicated with an ■. In addition, suggestions to continue positive rhythmics outcomes were given. These are indicated with a ✓. Some of these rhythmics interventions are described as follows.

- Rhythm – Emphasis**
- Take greater account of the moments of rest and unrest within the organization.
 - ✓ Take holidays into account in the implementation of a change.



- ✓ Schedule the change in phases.

- Rhythm – Intonation**
 - Communication about a change needs better focus on the situation of employees and managers.
 - Provide more clarity about the planning of a change.
 - Preventing of uncertainty about the start of a change.
 - ✓ The employees/managers know what the activities are in a change.

- Rhythm – Pace**
 - Avoid delays to make a more regular pace possible.
 - Pay attention to the regularity of the pace at the start of a change, meaning possible delays can be avoided.

- Frequency – Period**
 - ✓ Moments of communication are executed at the scheduled times.
 - ✓ When phasing a change build in extra time per phase in a change for possible delays of activities.

- Frequency – Repetition**
 - Pay attention to the results of evaluations of previous organizational changes and learn from these results for future changes.

KLM Cargo does recognize the results of the baseline measurement and is very pleased about the positive outcomes. In the change within the organization, a lot of attention is given to the development of employees. For this purpose a lot is invested, for example, activities such as ‘tables for potentials’ and ‘mobility days’. This is frequently communicated within the organization.

Also recognized is the delay in the change process: ‘The starting point was repeatedly delayed a few months’.



7

Change Ordina: Implementation Service Excellence Program

The organizational change with which Ordina participated in the study concerned the implementation of the Service Excellence Program.

Ordina is a knowledge supplier for launching improvement and renewal for customers. They do this on the cutting-edge of Business and ICT. Ordina combines ICT expertise with knowledge of business processes, local markets and issues. This contributes to the achievement of strategic objectives for her customers, solving social issues and creating value for customers in the short and long term.

Ordina works with approximately 3,500 employees within the Dutch and Belgian market for the improvement of business processes. This occurs by advising, by developing supporting applications or by taking over complete processes, including ICT.

The main office is located in Nieuwegein. In addition, there are multiple offices in the Netherlands, Belgium and Luxemburg. Furthermore there are international co-operations in onshore and offshore locations. Ordina was established in 1973 and the share of Ordina is listed on Euronext Amsterdam and is part of the Midkap index.

Organizational changes are identified by the respondents as changes concerning downsizing without redundancies, changes concern often radical changes in production or services, or are focused on improving the operation of the customers.

Change processes are planned and carried out step-by-step. The respondents understand the consequences of the changes.

A part of the respondents indicate that it is clear for them which changes take place in a change process. The respondents are unfamiliar with the planning of changes in the organization and which time choices are made in the change. The pace of changing is higher compared to previous years.

In addition, changes in time choices occur during the change process. Some respondents indicate that accelerations occur in a change process. Changes are not implemented too slowly.

The start of change processes occurs randomly throughout the year and also sometimes during the summer holidays. The implementation of changes regularly requires more time than scheduled. Change processes are not often evaluated with the respondents.

7.1 The Work Load in Certain Periods is Taken into Account

The change which participated in the study is the implementation of the Service Excellence Program. The Service Excellence Program gives a focus to quality of the service, encourages cooperation, highlights successes, ensures a clearer mutual understanding of customer expectations and realises that a complete Ordina team is able to deliver excellent services with the aim of satisfied customers. This is done by implementing the Ordina Customer Satisfaction Surveys ('Ordina Klant Tevredenheid Onderzoeken', OKTO) and the Ordina Improvement Action Plan ('Ordina Verbeter Actie Plan', OVAP).

The objective of the Program is the realization of customer-oriented service, which is structurally anchored in all parts of the Ordina culture. Each measurement of customer satisfaction leads to concrete improvement actions, which in turn lead to new measurements and improvement actions that allow continuous improvement with regard to customer service.



Thanks to the Service Excellence Program, findings or issues are quickly heard, monitored and guarded and the quality of the service structurally increases. The Program 'Service Excellence' was started in March 2009 (with 5 pilot teams) and is slowly being expanded.

- Rhythm – Emphasis** When planning this change, the opinions of the respondents were taken into account. In addition, during the implementation, periods of rest and unrest by other change processes were taken into account. Also, time choices of other organizational change processes were taken into account. Indicated for improvement is that in the planning of this change little account is taken of work pressure in certain periods of the year.
- Rhythm – Intonation** For the respondents, it is clear which activities were included in this change and why this change was deployed. The communication about this change focused on the situation of the participants. There is a low score on the question whether there is uncertainty about the start of the change.
- Rhythm – Pace** The pace of this change is experienced as too slow by the respondents. It is possible to increase the pace.
- Frequency – Period** The moments of communication were executed during the scheduled time. In addition, while phasing this change extra time was taken into account for activities.
The change did not happen during a holiday period.
- Frequency – Repetition** A few respondents were previously involved in an evaluation of a former change. Suggestions from this evaluations are typically not included in other change projects, also not in this one.

7.2 Rhythmics Intervention 4: Accelerate the Pace

Based on the results of the specific change suggestions for improving the rhythm of change were provided to Ordina. These are indicated with an ■. In addition, suggestions to continue positive rhythmics outcomes were given. These are indicated with a ✓. Some of the rhythmics interventions provided to Ordina are described below.

- Rhythm – Emphasis**
- When scheduling a change take greater account of work load in certain periods.
 - ✓ When executing a change, periods of rest and unrest in other change projects are taken into account.
- Rhythm – Intonation**
- ✓ Communications of the change project are focused on the particular situation of employees and managers. Communication about a change must be clearly personalized. Communication (sincere and authentic) about the content of the organizational change is very important.
 - ✓ Give clarity regarding the reasons why a change project is implemented.
 - ✓ Give clarity regarding the activities of a change project.
- Rhythm – Pace**
- By preventing a slow implementation of the organizational change, more involvement is possible.
 - ✓ Despite the fact that respondents experience an increase in the number of changes, the pace of implementation of the change can be accelerated.
- Frequency – Period**
- ✓ Performing moments of communications at scheduled times is positively experienced by employees.
 - ✓ When phasing the change, take extra time into account for running out of time of activities.



- Frequency – Repetition**
- Making a more realistic planning for the organizational change and monitoring will have as a result that a change will not require more time than scheduled.
 - Using the results from evaluations of earlier change processes and learning from these results for future change processes.

In the feedback of the results of the baseline measurement, Ordina recognizes the results. It is noted that there are many initiatives within the organization and that portfolio management will give more guidance to the staff regarding all changes within the organization.

There is continuous measuring and improving of customer satisfaction through the Service Excellence Program. The organization itself still needs to pay more attention to the use of the results of evaluations of previous change processes. These outcomes (lessons learned) can improve future organizational changes.



8

Change RIVM: Temporary Work Organization I-Function

The organizational change which participated from the RIVM in the study is the Temporary Work Organization I-function. Per 1 March 2010 the Expertise Centre for Methods and Informatics (Expertise Centrum voor Methoden en Informatica, EMI) was started.

The Governmental Agency of Health and Environment ('Rijksinstituut voor Volksgezondheid en Milieu', RIVM) conducts research, advises and supports the Government of the Netherlands in the field of keeping people and the environment healthy. The RIVM does this by means of effectively combating diseases, keeping people healthy, providing good healthcare, monitoring safety of consumers and promoting a healthy environment. The RIVM gathers global knowledge on these identified themes, and spreads the know-how to policy staff, scientists, inspectors, and nowadays also to the general public. Each year the RIVM reports and gives advices on public health and health care, nutrition, nature and the environment and emergency measures.

The RIVM has 1,500 employees. The RIVM is partly responsible for the provision of independent and reliable information to professionals and citizens, in the field of health, pharmaceuticals, environment, nutrition, and security. The purpose is to utilize scientific knowledge and expertise to the maximum and to make it accessible.

The respondents in the study indicate that changes in the organization are mainly large changes in the organizational structure. A small number of changes involves the outsourcing of support services, downsizing without redundancies and radical changes in production or services. Also they indicate that there are many organizational changes and that currently changes also occur within the organization. Improving the business is the core of these changes. The respondents indicate that there is a great need for rest in the organization.

For changes within the organization in general the following descriptions are provided, among other things.

During changes there is uncertainty whether the change eventually continues. In addition, there is uncertainty about the course of the change process.

The speed in which changes in the organization are implemented is particularly determined by formal decision-making processes.

There are little accelerations at the start and during the change process; there are delays in these stages.

The start of changes is randomly throughout the year. There is relatively little consideration with an interruption by the Christmas holiday. On the other hand, the start of the changes rarely takes place during the summer holidays.

Regularly changes in the organization and the preparations for this, ask more time than scheduled. Change processes are not often evaluated with participants and the results of evaluations of previous change processes are hardly used. The RIVM does not differ on this point from the other organizations in the study. Generally it can be said that evaluations of change processes are a weak point in organizational change processes.



8.1 Uncertainty about the Start of the Change

The specific change in the study is the Temporary Work Organization I-function. The RIVM consists of thirty units, usually laboratories, teams or centers with a specific inquiry function. These parts are placed in four sectors, each supervised by a sector Director.

The Expertise Centre for Methods and Informatics (EMI) and ICT were merged per 1 March 2010 to form the Temporary Work Organization I-function. ICT was a group of forty employees, previously organized as part of the Facilitary Unit ('Facilitair Bedrijf', FB). The merger of EMI and ICT gives more focus to ICT in the organization. This has effects for the employees since ICT is now more visible within the RIVM organization. The position of ICT was improved by positioning it between the primary process and the staffs. A new development is the cooperation of (partly) the ICT with the ICT Department of the KNMI. This concerns the work areas workplace and data center. The Temporary Work Organization I-function participated in the study organizational change and organizational rhythmic.

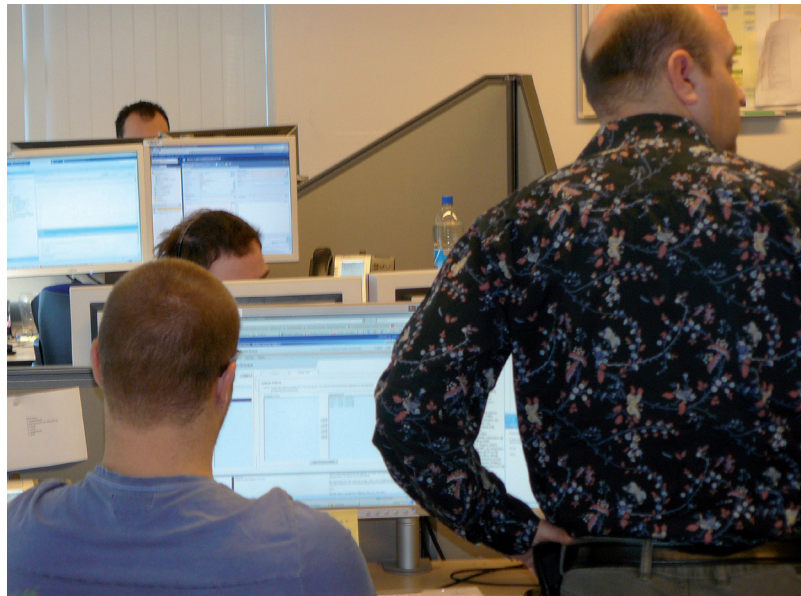
- Rhythm – Emphasis** The change was planned step-by-step. In planning this change periods of rest and unrest by other organizational change projects were insufficiently taken into account.
- Rhythm – Intonation** For the respondents it is clear why this project was implemented. There was some uncertainty about the start of the change. Communication about this change was not sufficiently focused on the own situation of the respondents.
- Rhythm – Pace** During this change there were decelerations as well as accelerations. The respondents indicate that the change was not implemented too fast. There was not an acceleration of activities at the start of this change. In generally, respondents experience the pace as not too high or too low.
- Frequency – Period** Communication during this change was executed at the scheduled times. The activities and moment of this change were not incorporated into the calendar of activities of the organization. A positive aspect of the change process is that the start did not occur during the summer holidays.

Frequency – Repetition A few respondents indicated that they were previously involved in an evaluation of a former change process. The results of evaluations of former organizational change projects are insufficiently taken into account.

8.2 Rhythmics Intervention 5: Include Moments of Change in the Organizational Calendar

Based on the results of the study of the specific change process, suggestions were made to improve the rhythm of change. These are indicated with an ■. In addition, suggestions to continue the positive results of rhythmics are given. These are indicated with a ✓. Some of these rhythmics interventions are described as follows.

- Rhythm – Emphasis**
- Take periods of rest and unrest by other organizational change processes into account.
 - Take a greater account of the work load in certain periods.
 - ✓ Schedule and implement the change in phases.
- Rhythm – Intonation**
- Improve the communication about the start of the change process to prevent uncertainty about the start of the change process.
 - Communication about a change process needs a better focus on the situation of employees and managers.



- ✓ Making clear for the employees and managers why a change project is implemented.

Rhythm – Pace

- Avoiding delays and accelerations during a change process makes it possible to have a more regular pace
- ✓ Make sure that employees and managers don't experience a pace too high or too low.

Frequency- Period

- Include activities and moments of a change project in the calendar of the organization.
- ✓ Moments of communication are executed at the scheduled times.
- ✓ The start of the organizational change does not take place during holidays.

Frequency – Repetition

- Take results of evaluations of previous organizational changes into account and learn from these results for future changes.

In a reaction on the results of the baseline measurement, the RIVM indicated that they recognize many comments.

For example, they indicate that the uncertainty about the moment of start can be explained, because of the shrinkage which was announced already in 2008 and only later changes were visible for employees and managers. Communication occurs by 'zeepkist-sessions' (which are plenary sessions in which the manager provides information in an informal manner and where employees have the opportunity to ask questions). This has a positive impact on the clarity about the activities and phasing of the changes for employees and managers. At the end of last year the RIVM set the organization-wide program 'Course to go further' ('Koersvast verder') to coordinate the changes (with all sub projects).



9

Change Shell: Introduction PDAS, a New Organizational Structure

The organizational change which participated in the study from Shell is the Introduction of a new organizational structure for Product Delivery and Applications Sourcing (PDAS).

Shell is a global group of energy and petrochemicals companies with around 101,000 employees in more than 90 countries and territories. Shell has a key position in the energy supply, and seeks in a responsible way – economics as well as environmental and social – to meet the growing global energy demand.

At Shell IT is crucial to success; IT plays a role in everything that is done. IT teams provide strategic solutions for Shell companies, whether they create custom applications or advanced technology services.

The respondents which participated in the study are project managers in the Netherlands who lead automation projects to support services of Shell, such as Finance, Personnel and Purchasing.

Among other things they indicate in the study the following. In the last year the changes in the Shell organization especially concerned big changes in the organizational structure. The changes also concerned organizational decline with forced discharge of employees, outsourcing of auxiliary staff, relocation of company activities abroad and automation of company activities. Respondents do find the amount of change projects within the Shell organization very high.

The changes in the Shell organization particularly concentrate on improving the financial position of the organization and on improving organizational processes. Further changes in the own organization are concentrated on improving contacts with internal customers and to a lesser extent on the development of the employees. The respondents indicate that their own organization strongly focuses on continuous change.

In planning organizational change processes the work load in certain periods is not sufficiently taken into account.

Remarkably, in comparison with the results of the other organizations, there is hardly uncertainty whether the change eventually continues during organizational change. It is often obvious to employees and managers why a change process is implemented.

In comparison with previous years, the pace of organizational change has become significantly higher. At the end of the changes there are hardly any accelerations in the change process.

Both at the beginning and during the change processes the agreements regarding the moments of communication are reasonably well obeyed. By phasing the change processes there is little consideration with space for running out of time of activities per phase.

9.1 Results of Previous Evaluations are Seldom Used

The specific change which participated in the study is the new organizational structure of Product Delivery and Sourcing Applications (PDAS) which started October 2010. A preparation time of nine months was needed. This organization has about 50 Shell project managers and 20 Shell supporting employees in the Netherlands, the US, the UK and Malaysia. Besides, the PDAS works with 25 other project managers and 600 other project staff.



All the Shell employees in PDAS participate in four workgroups ('work streams') and make proposals for improving the functioning of the new organization. These work streams exist since the beginning of 2010. The results of the work streams are different and there are developed and already implemented important suggestions for improvement. These work streams worked 'parallel' to each other. The work stream 'Our organization' prepared the organizational changes.

- Rhythm – Emphasis** The respondents indicate they feel involved in the project and they are aware of the consequences of this change.
While scheduling and implementing this organizational change, the work load in certain periods was not sufficiently taken into account.
- Rhythm – Intonation** The respondents know the reason why this project was implemented. Communication about this change can be focused more on the own situation of the respondents.
- Rhythm – Pace** During this change there were delays. The organizational change was not, however, introduced too slowly.
- Frequency – Period** With the phasing of the change space for delays in activities was taken into account. The start of this change did not occur during the holidays.
- Frequency – Repetition** Few respondents were previously involved in evaluations and also the results of former evaluations were not prominently used in changes.

9.2 Rhythmics Intervention 6: Prevent Decelerations

Based on the results of the study of the specific change process, suggestions were made to improve the rhythm of change. These are indicated with an ■. In addition, suggestions to continue the positive results of rhythmics are given. These are indicated with a ✓. Some of these rhythmics interventions are described as follows.

- Rhythm – Emphasis**
- Take periods of rest and unrest by other organizational change processes into account.
 - Take greater account of the work load in certain periods.

- ✓ Clarifying the consequences of a change process results in (more) involvement of employees and managers in the organizational change process.

Rhythm – Intonation

- Focus of communication about the change process to the situation of employees and managers.
- ✓ The reason why a change process is implemented is clear to the employees and managers.

Rhythm – Pace

- Preventing decelerations can result in more involvement of respondents in a change process.
- ✓ Avoiding delay at the start of a change process makes it possible to create a greater involvement.

Frequency – Period

- ✓ The start of the change process does not take place during the holidays.
- ✓ In scheduling a change process build in extra time for possible delays.

Frequency – Repetition

- Use the lessons learned from evaluations of earlier change processes in order to learn from these results for current and future change processes.
- Employees and managers can be involved more in evaluations of organizational change processes.

In a response to the results of this study Shell indicated that the clarity of employees and managers about a change process can be explained by the considerable time which is used to implement the organizational change



process. The specific fundamental organizational change ('PDAS') is therefore implemented very carefully.

In organizational change processes holidays are not taken into account. The organization works in four continents and therefore it is not possible to take this into account.

The suggestion to involve employees and managers in evaluations of organizational change processes is taken seriously. This corresponds with using the 'Lean' concept to assess what has changed and the determination of the added value.



10

Change TNO: Design and Operation New Mobility Center

The design and operation of the mobility center of TNO named the 'Career Development Center' (furthermore named CDC) has participated in the study.

TNO is an independent research organization that based on its expertise and research gives an important contribution to the competitiveness of companies and organizations, to the economy and to the quality of society in general. Due to its versatility and capacity to integrate this knowledge TNO has a unique position.

TNO stands for purposeful innovation. Knowledge is not developed for the knowledge, but for the practical application. To create new products that make life more pleasant and more valuable, and that help companies innovate in order to find creative answers to the questions of society.

TNO works for diverse clients such as governments, companies of middle and small business, large companies, service providers and civil organizations. Together they work on new knowledge, better products, clear opinions on policies and processes. As 'knowledge intermediaries' customers are advised in finding optimal solutions, tailored to their question.

Product- and process innovations and advices only make sense: if the customer can improve its competitive position; if the Government provides effective policies; and if the people and organizations are actually helped. The seven themes in which TNO is working are: Integral Safety, Mobility, Information Society, Industrial Innovation, Built Environment, Healthy Life and Energy.

The participants stated that the organizational changes that took place during the past year all concerned downsizing with forced redundancies. In addition, a number of changes concern the outsourcing of support services and automation of business activities and downsizing without forced redundancy. At the moment there are a very large number of

changes taking place within the organization. The changes in the organization are aimed at improving the organizations customer service and also aim at the development of the employees in the organization. To a lesser extent the organizational changes are aimed at improving the business.

The participants felt strongly involved with the organizational changes. They were involved in time. During the execution of the change however, little attention was paid to periods of unrest and rest caused by other changes in the organization.

Why the changes take place is clear for the participants. It is also clear to them why changes occur in a change process. During the change process, one is informed about the progress of the change process at certain clearly defined moments. Compared to previous years, the speed of changes in the organization has increased. The speed in which changes are implemented is determined by the formal decision-making processes. A large number of the participants said that organizational changes are implemented too slowly.

During a change process there are few accelerations. Only at the end of an organizational change, there are accelerations in the change process.

The agreements about moments of communication during the change processes are adhered. It is remarkable that a part of the respondents stated that an organizational change was concluded during the summer holiday.

Both the preparation and the execution of the organizational changes regularly required more time than was planned. The results of the evaluations of previous changes were hardly used in later organizational changes.

10.1 Uncertainty about the Beginning of the Change

In 2009 TNO started setting up their mobility center, named the CDC. TNO has the opinion that a modern career of its employees requires that they are capable of changing and widening their careers by directing their own career and having well developed career competences.

In order to stimulate employees engaging in that role, the CDC has started a number of culture projects to make employees and managers aware of this.

The CDC offers career guidance to employees who want to, or have to, take a step forward, for employees who are redundant, employees that have

a contract for a limited time, or for employees that have a specific career related question. It also aids employees and managers in visualizing flow-through possibilities by providing a TNO-wide overview of vacancies, hiring opportunities and temporary jobs. It also offers managers guidance for age phasing awareness career support.

Rhythm – Emphasis The respondents indicate that while planning the change little account was taken of the work load in certain periods. In the opinion of many of the respondents periods of rest and unrest by other change processes were taken into account in planning and during the implementation. This is remarkable because in general in organizational changes periods of rest and unrest are not taken into account.

In this change the opinions of the participants were taken into account and the respondents mentioned they felt involved in this organizational change.

Rhythm – Intonation For the respondents it is clear which activities were included in this change and why this change was deployed. There was uncertainty about the start of this change and communication about this changes was not always focused on the situation of the respondents. This suggests that communication about the organizational change should be more clearly personalized. Remarkably is that half of the respondents indicated that they did not know the planning of this organizational change.

Rhythm – Pace There were many delays during this change. Also the start of this change was delayed. According to a part of the respondents, this change was implemented too slowly.

Conclusion from a rhythm point of view is that, with regard to the scores to the pace' characteristics, it is possible to increase the pace of the change.

Frequency – Period This change was not implemented during the holiday periods. The moments of communication were executed at the scheduled time and the activities and moments in the change were incorporated into the calendar of activities of the organization.

Frequency – Repetition Suggestions from previous evaluations were not often included in new organizational changes. Also, not in this change. TNO is not different from the other organizations, regarding this point, in the study, with a similar score. Generally can be mentioned that evaluations of change processes

are a weak point in organizational change processes. Our general suggestion for improvement, which applies for all participating organizations in the study, is to take the results of evaluations more into account and to learn from these results for future change processes.

Compared to the opinions of the respondents of the other organizations it is remarkable that many respondents have been involved earlier in an evaluation of a change.

10.2 Rhythmics Intervention 7: Increase Number of Changes, and Still Increase Pace

Based on the results of the study of the specific change process, suggestions were made to improve the rhythm of change. These are indicated with an ■. In addition, suggestions to continue the positive results of rhythmics are given. These are indicated with a ✓. Some of these rhythmics interventions are described the following.

- Rhythm – Emphasis**
- Take greater account of the work load in certain periods.
 - ✓ Take periods of rest and unrest by other organizational change processes into account.
- Rhythm – Intonation**
- Focus the communication about a change process on the situation of employees and managers. Communication about a change must be more clearly personalized. Communication (sincere and authentic) about the content of the organizational change and the process of change is very important and can be improved.
 - ✓ Clarifying which activities are included in a change process and why a change is deployed in order to obtain more involvement.
- Rhythm – Pace**
- Preventing decelerations can result in more involvement of employees and managers in a change process.
 - Increase the pace of a change.
 - ✓ Despite the fact that respondents experience an increase in the number of changes, acceleration of the pace of implementation is possible.
- Frequency – Period**
- ✓ The moments of communication are executed at the scheduled times.
- Frequency – Repetition**
- Provide a more realistic planning and monitor the progress of a change to prevent that preparation of a change requires more time

than planned and that the implementation of a change requires more time than scheduled.

- Use the lessons learned from evaluations of earlier change processes in order to learn from these results for future change processes.

When discussing the outcomes TNO mentioned that they recognize the results of the study. Especially recognizable are the positive results regarding the appreciation of the great effort in communication concerning the clarity about the objectives and the activities of the CDC.

TNO indicates that for them it is striking that the respondents in the study have mentioned that the pace of change can accelerate. In the implementation of change processes customary little account is taken of the periods of rest and unrest by other change processes. This was consciously taken into account in the design and operation of the CDC. This is also evident in the results of the study.



11

Change UWV: Quality Assurance; Introduction Reviews

The change process 'Quality care on human scale; introduction reviews' has participated in this study.

The Governmental Agency of Unemployment Benefits, Uitkeringsinstituut Werknemersverzekeringen (UWV) is the central institution for benefits, employment mediation and claims assessment. UWV is a Dutch governmental agency responsible for conducting employee regulations for the laws: unemployment benefits (WW) and disability benefits (WAO, WIA and the Ziektewet). Furthermore UWV is keeper of the 'Polis administration', one of the basic registrations of the Dutch Government. In addition, UWV has a role in the implementation of the 'Wajong' the 'Toeslagenwet' and the 'WAZ', all concerning disability benefits. The UWV assesses whether an insured employee is entitled to a benefit following the mentioned regulations and laws, and determines the height and duration of this benefit. In addition the UWV pays the benefits.

Unanimously is indicated by the respondents that in the past twelve months the organizational changes all concern major changes in the organizational structure. In addition, a number of changes concerned changes in production or service delivery. It is indicated that there are many organizational change projects in the organization. Often it is indicated that changes in the organization concentrate on improving of serving the clients of the organization and also often concentrate on the developing of the personnel in the organization.

During a change process it is stimulated to a large extent to anticipate on the new situation. Many respondents also confirmed that change processes in the organization are implemented step-by-step. A low score was given by the respondents to the question whether the planning and the implementation of change processes in the organization periods or rest and unrest by other change projects were taken into account. In organizational changes there is often confusion about the moment of ending of

the change. It is often quite clear why a change process is deployed. Communication about the change process can focus more on the situation of employees and managers.

Most of the respondents mentioned that the pace of implementing the changes, is determined by formal decision making processes. Also most of the respondents mention that the time choices during a change process were changed. Also mentioned by the most respondents is that in comparison with earlier years, the pace of the organizational changes has increased. Only a few respondents indicate that accelerations occur at the start of a change process and that change processes in the organization are implemented too quickly. The highest score in the subcategory repetition is given to the question whether the implementation of a change process in the organization regularly asks more time than scheduled.

11.1 Timely Involvement in Change

The Facilitary Company DIV (In Dutch: 'Facilitair Bedrijf DIV') is responsible for the domain of the documentary information. From that responsibility the Facilitary Company DIV makes sure that the business processes have at their disposal the (digital) documents to execute their tasks positively. Facilitary Company DIV supports the business processes of UWV in four manners:



1. Service provider: managing the (central) archives (digital and physical), the central policy archive and the processing of the incoming and outgoing document flows of the business processes.
2. Company archivist: ensuring that the entire UWV organization is in compliance with the general laws and regulations concerning archiving, as well as being accountable on this issue (compliance). In this context, DIV Facilitary Company is responsible for drawing up the archive policy and for the promotion and maintenance thereof.
3. Control of the DIV domain: responsible for the operation of input management, output management, the electronic archive and the file tracking system. The DIV Servicedesk supports users in their daily practice of the DIV-applications.
4. Information Center: developing and maintaining the information function and managing the UWV library. DIV consists of five parts: Advice and Design, Policy and Innovation, the Information Center, Realisation and Management and Production.

The study took place among the employees of the department of Consultancy and Design, the department which coordinates and performs changes (changes in digital information and new customers). This section provides analyses, designs, processes and systems and regulates management of processes and procedures. It is a young department with many new employees.

Early 2010 the project 'Quality care on human scale; introduction reviews' was launched. The quality of service and the way which assurance is controlled is central in this project. The following quality instruments are introduced or adapted: peer review, walk through, substantive or technical review, inspection, management review and audit. Review (inspections) is a structured process, in which participants with predefined roles, comment a product in order to improve this product (and remove the essential errors). At each review the roles are allotted: moderator, inspector, scribe and inspectors for the product. Working with reviews is secured in the performance interviews and in discussions of progress. The inspectors come from different disciplines, so there is a multidisciplinary team.

Rhythm – Emphasis

The respondents indicate that in the planning and the implementation of this change, periods of rest and unrest by other change projects were insufficiently taken into account.

Also the workload in certain periods and the coordination of time choices with time choices of other change processes during the planning and execution in this change were not sufficiently taken into account. This suggests that change processes, such as the 'implementation reviews' should pay more attention to moments of rest and unrest within the organization and that this kind of change possibly can be planned and implemented more optimally in periods of relative rest in the organization. The respondents indicate that they want to be more involved in the change. They mention that they were involved in time in this change. The respondents were sufficiently aware of the consequences of the change process.

Rhythm – Intonation

Communication about the change was not sufficiently focused on the specific situation. This suggests that communication about the change should be more clearly personalized. Favorable in terms of intonation is that many respondents knew the planning of the change and it was clear to them why this change was implemented.

Rhythm – Pace

There was no acceleration at the start of the change process. There was, however, a deceleration at the start of the change. This means that in the opinion of at least half of the respondents, there was an irregularity at the start of the change process, namely a deceleration in the pace. The implementation of the change project was not too fast or too slow.



Compared to the other change processes in the organization, the pace of this change was relatively well planned and executed.

Frequency – Period The activities and moments of this change were clearly included in the calendar of activities of the organization. Moments of communication were not always executed at the scheduled moments.

Frequency – Repetition Suggestions from previous evaluations were not often included in new changes, not even in this change.

11.2 Rhythmics Intervention 8: Changing in Periods of Relative Rest

Based on the results of the study of the specific change process, suggestions were made to improve the rhythm of change. These are indicated with an ■. In addition, suggestions to continue the positive results of rhythmics are given. These are indicated with a ✓. Some of these rhythmics interventions are the following.

Rhythm – Emphasis

- Take greater account of the moments of rest and unrest within the organization by, for example, taking the time path of other organizational change processes and activities in the organization into account when planning change projects.
- More optimal planning and implementation of change processes in periods of relative rest in the organization (when fewer changes and activities take place). It is possible for employees to feel more involved in the change processes.
- ✓ Ensure that employees and managers feel involved at the start of a change to execute a change with maximum clarity.

Rhythm – Intonation

- Focus the communication about a change process to the situation of employees and managers.
- ✓ Making more clear which activities are included in a change process and why a change is deployed.
- ✓ Making clear to employees and managers what the planning of organizational change is.

Rhythm – Pace ■ Have a regular pace at the start of a change to avoid possible delays.

- ✓ Ensure that the planning and implementation of a change is aligned with the pace of the other change processes in the organization.

Frequency – Period ✓ Ensure that the change does not occur during a vacation.

Frequency – Repetition ■ Use the lessons learned from evaluations of earlier change processes in order to learn from these results for future change processes.

The results of the baseline assessment were discussed with the UWV and they were very enthusiastic about the results. They were especially enthusiastic about the descriptions of rhythm and the indicated rhythmic interventions.

These rhythmic interventions are both activities which were executed sufficiently in a change process as well as activities which need more attention in following organizational change processes. For example, by using the results of evaluations of previous change processes.



12

Change Vugherstede: Implementation Quality Policy

The organizational change 'Implementation Quality Policy' of Vugherstede has participated in the study.

Vugherstede is a foundation that operates three nursing homes, namely 'Woonzorgcentrum Theresia', 'Huize Elisabeth' and 'Huize Mariënhof'. Within these nursing homes there are over three hundred employees and a large number of volunteers, who provide services to and care for more than five hundred elderly people. The Foundation 'Mariënhoven' operates and lets out (adjoining) service accommodation in the municipality of Vught.

Half of the respondents indicated that in the past twelve months the changes in the organization concentrated on big changes in production or service delivery. Three quarters of the respondents indicated that there was a big change in the organizational structure. In addition, a number of changes concerned organizational decline without forced discharge of employees.

It is remarkable that only a few respondents mention that there are many organizational changes in the organization. It is also remarkable that many respondents indicated that there is a need for rest in the organization concerning change processes. The changes are mainly concentrated on the improvement of the financial position of the organization. In addition, changes are concentrated on improving organizational processes in the organization.

The respondents understand the organizational changes and they feel involved in the changes within the organization. To a large extent periods of rest and unrest by other change processes are taken into account. Also holidays are taken into account in the planning and implementation of change processes.

Noteworthy in comparison with the results of the other organizations is that adjustments during change processes hardly lead to uncertainty about the progress of the change process. They have the opinion that there is clarity during change processes about the continuation of the change.

For employees and managers it often is clear why a change process is implemented. To a large extent the communication about this is focused on the specific situation of employees and managers. There is little uncertainty about the starting time and the ending time of the change. Mostly the speed of changes in the organization is determined by formal decision-making processes.

The turnaround time of changes in the organization mostly is within one year. The preparation and implementation of a change in the organization usually asks no more time than scheduled.

12.1 Delay at the Start and during the Change

The organizational change which is measured during the study concerns 'Implementation quality policy'. This includes the tracking of protocols and the transmission of changes in them. This change project started spring 2010.

This is a process of three years. In 2010, three meetings were planned, in which by using the PDCA cycle (plan-do-check-act) suggestions for improvement were formulated and plans for improvement of culture were made. By organizing 'meetings of quality' the Quality Committee



of Vughterstede wants to create awareness and inspire to provide quality care. The Quality Committee invites employees to take part in three meetings. In these meetings they examine the restraining factors for activities which are employed and which will be employed to improve quality.

The content of these meetings includes topics such as:

- Legislation, development quality thinking in Vughterstede, labels, standards, responsible care;
- What should happen to achieve quality (what do we see is happening: no implementation, protocols not known, protocols were not followed, quality policy is a label instead of focussing on optimal care);
- Appointment of factors affecting the development of the quality policy;
- Next steps based on the results (send to all departments with the request to supplement the result);
- Draw up a plan of approach (with three working groups and three themes, during a maximum of half a year to make and present the results);
- Formulate instruction for the working groups (aim and instruction working group, qualifications and responsibilities, knowledge and skills, composition, chairperson and informant for the Quality Committee, meeting frequency, communication);
- Staffing of working groups.

Rhythm – Emphasis

The opinions about change of employees/managers was not always sufficiently taken into account. The consequences of a change were sufficiently calculable by them. The periods of rest and unrest by other change projects and the work load in certain periods were sufficiently taken into account in the planning. Also the time choices of a change process were aligned with the time choices of other change processes and the holidays were taken into account a lot.

Rhythm – Intonation

It is very clear for employees and managers why this change was deployed. There is also little mention of uncertainty about the start of this change.

Rhythm – Pace

This change was not experienced as too fast or too slow. There were relatively few pace changes. There were, however, delays both at the start and during this change process. A too high pace was not experienced for the change process. Conclusion from rhythm point of view is that, with

regard to the scores on the pace characteristics, there is not much need for a higher or lower pace of change.

Frequency – Period The phasing of this change included space for running out of time of activities. The start of this change was not during the holiday.

Frequency – Repetition Suggestions from earlier evaluations were not often used in new change processes, neither in this change process.

12.2 Rhythmics Intervention 9: Avoid Delays during a Change

Based on the results of the study of the specific change process, suggestions were made to improve the rhythm of change. These are indicated with an ■. In addition, suggestions to continue the positive results of rhythmics are given. These are indicated with a ✓. Some of these rhythmics interventions are described as follows.

- Rhythm – Emphasis**
- Take greater account of the opinions within the organization for organizational change.
 - ✓ Take periods of rest and unrest by other organizational change processes into account.
 - ✓ Take greater account in the planning the organizational change of the work load in certain periods.



- Rhythm – Intonation** ✓ Clarify to employees and managers why a change is deployed.
- Rhythm – Pace**
 - By preventing delays during a change it is possible to create more involvement for employees and managers.
 - ✓ Adjust the pace of implementing a change to the needs of the organization. The pace is not too high or too low.
- Frequency – Period** ✓ When phasing an organizational change take extra space into account for running out of time for the activities.
- Frequency – Repetition** ■ Use the results of evaluations of earlier change processes in order to learn from these results for future change processes.

The results of the study are very recognizable for Vugherstede, such as the consideration of periods of rest and unrest by other change processes and the workload. Vugherstede is an organization with highly structured work, which is coordinated with a clear and regular work schedule. So also changes should fit well within this tight schedule. Vugherstede is pleased that this is also recognizable in the results of the study. The current rhythm of change shows – also according to the study – to be more or less the most optimal rhythm, while attention has to be paid to preventing delays. The emergence of delays results in irritation by those who are involved in the change project.

After spring 2010 the approach for a better implementation of the quality policy had changed and there were some meetings cancelled. The delays in the change process therefore are recognizable. The moments of change were deliberately chosen to prevent peaks in the workload.

PART III

RECORDING AND ASSESSING
ORGANIZATIONAL RHYTHMICS

13

Rhythmics in Practice

In this chapter, the results of the second survey are compared to the results of the original (baseline) survey. This implies that the effects of the rhythmics interventions are also discussed.

13.1 Recording and Assessing Characteristics of Rhythmics

During the period from June 2010 through January 2011, a baseline survey and a final survey regarding organizational rhythmics were conducted in nine organizations. In this chapter we present the results of this study and draw conclusions regarding the effects and method of the study.

Need for Rest in a Turbulent Environment

In chapter three some interesting results of the study on rhythmics aspects of organizational change projects were already reported. For instance, most changes in organizations are changes in the structure of the organization. Also the number of changes is experienced to be relatively large. Figure 10 shows in relation to this that there is a desire for rest within the organizations. Moments of rest therefore appear to be important. However not all organizations and change projects can design (more) moments of relaxation by planning periods of diminished or no change. However other rhythmics aspects such as planning clear steps in the change process and explicating the timing of these steps can also contribute to the experience of rest and relaxation.

Figure 10 shows that there is much need for rest reported by both managers and employees. Sixty percent of the respondents indicate there is (very) much need for rest regarding the large number of ongoing changes. It may be appropriate for organizations to improve the dosage of changes and include periods of rest and unrest in an employee friendly way. The need for rest can also easily be reduced by implementing fewer changes, for instance by combining change objectives. Furthermore, it is remarkable

Need for rest in the organization

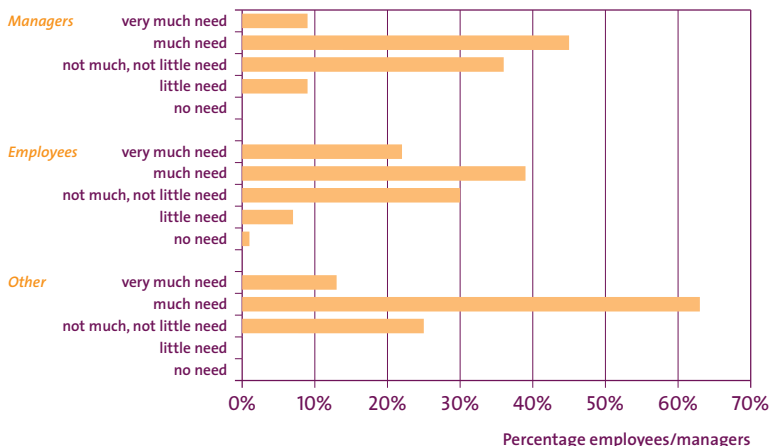


Figure 10
Need for rest in the organization

that also managers need rest. This raises questions about the exposure to changes within the participants of both groups. Perhaps a more straight-forward attitude to continuous change can be adopted by employees and managers to cope with the turbulent environment where organizations are increasingly exposed to.

Much Variation in Rhythmic Aspects between and within Organizations

The organizations in the study show different scores regarding the rhythmic characteristics compared to each other (Figure 11). In addition the rhythmic characteristics of the organizations differ within the organization. Finally the rhythmic scores differ between the baseline and the final measurement. These results and in particular the distribution of the results make it possible to advise on how to optimize the rhythmic of change.

During the study, feedback was provided to the participating organizations about the results of the baseline measurements. The organizations provided their own feedback loops to the employees that participated in the study. It was not measured how and to what degree these results are fed back and in what manner the organizational changes were adapted, but from the following information it becomes clear that situations have changed.

In line with the previous, the results of the various organizations can be differentiated by rhythmic characteristics of the organizational process and those of the process of organizational change (Figure 11). What

emerges here, is that the rhythmic characteristics of the measurements of the process of organizational change are more intense. This concerns providing scores for rhythmic characteristics of concrete and current organizational changes for employees and managers. What emerges when comparing the baseline scores with the final scores, is that the level of the scores of individual organizations remains reasonably constant.

Average scores of nine organizations to rhythmic characteristics

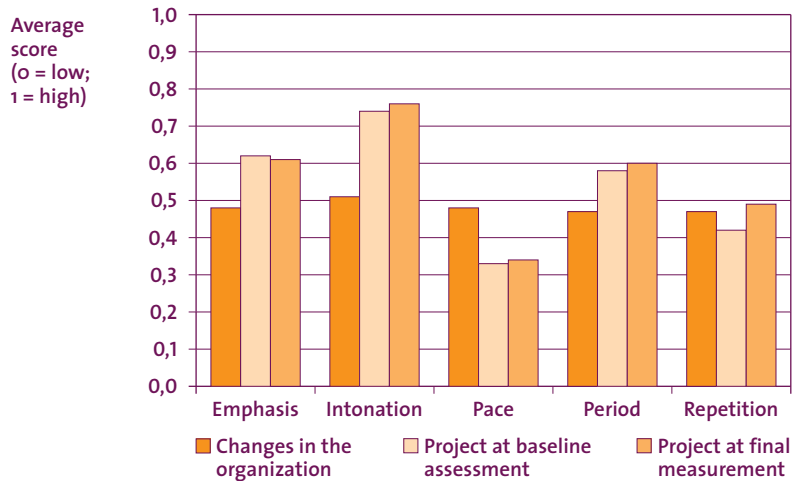


Figure 11
Rhythmic characteristics for organizational changes in general and the projects at baseline assessment and project at final measurement

When asked whether this change (the process of organizational change the participants were questioned about) was considered to be successful 54% of the participants agreed. 19% of the participants did not consider the change to be successful and 27% had no opinion (Figure 12). In the next part of this chapter we will use these three groups to compare the results of the baseline measurements with the final measurements.

Respondents with the opinion the change process was successful

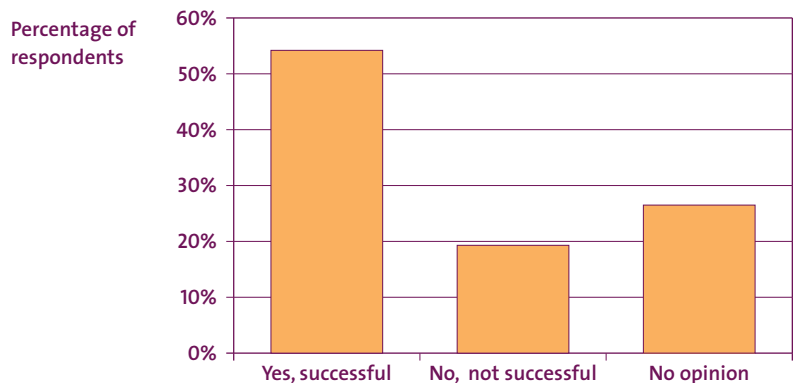


Figure 12
Respondents with the opinion the change process was successful

The results with regard to the question of successfulness can be differentiated by rhythmic characteristics, which shows that the results for rhythmic characteristics for changes in the organization in general show less distribution than those for the process of organizational change. This can be observed in figure 13: Variation in scores of organizations for rhythmic characteristics.

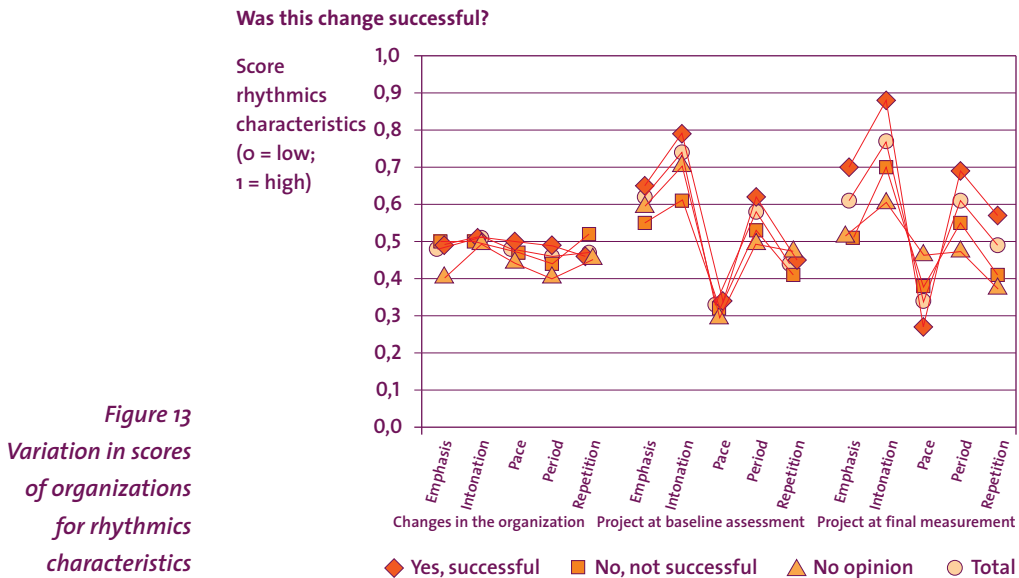


Figure 13
 Variation in scores of organizations for rhythmic characteristics

What is interesting is that when asked about the organizational changes in general in organizations, the average scores tend towards 0.5. This means that differences with regard to specific processes of organizational changes can be related to the average score of 0.5. This 0.5 score can therefore be considered to be the point of reference for comparing the processes of organizational change and organizational changes in general.

The deviation of the average 0.5 score can immediately be seen when measuring the specific organizational change characteristics (Project at baseline assessment) where almost all averages deviate from the 0.5 score. Emphasis for example on average scores higher than the 0.5 score and on average scores a little above 0.6. Intonation even scores 0.74.

For the comparison of the results from the baseline survey and the final survey, an even larger differentiation with respect to the 0.5 score is

apparent. These are included in the following figures. One should keep in mind that figure 11 is about all the participants that took part in the baseline and all participants that took part in the final measurement, while the figures after that only compare participants that have taken part in both the baseline measurement and the final measurement. This group has taken part in both the baseline and the final measurement is a smaller group.

Was this change successful for emphasis?

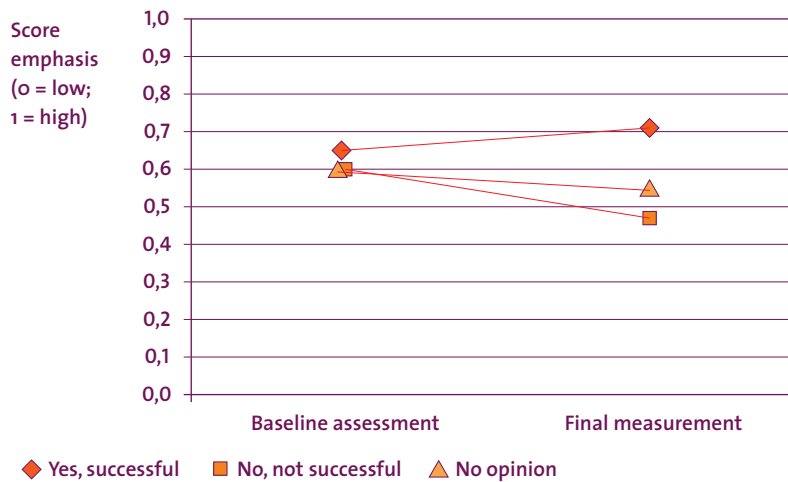


Figure 14
Was this change successful for Rhythm – Emphasis?

Was this change successful for intonation?

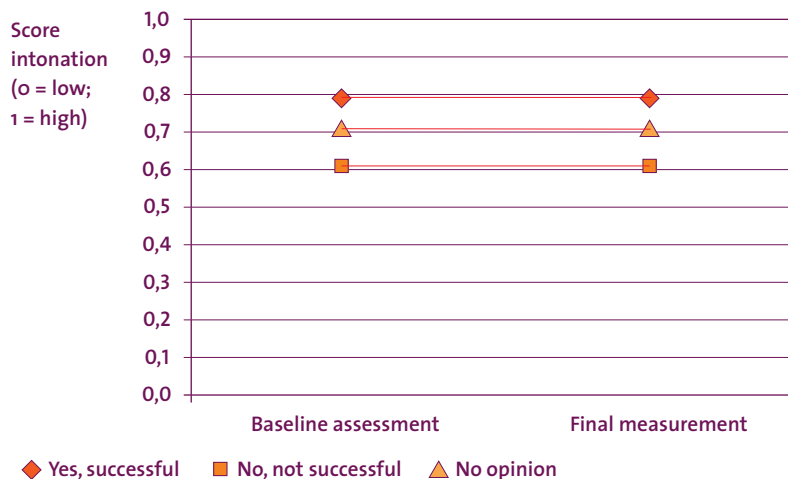


Figure 15
Was this change successful for Rhythm – Intonation?

Figures 14 through 18 show that especially in figure 14 (Rhythm – Emphasis), 16 (Rhythm – Pace) and 18 (Frequency – Repetition) significant changes are apparent in rhythmic characteristics: emphasis, pace and repetition. In successful changes, these rhythmic characteristics are not only higher compared to the 0.5 score, but also compared to the baseline measurement.

Was this change successful for pace?

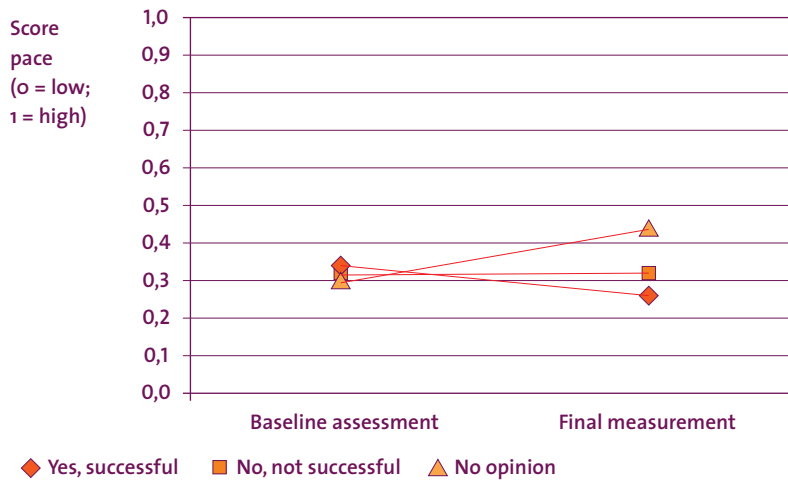


Figure 16
Was this change successful for Rhythm – Pace?

Was this change successful for period?

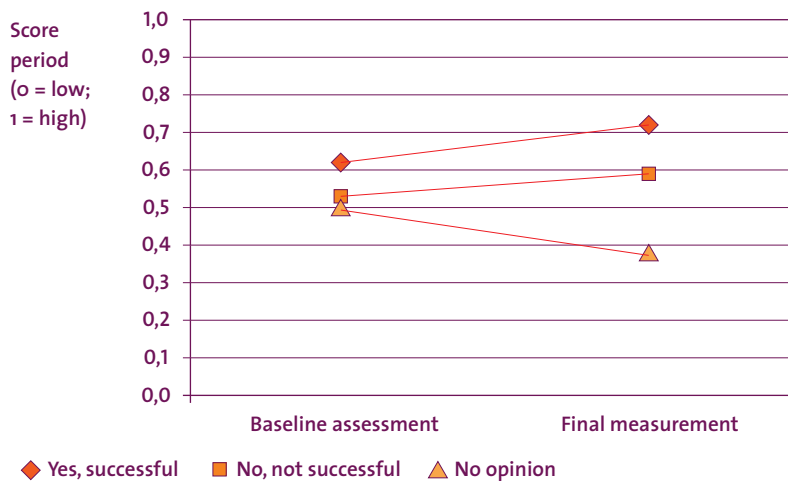


Figure 17
Was this change successful for Frequency – Period?

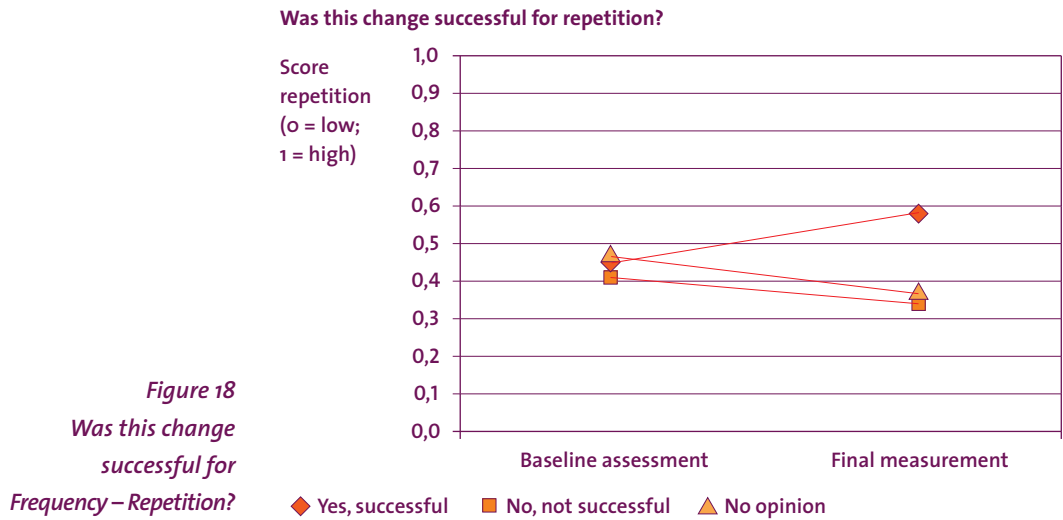


Figure 18
Was this change successful for Frequency – Repetition?

That means, that in successful projects with regard to the rhythmic characteristic Rhythm – Emphasis the changes are planned in phases, that holidays are taken into consideration, that people feel involved, etc.

On the other hand, in successful organizational changes the rhythmic characteristic Rhythm – Pace decreases. This shows that the changes have a better match with the experience of the participants due to the question regarding this characteristic. These changes are not experienced as being too fast or too slow. The reference of this rhythmic characteristic is therefore actually zero, which means all pace aspects are experienced as good.

With Frequency – Repetition finally, there is also a significant change, in which all participants indicate that the results of evaluations of previous changes were used for the current organizational change and that they were previously involved in evaluations of organizational changes.

13.2 Rhythmic Interventions

After the baseline assessment in nine organizations, a report with suggested interventions, based on the baseline assessment, was given to the participating organizations. In this paragraph a number of similarities and differences in the suggested rhythmic interventions is described. For each rhythmic characteristic these are explained.

Rhythm – Emphasis Remarkable for this rhythmic characteristic is that in almost all organizations the suggestion was made, to take greater account of periods of rest and unrest by other change processes when planning a change. Also dividing a change into phases can help to create clarity about the activities of the change for employees and managers, resulting in less unrest and pressure being experienced. Timely clarification of the implications of a change can also lead to this effect.

For this rhythmic theme, the recommendation was made to a large number of the organizations to take greater account of the workload in certain periods and of the periods of unrest and rest caused by other change processes. That way, employees and managers get the chance to recuperate and obtain and maintain involvement in the organizational change and prepare for following change processes.

Rhythm – Intonation Most respondents knew why a change in their organization took place. Remarkable was however, that many employees and managers indicated that the communication about the change could be more focused on their situation. This communication must be personalized. Only then people know exactly what is expected of them and whether and what impact the change will have for them. To most of the organizations, also the suggestion was given about communication, making clear to employees and managers what activities are in a change process. In this way people feel more and more closely involved.

In some organizations the intervention is suggested to prevent uncertainty about the start of a change. This can be done by ensuring that employees and managers are aware of the plans of a change.

Rhythm – Pace The study has shown that, in general, the pace of change in their organization is experienced as pleasant by employees and managers. They have often felt the change as being not too fast or too slow.

To all the organizations, the intervention was mentioned to prevent decelerations and accelerations during a change process. Without decelerations and accelerations the change has a more regular pace and employees and managers remain more involved.

Also, if the number of changes in the organization increases, it is important to pay a lot of attention to the prevention of accelerations and decelerations. This will have a positive effect on the pace. During the change, it is therefore very important to continuously maintain a regular pace. If

necessary, accelerations and decelerations can be created to realise the planned results of change.

Frequency – Period

With regard to the communication, almost all organizations were recommended to execute communication on the predetermined moments. In this way employees and managers know, what is going to happen and what is expected from them in every phase of the change. Also, in a number of organizations the intervention was suggested to take into account some space for delays in the activities when phasing the change. In this way one can prevent that schedules need to be adjusted continuously, resulting in an unclear status of the change. It is also important not to start a change during a holiday. Employees and managers should not have to jump on a moving (change) train when returning to work, as such a situation may reduce their involvement with the change.

Frequency – Repetition

To all the participating organizations in the study, the intervention was suggested to make more use of the lessons learned from previous changes, in future change processes. Points of improvement can lead to greater satisfaction and involvement of employees and managers in following change processes. An important element in performing evaluations of change processes is to involve employees and managers in the evaluations and to inform them about the results. In this way they feel they are heard and they feel that their opinions matter.

The interventions that were suggested to the participating organizations concerned rhythmic interventions that already function well in the current situation, and interventions to which more attention could be paid, to make organizational changes more successful by using the rhythmic factors. In appointing the rhythmic interventions therefore suggestions were given for improvement, but also activities were mentioned that already had a good practice in the specific organization and the specific organizational change.

14 Works Councils and Organizational Rhythmicity

The development of rhythmicity instruments concerns an innovative application of organizational change. To arrange also a timely involvement of the Works Councils with this development, members of the Works Councils in the various organizations were requested to participate in this study in their role. In this way the Works Councils were involved in the development process of organizational rhythmicity.

In paragraph 14.1 the opinions of the members of Works Councils are mentioned about organizational change in their organization and aspects of employee participation. Paragraph 14.2 contains information from the members of Works Councils about organizational rhythmicity. Members of Works Councils of eight organizations participated in the study. The ninth organization currently has no Works Council and is investigating the possibilities to establish one.

14.1 Opinions of Members of Works Councils

This paragraph begins with the types of organizational change and the multitude of changes in organizations. Next, the role of the Works Councils in a change process is discussed and the question whether or not they are involved in a timely manner in the changes in the organization.

For both the employees and managers and for the members of Works Councils, the most common change is a change in the organizational structure (Figure 19). The most common change which took place in the last twelve months in the organizations was organizational decline without compulsory discharge of employees. This view was also shared by both employees and managers and members of Works Councils. Finally, we observed that there is a diversity of types of changes that occurred within the organizations in the past twelve months.

Types of change processes

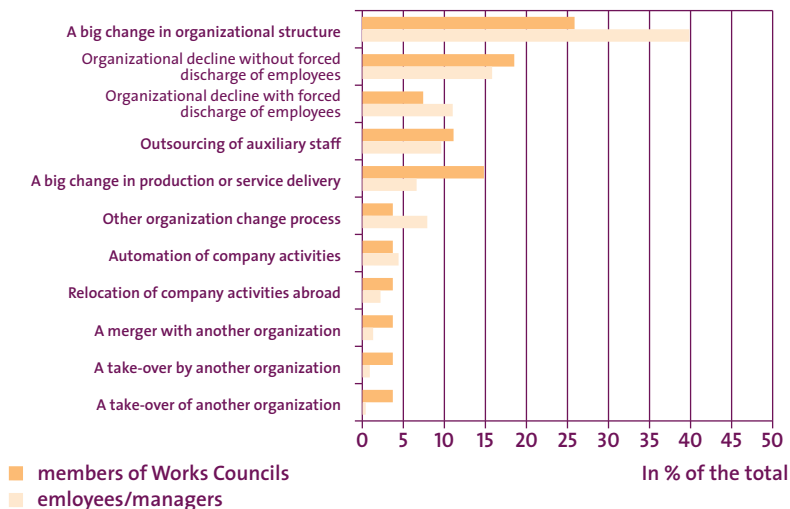


Figure 19
Types of change processes (employees, managers and members of Works Councils)

The answers to the question whether there are many changes that take place in the organizations give a similar image as the response provided by the employees and the managers in the study (see Figure 9). Employees and managers assumed that there are few organizations where no or not many changes take place.

Members of the Works Councils indicate that the role of employee participation is often or always clear (see Figure 20).

Many organizational change processes? Clarity role Works Councils?

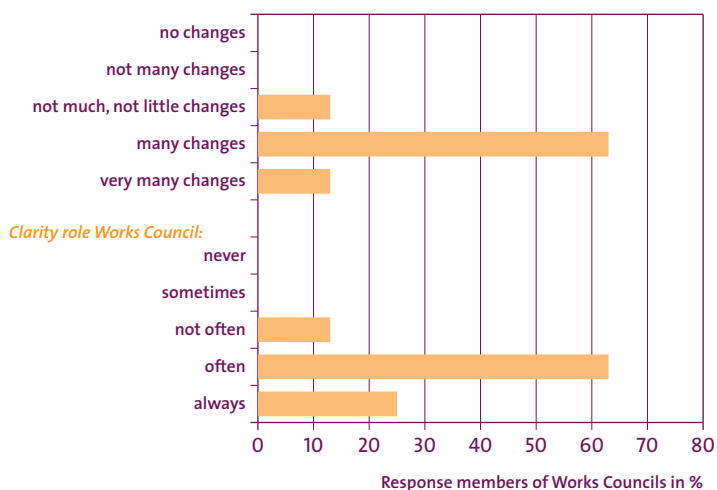


Figure 20
Many organizational change processes in the organization? Clarity role Works Councils?

The answers of employees and managers to the question whether the Works Councils are involved is that this is the case in 13.6 percent of the situations. To the question whether they incorporate the opinions of the employees, a lower outcome is given, namely, 9 percent.

To the question whether the Works Councils are involved timely during changes, the members of the Works Councils responded very positive: 60 percent indicated always to be involved on time and 40 percent indicated often to be involved on time in change processes.

14.2 Members of Works Councils and Organizational Rhythmics

The members of Works Councils gave a score to all the themes of organizational rhythmics. Some of these scores will be briefly discussed.

Rhythm – Emphasis

Members of Works Councils indicate there is always (38 percent) or too often (50 percent) the need for rest within the organization. 13 Percent indicate that the need for rest never exists.

There are different answers to the question whether periods of rest and unrest by other change processes are taken into account when implementing change processes. A quarter of the members of the Works Councils indicated that this is always taken into account and a tenth indicates that this is never the case. The others mention that this is sometimes the case.

Employees and managers were less positive: only 5 percent indicated that periods of unrest and rest by other change processes were taken into account.

Rhythm – Pace

The majority of the member of Works Councils indicated that sometimes the implementation of a change process is too fast. The question whether changes in the organization are too slow, led to very diverse reactions by the members of Works Councils. In about equal measures, the answers ranged between always and never.

In comparison with previous years, the pace of change in the organizations has become higher, 63 percent mentioned.

Members of Works Councils also gave a few general remarks regarding organizational change and organizational rhythmics. For example, the answers of the members of Works Councils indicate that Works Councils are

Is enough time given to employees/managers to adjust to organizational change processes?

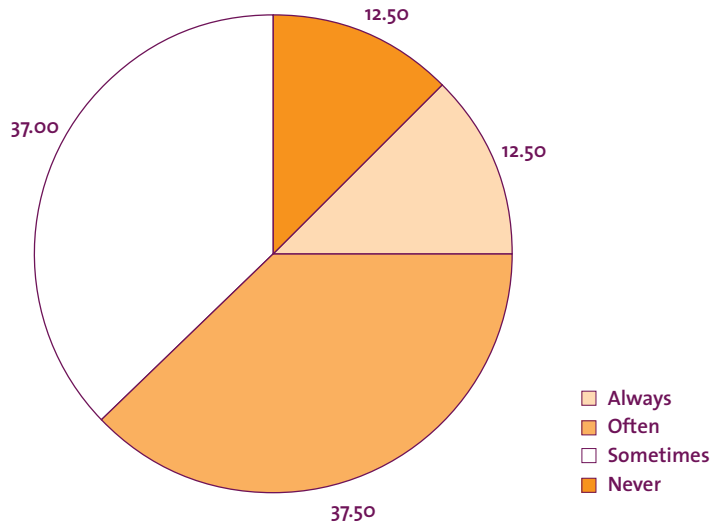


Figure 21
Time to adjust to
organizational
change processes

reasonably closely involved in organizational change, which, however, can be explained because the members take the initiative for this. Often, they mention that communication can be greatly improved. In 75 percent of the cases, the Works Councils are involved in time.

The members of Works Councils also drew attention to the time that is given to employees and managers in organizational processes to adjust to the changes. Often they get enough time, but in some cases extra time is desired (see Figure 21).

15

Organizational Rhythmics and Rhythmics Interventions

This chapter describes the conclusions with regard to organizational rhythmics. Paragraph 15.1 addresses:

- the importance of organizational rhythmics for organizational change processes;
- recording and assessing rhythmics characteristics;
- suggestions for improvement (interventions) regarding rhythmics characteristics;
- the measurement of rhythmics characteristics before and after the change process (baseline assessment and final measurement);
- the tuning of the rhythmics characteristics in the organizational process and the organizational change process.

In paragraph 15.2 the recommendations regarding the study for organizational changes in organizations are discussed.

15.1 Conclusions of the Study

In the period from June 2010 through January 2011 a baseline assessment and a final measurement of organizational rhythmics was executed. Some notable conclusions are described below.

The Balanced Scorecard of Changes (Figure 8) shows that the changes in organizations are not predominantly focused on the development of the personnel in the organizations.

With the model of organizational rhythmics (by an analyses of the rhythmics characteristics with the Questionnaire Organizational Rhythmics and based on that, the formulation of suggestions for improvement) the involvement of employees and managers with change processes can be strengthened.

This involvement is of great importance for two reasons. Firstly, the degree of success of a change depends on the involvement of the employees and managers. Secondly, the involvement obtained by filling in the rhythmics

characteristics (being the underlying mechanisms of change in the organization, such as working with a schedule, delays, moments of communication) is a new factor for successful change.

The importance of organizational rhythmicity for organizational change processes is shown by described relationships between rhythmicity characteristics and successful change. Some examples follow.

With the rhythmicity characteristic Rhythm – Emphasis in successful change processes the changes are planned in phases, holidays are taken into account and employees and managers feel involved.

With the rhythmicity characteristic Rhythm – Pace on the other hand, you can see that in successful organizational change processes the scores become less intense. This specifies, by the question for this characteristic, that changes better connect to the experience of the respondents. These changes are experienced to be implemented neither too fast nor too slow. The reference framework for this rhythmicity characteristic is thus actually zero, indicating that all pace aspects are experienced positively.

With Frequency – Repetition, there is also a significant change, at which respondents indicate that for this organizational change process, the results from evaluations of earlier change processes were used and that they were previously involved in evaluations of organizational change processes.

In the study a questionnaire was developed including the five rhythmicity themes. This questionnaire provides insights into the organizational rhythmicity and the rhythmicity of an organizational change.

Separately a compact Questionnaire for Works Councils was developed to obtain the insights of the members of the Works Councils.

The study shows that after recording and assessing the results of the questionnaires, suggestions can be done for successfully applying the rhythmicity factor in change processes.

The measurements of the rhythmicity characteristics before and after a change process (baseline assessment and final measurement) show that the rhythmicity instrument (Questionnaire Organizational Rhythmicity and based on that formulating improvement actions) reacts sensitively to specific organizational change processes. This allows the individual outcomes for rhythmicity characteristics to be captured relatively uniquely, provided that a sufficient number of respondents participate in a measurement.

After the baseline assessment in the study, reports of the outcomes with the rhythmic interventions were provided to the participating organizations. This showed that in a large number of cases a study was never done before on such aspects of organizational change within their organization. Also highlighting what goes well in terms of organizational rhythmic in an organization, is an important aspect to be more successful in future organizational changes for employees and managers, and the organization.

15.2 Recommendations from the Study

Two important recommendations can be derived from the results of the study: for the application of the model of Rhythmic of Organizational Change and for the desirability or even necessity to take the rhythmic factor into account in organizations.

With this study, it has become clear that organizations have to recognize and acknowledge rhythmic of organizational change as an important success factor of organizational change. With this, they have a new instrument at their disposal to record and improve a characteristic of organizational change processes that was not identified earlier.

The study shows that organizations have different scores concerning the rhythmic characteristics. The study indicates that organizations have different rhythms and that it is therefore possible to manage the various rhythmic characteristics. Also, the study shows that the rhythmic of an organization in general differs from the rhythmic of the specific change. This shows that suggestions for improvement can be done to connect the rhythmic characteristics in the organizational process to the rhythmic characteristics of the organizational change process.

The second recommendation is that it is clearly desirable and necessary that organizations take the rhythmic factor into account in their organizations as soon as possible. With the model of Rhythmic of Organizational Change, organizational change processes can be made more successful because by using the insights of the rhythmic characteristics, the relationship between rhythmic characteristics and the involvement of employees and managers in the organization with organizational change processes becomes visible.

The study showed that in the opinion of employees and managers the changes in organizations were not predominantly concerned with the development of staff of the organizations.

With the model of organizational rhythmicity (by analysing the rhythmic characteristics with the Questionnaire Organizational Rhythmicity and, based on that, formulating actions for improvement) the involvement of employees and managers with changes can be strengthened.

This involvement is of great importance for two reasons. Firstly, the degree of success of a change depends on the involvement of the participants in the organizational change to obtain the intended results of change processes. Secondly, the involvement that is obtained by using the rhythmic characteristics (being the underlying mechanisms of change in the organization, such as working with a schedule, delays, moments of communication) is a new factor to successfully change.

The importance of organizational rhythmicity for organizational change processes is depicted by describing the relationships between rhythmic characteristics and successful change.

Cooperation from the Participating Organizations

The study Organizational change – Organizational rhythemics was contributed by:

AerCap	Pim Tak and colleagues
Janssen Biologics BV	drs. Henri van Drunen, Miranda Klein, Toke Huntjens, ing. Ted van de Akker and colleagues
KLM Cargo	Manfred Bijen, Lars Wever, Marco van Maris and colleagues
Ordina	Tanya Sarrucco, drs. ing. Jord van Oosterwijk, drs. Sander ten Besten, Cees Keizer and colleagues
RIVM	ing. Jan Gering and colleagues
Shell	Theo Eyckenschild, Anastasia Baybakova and colleagues
TNO	drs. Ingrid Halewijn, Robbert Boon M.Sc., dr. Rom Perenboom and colleagues
UWV	mr. drs. Gert-Jan de Graaf, Conny Eenkhoorn, Marion Flimm and colleagues
Vughterstedede	Peter van Vught, Maria van de Westenlaken and colleagues

In addition, contributions are provided by drs. Siem Huijsman, drs. Camiel Jansen (Ministry of Social Affairs and Work) and drs. Peter Slegers (Ministry of Social Affairs and Work).

About the Authors



Dr. mr. Truus Poels is a partner and management consultant at Ordina, founder of the Innovation Platform Rhythmic of Organizational Change and guest speaker for various universities and organizations. She is Chairperson of the Foundation Innovation Platform Rhythmic of Organizational Change and research fellow at Prima Vera, University of Amsterdam (Faculty Economics and Business Administration). The rhythmic of organizational change concerns the movement of organizational change in organizations which in 2006 was the subject of her PhD study. The Innovation Platform Rhythmic of Organizational Change was founded in October 2008.

As a manager, she has worked in very complex and difficult management situations. As a project leader, she led complex civil projects. As a management consultant in a variety of organizations, she accompanied a variety of organizations with improvement- and change processes. She also conducted research and has advised on work experience and organizational culture.



Dr. John Klein Hesselink is a psychologist and works at TNO since 1990. He is a researcher/consultant in the field of labor questions. Previously, he worked as a researcher at the University of Leiden and the Erasmus University of Rotterdam, on several projects in the field of the labor market and public health. As a researcher at TNO, he does research on sick leave, working conditions, industrial accidents, work stress, working time schedules, flexibility of work and employment and labor market questions. He is specialized in the implementation of large-scale, national representative surveys and evaluation research. As a consultant he is involved in projects in organizations around the introduction of improved working time schedules, flexible staffing and the approach of work load. In 2002, his PhD thesis was on an intervention study of the effectiveness of a work load approach.



Dr. Joop Kielema is a senior management consultant/researcher at Novay. He is also a member of the Board of the Innovation Platform Rhythmics of Organizational Change. He specialized in organizational issues in public administration. His areas of interest are policy explorations and evaluation studies. In 1993 he completed his PhD with a study of the role of ICT knowledge processes in Government. From 1995 to 2001, he was university lecturer in education and research in the field of administrative information science, knowledge management, organizational development and the impact of IT. He has published about the impact of IT and e- Government.

Support Group Foundation of Rhythmic of Organizational Change

Marie-Claire Spencer-van Ansem is a senior business consultant at Numagroup. As a change manager and program manager she is primarily active at different departments of the Dutch Government. Her focus is projects within complex political environments which often contain major business process changes accompanied by implementation of new IT-systems. She is also a member of the Board of the Innovation Platform Rhythmic of Organizational Change.

Drs. Ed Jansen RA MCM is certified organization advisor and working at Ordina. He has a master's degree in sciences of change from SIOO. Furthermore, he is specialized in complex issues of organization establishment, direction and control. He worked in industry, Government, and in the non-profit-sector. As a teacher and researcher he is affiliated with the Universities Nyenrode and Erasmus. In addition, he is a member of the Board of the Innovation Platform Rhythmic of Organizational Change.

Jolien van Dam MSc. graduated cum laude in 2011 from the Faculty of Social and Behavioral Sciences at Tilburg University. She has a Master's degree in Organization studies and conducted a study about the operationalization of evidence-based consultancy for her master's thesis. In the period 2010-2011, she was associated with Ordina as a junior trainee.

Shabani Mehta contributed to the English translation of the Case Book Rhythmic of Organizational Change.

www.organisatieritmiek.nl

www.organizationalrhythmic.com

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