Political Behavior in Middle Management

The Political Skill of an Effective Middle Manager
during an Organizational Change

by

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‘Nothing is more difficult to take on, more precarious to lead, or less certain of success than introducing new things, because the person introducing them makes an enemy of those who fared well under the old situation and those that might fare well under the new situation do not (yet) defend it zealously’

Machiavelli, 15th century
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Abstract

An important tribute to the result of an organizational change is delivered by the middle manager. The middle manager is really in the ‘middle’ of an organizational change. The middle manager has to deal with the pressure of the organizational context, has to gain the trust of the employees to accept the change and has to achieve the results and keep the pace of the change excellent for the senior management. An important aspect of the managerial behavior and, especially for middle managers who are responsible for the implementation of the change, is the understanding of the political aspects. The presupposition of this explorative research was that the political behavior of a middle manager had an influence on the effectiveness of the organizational change and that the political behavior was influenced by the political skill. In the quantitative part of the research there are indications that two of the four dimensions of the political skill construct are related to political behavior. The two, the networking ability and the inter-personal influence, are positively connected to political behavior. The effect of the middle manager’s political behavior on the effectiveness of organizational change seems limited, though further research is needed due to explorative character of this study.

From the qualitative approach it is clear that political behavior is always needed during a change. The ten interviewees, middle managers who were responsible for a change in the last five years, suggested it is a crucial behavior to successfully implement the change. The assumption from the lived experience is that a middle manager uses political behavior for self-serving reasons and less for organizational goals. It is about ‘getting the job done’. For this reason a middle manager will show more political behavior when their change goals are at risk.

Keywords: organizational change, political skill, political behavior, middle manager
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Chapter 1 Introduction

**Interviewer:** Can you give an indication about how much of your time went to political activities during the implementation of change?

**Middle manager:** Every day, every hour and every moment, I would say. Without these political activities you can’t survive and you definitely won’t succeed in finishing a change project.

This chapter gives an introduction about the research. First the background and motivation of the research objective is described. Second the research goal, the research question and the research model are presented. The last part brings up the relevance of this research.

### 1.1 Background and motivation

Why do some middle managers have no problems at all to fulfill the change project of the senior management, while others have serious problems to adjust the change goals? This is the central theme of the research group where this thesis is part of. It is clear that an important tribute to the result of an organizational change can be delivered by the middle manager. The middle manager is really in the ‘middle’ of an organizational change. The middle manager has to deal with the pressure of the organizational context, has to gain the trust of the employees to accept the change and has to keep the results and pace of the change excellent for the senior management. It is therefore interesting to know what are the most effective skills and competencies for a middle manager during an organizational change. The general research question of this theme is formulated as:

**“What skills and behavior will an effective middle manager differ of a less effective middle manager during the implementation of an organizational change?”**

This research will contribute to this central theme with a study to the political behavior and the political skill of middle managers.

More than three decades ago investigations of the managerial job focused on descriptions of managerial functions, and classifications of activities. The reason that most of the outcomes were frustrating was that much of this work tended to characterize the managerial role as a “systematic and objective process, devoid of emotion and neutral to the culture surrounding it.” Schoenfeldt and Steger (1989) noted that while process conceptualizations have come closest to capturing the nature of managerial behavior, a conspicuous omission in traditional conceptualizations is the addition and understanding of symbolic/political aspects of managerial action. Clearly, this appears to be an important aspect of managerial behavior and especially for middle managers who are responsible for the implementation of change. This research will investigate the political managerial behavior of the middle manager in relation to the organizational change.
1.2 Research objective

In the research of Buchanan & Badham (1999) senior change managers were interviewed about the relation between politics and organizational change. These interviews served to illustrate something of the lived experience of organizational politics. The researchers concluded that political behavior seemed to be an accepted and pervasive dimension of the change manager’s role. However, it was very difficult to make political behavior objectionable. Thereby it looked like they were drawn into political behavior by a combination of organizational and interpersonal factors and that political behavior can serve organizational goals as well as personal career objectives. It is for these conclusions interesting to investigate what the experience with political behavior is for middle managers during an organizational change.

But it is not enough to study the particular political behaviors that reflect the ‘what’ of influence; that is, what types of influence tactics are being used. We also need to critically examine the political skill of the influencer in order to understand the style used to carry out influence attempts; that is, the ‘how’ of influence. Among other issues, political skill allows influencers to effectively manage attributions of intentionality and to disguise self-serving opportunistic motives (Ferris et al., 1995). An important theoretical foundation for politics in organizations was proposed by Mintzberg (1983, 1985). He proposed to the extent that we can interpret organizations as political arenas, individuals need to demonstrate political skill to be effective. He argued that before engaging in political behavior individuals need to demonstrate their political will and skill. Mintzberg contended that for individuals to be willing to enact political behaviors, they need to possess the ability to execute these behaviors in politically astute and effective ways. Recently this concept of political skill is addressed in organizations. This study will further develop the political skill construct as an important consideration in the enactment of political behavior and as an important skill for middle managers during organizational change.

The objective of this research is:

“To contribute to a wider understanding of effective middle managers implementing organizational change to analyze the relation between the political skills and the political behavior of middle managers and what result has the political behavior on the effectiveness of the change.”

1.3 Research model

Before the formulation of the central research question, it is useful to get an overall picture of the several steps to be taken to reach the goal of this research. To obtain this overview it is useful to make a research model. Therefore the action plan of Verschuren and Doornenwaard (2005) to create a research model is used.

Step 1. The goal of this research is to formulate several hypotheses by researching literature about political behavior, political skill and organizational change by middle managers and to test these hypotheses about the relationship between political skill and political behavior, and the effect it has on the organizational change.

Step 2. The research objects are:

- Middle manager in the role of change manager during an organizational change;
- Political behavior;
- Effectiveness of the organizational change;
- Political skills.
Step 3. This research will be an explorative, theory testing research. Several hypotheses will be tested in this research on correctness.

Step 4. The ingredients of the research are established by the use of the basic conceptions that are defined in the main objective. With these conceptions relevant theoretical frames are searched.

<table>
<thead>
<tr>
<th>Basic concept</th>
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<td>- political behavior</td>
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Table 1. Elements of the research

Step 5. The research model

![Research Model Diagram]

Figure 1. Research model

Step 6. Put the research model into words

A study of literature about organizational politics, political behavior, middle managers in the role of change managers, organizational change, political skills and a study of empirical data about organizational politics, middle managers and political skills, should provide the hypotheses, which will be explorative researched by interviews and questionnaires with middle managers. An analysis of the data should lead to an acceptation or a rejection of the hypotheses, what will contribute to the understanding of effective middle managers during organizational change.
1.4 Research question

The central research question of this research is:

“To what extent has the political behavior of the middle managers effect on an organizational change and is this political behavior influenced by political skills?”

This central question shows the three variables of the research. The independent variables are the political skill(s). The research will investigate what the relationship is with the dependent variable, political behavior. A simplified model of this question is in figure 2.

![Figure 2. Simplified model of the research question](image)

Further refinement of the central question leads to the next sub-questions.

1. What is the relationship between political behavior and the effectiveness of organizational change?
2. What is the relation between the middle manager and an organizational change?
3. In which circumstances during an organizational change will a middle manager show political behavior?
4. What is known about the influence of the political behavior of middle managers on the effectiveness of organizational change during an organizational change?
5. What is the relation between self and social astuteness and political behavior?
6. What is the relation between interpersonal influence/control and political behavior?
7. What is the relation between network-building/social capital and political behavior?
8. What is the relation between genuiness/sincerity and political behavior?

With quantitative and qualitative research these sub-questions and the central question will be investigated and researched.
1.5 Definitions

In this research a few terms are investigated. To avoid conflicts in meaning during this research, these terms are defined in this paragraph:

**Middle manager**
For this definition we use the definition of Huy (2001) because of the broad and clear scope. In this research a middle manager is defined as any manager two levels below the CEO and one level above line workers and professionals and who has been responsible for the implementation of an organizational change.

**Political behavior**
There have been numerous attempts to define political behavior. Some samples are listed below (Ferris, 1994):

1. “Behaviors geared toward influencing by creating the impression that the individual conforms to the machine-like performance standards valued by the organization” (Ferris & King 1991, p. 6).
2. “The self-interested structuring of reality to gain context. Most political acts are constructive in their intent; they are aimed at establishing the conditions needed for an individual to operate effectively” (Culbert & McDonough 1985, p. 33).
3. “Organizational politics involves those activities taken within organizations to acquire, develop, and use power and other resources to obtain one’s preferred outcomes” (Pfeffer 1981, p. 7).
4. “Organizational politics is the management of influence to obtain ends not sanctioned by the organization or to obtain sanctioned ends through non-sanctioned means” (Mayes & Allen 1977, p. 675).
5. The deliberate attempt to “create, maintain, modify, or abandon shared meanings” (Sederberg 1984, p. 7).
6. Political behavior is the practical domain of power in action, worked out through the use of techniques of influence and other (more or less extreme) tactics (Buchanan & Badham, 1999).

In some of the definitions above political behavior is an equivalent of organizational politics. For this research we need to investigate the political behavior of the middle manager. It is therefore necessary to focus on the behavioral aspect in the definition and avoid a definition which focuses only on the organization level. For this reason the definition used in this research is a combination of some definitions listed above. Political behavior is defined as the management of shared meaning, which focuses on the subjective evaluations and interpretations of meaning, rather than the view that meanings are inherent, objective properties of situations. From the position of the middle manager, political behavior is to manage the meaning of situations in such a way as to produce desired, self-serving responses or outcomes. Political behavior of the middle manager is intended to influence how others interpret organizational events.

**Political skill**
This is the ability to effectively understand others at work, and to use such knowledge to influence others to act in ways that enhance one’s personal and/or organizational objectives.
1.6 Relevance of the research

1.6.1 Social relevance

The goal of this research is to get more insight in the political behavior of middle managers during an organizational change. The success rate of organizational change projects is low. Organizations are continuously shaping, monitoring and adjusting their change processes to get a better success rate. The middle manager fulfills a key role during the implementation of organizational change processes (Anghern, 1999). They act in the centre of an organizational change and the political behavior seems to be an important ingredient for the effectiveness of the middle manager. If the middle manager can improve their capabilities to implement change, it will improve the change processes of organizations and increase the success rate of change projects. The organizations will be better prepared for new developments in today’s business environment where circumstances change rapidly. This is important for organizations to maintain or improve their position in the competitive global environment.

1.6.2 Practical relevance

To gain insight in what skills middle managers should master to effectively process changes, is enormously important for organizations. The senior management likes to introduce change but they need the middle management to change successfully (Huy, 2001). The middle management provides an important contribution to the realization of radical changes in an organization. This contribution stays for a great part unnoticed by senior management. It is also unknown what contribution the political behavior has to the effectiveness of the middle manager. To gain more understanding of this behavior can provide a contribution to the success of a middle manager. Thereby middle managers can get better coaching, management development programs can be improved and the selection of middle managers can be adjusted. Research of this subject will provide better understanding about what skills middle managers should master to change successfully. It will improve the success rate of change projects and that is important in today’s business environment.

1.6.3 Scientific relevance

Stoker (2001) researched and compared the role of middle managers in the eyes of senior managers, employees and middle managers. All the three groups were asked to range the competences that belong to the role of a middle manager. They could choose from nine pre-selected competences. It was surprising that ‘cooperation’ was the number one competence of all the three groups.

Buchanan & Badham (1999) concluded that organizational politics is indissolubly connected with organizational change. The literature identifies political behavior as an important component during organizational change but provides less explanation about the use of politics during the shaping, influencing and implementing the change. How gets a middle manager involved by political activities and in what form will this appear?

An organizational change presumes a constructive cooperation between senior managers, middle managers and employees. During this cooperation a political aspect will be part of it. Several researchers have researched the political behavior of senior managers but no research is done to the political behavior of middle managers. This research will contribute a part to the framing of a theory about political behavior of the middle manager during an organizational change.
Chapter 2 Literature review

This chapter gives an overview of the theoretical frames and the empirical data found in the scientific literature. The first paragraph, 2.1, presents an overview about the organizational change in relation to political behavior. In the second paragraph, 2.2, the resurrection of the middle manager is described. The middle manager became after decades of negative images in the spotlight of several studies in the recent years. To succeed in a successful change process, senior managers should not neglect the middle manager anymore because he or she plays a vital role in the process. An important aspect in the current management environments today is the political behavior. Paragraph 2.3 shows the importance of political behavior for a manager. In the last paragraph 2.4, the attributes of political skill, which is introduced by Mintzberg (1983), are presented. Both empirical and theoretical researches give a strong foundation for this new skill. Although it was mentioned by Mintzberg in 1983, it was two decades later that this skill is made ready to use in organizations.

2.1 Organizational change

First an introduction to the approaches of change is given. Than paragraph 2.1.2 handles the question about why do we need to manage change? The third paragraph gives a closer look to the relationship between political behavior and organizational change. One of the important aspects is the influence of political behavior of change managers on the effectiveness of organizational change. The implementation phase of a change process is the most important phase of the middle manager. This subject will end this paragraph.

2.1.1 Approaches to Organizational Change

Organizational change theory can be grouped into two large groups (Wilson 1992, Burnes 1996A); planned change and emergent change.

Planned change

The concept of a planned approach to change indicates that change can be pre-planned, planned logically and systematically through a series of logically sequenced phases with a finite end point. It assumes that the environment is known and therefore a logical process of environmental analysis can be harnessed in the service of planning any change. It presumes that the participation of those affected by the change is only one important step in the overall implementation process (Wilson 1992). The origin and essence of planned change lie in Kurt Lewin’s 3-step model. Lewin (1951) argued that a successful change project should involve three steps:

1. Unfreezing the present level;
2. Moving to the new level;
3. Refreezing the new level.

The three-step model provides a general framework for understanding the process of organizational change. It is based on the assumption that organizations operate under stable conditions and can move from one stable state to another in a pre-planned manner (Cummings & Huse 1989:51). In order to understand planned change, it is not sufficient merely to understand the processes which bring about change; there must also be an appreciation of the
states that an organization must pass through in order to move from an unsatisfactory present state to a more desired future state. Planned models similar to the one above are however not so simple to apply in practice. Even so, they have a long established history and held to be highly effective (Burnes 1996B).

**Emergent change**

Wilson (1992) challenged the appropriateness of the hard/planned model in a business environment that is increasingly dynamic and uncertain. He and other researchers argue that those who believe that organizational change can successfully be achieved through a pre-planned and centrally-directed process of “unfreezing”, “moving” and “refreezing”, ignore the complex and dynamic nature of environmental and change processes, and do not address crucial issues such as the continuous need for employee flexibility and structural adaptation. They also overlook the significance of the cultural, political and cognitive dimensions of organizational life such as organizational conflict and politics, or at least assume they can be easily identified and resolved (Burnes 1996B, Wilson 1992, Darwin et al. 2002). The emergent approach assumes that change is a continuous, open-ended and unpredictable process of aligning and re-aligning an organization to its changing environment (Burnes 1996A). It also sees change as a process of learning and not just a method of changing organizational structures and practices (Burnes 1996B). Thus the organization constantly senses the environment, adapting and responding to changes as it strives to maintain a state of equilibrium. In contrast to the pre-ordained certainty of planned change, emergent change is less prescriptive and more analytical and better suited to the turbulent environment in which modern firms now operate.

### 2.1.2 The need to manage change

Regardless of what approach an organization takes towards change, it has to be managed (Burnes 1996A:297). Someone has to take responsibility for ensuring that change takes place. Whether this person is a team leader, facilitator, manager, coach or even dictator (Keep 2001:85), there is usually one individual who bears the responsibility of being the change manager. The planned approach offers a well-developed blueprint for the change process as well as the role and attributes of change managers who in turn, are buttressed and supported by a host of tools and techniques for analyzing organization and managing change; the emergent approach, whilst stressing the issues of process, tends to downplay the role of the change manager (Burnes 1996A:297). The drawback with this perspective is that it deflects attention from the specialist skills which are necessary to manage change, whether this is being done by a manager or by a change specialist.

By its very nature, change has to be a team effort. Senior change managers need middle managers to change an organization. Everyone in the change process needs to take ownership of their piece of the action and deliver on their commitments, but not everyone will start off with the same level of enthusiasm (Hutton 1994, Dawson 1996). Page (1996) states that the most difficult part of successful change resolves around people, for all change is about relationship, and without a change in relationships, there is no change. Whether the change is about an office move or major organizational change: unless someone takes responsibility, either nothing will happen, or there will be complete chaos. In fact even when someone orchestrates the changes, the process rarely takes place without incident (Hutton, 1994). For organizational change to be successful, the change manager needs to be sponsored, championed, or at least be blessed, by the senior managers of an organization. It is doubtful that many change initiatives can be successfully completed without the purchase and support of the top people within an organization (Flamholtz and Randle 1998: 286, Page 1996:205).
2.1.3 Change process and the role of the middle managers

The change management cycle presented by Angehrn et al (1999) described four stages (fig. 3) in the change management process found in the literature. The critical ingredients needed to implement a successful change management program are visioning, planning, implementing and reviewing/learning. In every stage the change manager needs a different set of skills and competencies necessary to successfully manage change. The writers distinguished two types of change manager roles. The change strategist is the senior change manager or the executive. This role is leading in the visioning stage and more on the background in the other stages. The other role, change agent, can be compared with the role of the middle manager. The planning and especially the implementing stage are the stages where the change agent is very important. This research defined for every stage the main skills and competencies of the change agent. It is interesting to see a few skills which have a clear relation with the political skill, which will be treated in paragraph 2.4. In the planning phase the change agent should be highly equipped in the skills “influencing” and “coalition building”. Besides these two skills, during the implementing stage the change agent should also possess highly developed skills like “negotiating”, “listening” and “problem solving”. The change agent has to embed the vision of the senior level in the planning and implementing stage. The skills mentioned above are a small selection of the skills the change agent should possess to act well during an organizational change.

Figure 3. Change Management Cycle developed from the literature

Angerhn et.al. developed the change management cycle to research what skills and competencies are needed for the change managers, the senior manager and the change agent, during the different phases. It seems that during these phases the change manager needs some politically related skills and competencies to act successfully. The question rises about ‘when’ is a change manager successful during an organizational change? Is it when the change manager says so? Or is it when the figures are raised? To investigate the success of a change manager during an
organizational change, it is necessary to examine if the change process progressed successfully. Therefore in paragraph 2.1.4 a few themes about a change process are handled.

2.1.4 Organizational change guidelines

If organizations are to implement change, they need to use established change management guidelines. Boddy & MacBeth (2000) identified a list of guidelines, which according to their research appeared to demonstrate some degree of consistency among the main authors (Kotter and Schlesinger, 1979; Slevin and Pinto, 1986; Boddy and Buchanan, 1992; Benjamin and Levinson, 1993; Kanter, 1983; Dawson, 1994; Burnes, 1996). These are likely to apply to many other types of change projects. McNish (2001) developed a similar grouping for IT projects. The following themes for were defined:

1. Project planning
   - establishing goals
   - consider uncertainties
2. Project structure
   - top management commitment
   - presence of a champion
   - team involvement
3. Project implementation
   - having an experienced project manager
   - detailed and flexible planning
   - establishing controls
   - providing adequate resources.

It does not necessarily follow that these guidelines can be applied and recommended elsewhere without some form of empirically based validation. These nine guidelines represent the experience of current practitioners in the field. Therefore, this forms the basis for the selection of appropriate change management prescriptions for any manager who is about to implement major change in any business organization. Although the guidelines help to process the change successfully, it is not a guarantee. To determine if the change has been a success, it is difficult to measure the result of the change. The next paragraph will give a closer look how to measure the success of a change.

2.1.5 Determining success of an organizational change

When is an organizational change successful? For the planned approach it seems easy to say that an organizational change is successful when the organization is ‘refrozen’ (Lewin, 1951) in the desired state. Only the organization should operate in a stable and predictable environment and that is no longer the case (Hatch, 1997; Wooten and White, 1999). It is an illusion to pre-plan the desired state because after the organizational change the environment is no longer the same. The assumption by the emergent approach is that change is a continuous, open-ended and unpredictable process. Here it seems impossible to measure the success if there is no beginning or end and the outcome is not predictable. Although it seems impossible, it is necessary to objectify the success for further research. To find out why some organizational changes fail and others succeed, it should be examined what happens after a
plan has been crafted. Organizational changes that fail to be implemented can be very costly, both in terms of their design costs and foregone benefits (Nutt, 1998).

The management literature seldom connects success with proposed or observed practices. When considered, success has been treated as a single outcome or dubious indicators used to determine if a decision was adopted (e.g. Piercy, 1989) or excellence realized (Peters and Waterman, 1982). To measure success, indicators of both adoption and value seem essential and the criteria used to establish each must be clear and defensible. Also, an indicator of process efficiency seems desirable. In this study, success was measured by adoption, value and efficiency.

**Adoption**
Success for a manager is bound up in use (Beyer and Trice, 1982). If a change is put to use it meets this test. To measure adoption use is seen as the institutionalization of new practices. This is what a strategic change intends. Two measures were created, called ‘sustained’ and ‘complete’ adoption. Sustained adoption adds ultimate adoptions and deletes ultimate rejections, making it a measure of downstream use. The complete adoption measure treats all partial adoptions as failures, making it an indicator of the degree of use.

**Value**
The benefits of an organizational change to the organization provide another kind of success indicator. To measure benefit, objective data describing the economic returns of a change are preferred, but this information is difficult to collect. Alexander (1986) offers a way around this difficulty, noting that a manager’s subjective estimates of value are highly correlated with objective measures. The subjective estimate should be handled with care as the study of Doyle et al. (2000) shows. Comparison of responses by management level indicates that senior managers are more positive about the change process and the outcome of the organizational change. The study shows a big gap in the view of the organizational change of the middle management and the senior management. It is speculative why middle managers are less positive than senior managers, but the correlation Alexander (1986) found, is dependent of the acting level of the manager.

**Efficiency**
The real duration to implement the change in comparison with the planned duration gives an indication of the efficiency. Nutt (1998) determined duration by combining two indicators. The first is the time from need recognition to the development of a plan. The second is the elapsed time from development to full use or abandonment of the plan. In this study only the second indicator is used because the middle manager is most of the time only involved during the development of the change.

### 2.1.6 Organizational change and political behavior

How do change managers deal with what Bacharach and Lawler (1981, p. 7) describe as “competitive tactical encounters?” There is a rich organization research and management consultancy literature on power and political tactics. For example, Kanter (1983) discusses the “power skills” required by the “change architect,” for establishing supportive coalitions and for blocking interference. Buchanan and Boddy (1992) and Buchanan (1993a) similarly advise the change managers to support the rational-linear “public performance” of the implementation process with “backstage behaviors” that involve the covert manipulation of language, relationships, and organization structures. Scott-Morgan (1995) develops an approach by which managers can discover “the unwritten rules of the game” in
their organization, to uncover dysfunctional rules affecting behavior and performance, and thus to attempt to redefine those rules. Rieple and Vyakaramam (1996) develop a model linking managerial ruthlessness to organizational performance. A number of commentators reinforce the role of (overt and covert) interpersonal influence tactics, including Kipnis et al. (1984), Rosenfeld, Giacalone, and Riordan (1995), Huczynski (1996), and Lambert (1996). Other commentators, such as Burns (1966), Mangham (1979), and Kakabadse and Parker (1984) argue that organizational politics are central to a theoretical understanding of change and to practical intervention in the change process. Pfeffer (1992) points to the costs involved in addressing politics, and argues also that attempts to marginalize key decisions and to encourage a “strong” culture of shared objectives stifle debate and creativity. Change and uncertainty can heighten the intensity of political behavior. Schon (1963) argues that “champions of change” can expect to encounter resistance to new ideas, and that political behavior is by implication desirable. Tushman (1977) observes that diversity of opinion, values, beliefs, interpretations, and goals in the context of organizational change inevitably triggers political behavior. Frost and Egri (1991) similar argue that political behavior is not only inevitable in the context of organizational change but also necessary, in stimulating creativity and debate, and that such behavior should thus be viewed positively.

**Examples of Political Behavior**
The study of Buchanan & Badham (1999) reported specific behaviors that can clearly be objectionable political behavior: deceit surrounding the source of consulting recommendations; manipulation of communications and meeting agendas, and covert damage to the credibility of a colleague; deceit concerning authorship of a university assignment; a “forced” transfer application leading to a promoted post as a platform for revenge on colleagues. These behaviors may appear unacceptable when considered in isolation, it can potentially be represented, and justified, as reasonable in context. Political behavior thus presents both positive and negative faces to the observer and to recipients or victims. Not all “tricks” are “dirty tricks,” although clearly some ploys in some contexts should be labeled as such. The political behavior showed by the senior managers in the examples above, resulted in an effective organizational change, from their view.

### 2.2 The middle manager

This chapter gives a closer view about the middle manager. It will focus on the sub-question about the relation of a middle manager and an organizational change. The first paragraph gives an impression of the precarious position of the middle manager. The importance of the middle manager is described in the second paragraph.

#### 2.2.1 The splits of the middle manager

The middle managers are for a long time abused and derided in the Dutch organizations. Often they are pointed as the cost-extensive, inflexible level in an organization and had special interest of the ‘cost-cutters’ (Stoker, 2001). Also other studies had similar qualifications. Caldwell (2003) wrote “middle managers are still presented as potentially the most powerful constituency to resist change: the notorious change-resistant lump in the middle.” And Balogun (2006) quoted “research typically examines change only from the perspective of senior managers, with change recipients (middle managers are here the recipients of a change strategy devised at the top) often viewed as resistant, foot-dragging saboteurs.”
Chapter 2 Literature review

But these times seems behind us. The middle management is more and more in the spotlight of the organization in a positive way. It plays an important, as not the important role when it comes to changes and developments in organizations. Subjects as people management, self steering, coaching leadership, competent management and empowerment are under their supervision. Moreover middle managers seem to get more tasks from the senior level and employee responsibilities. Subjects like integral management, result-responsibility and entrepreneurship indicates more responsibility and more authority lower in the organization. The middle management has in this way continuously to deal with changing and increasing expectations of the senior and employee level.

The middle-manager is not only coach, people manager and change manager, but must simultaneously be the boss, entrepreneur and assessor. The renewed interest for the position of the middle manager can be placed in three developments.

1. A great amount of changes in the society, general social-economical changes and changing patterns at the employee level. Examples are the increasing influence of the ICT, individualism and decentralized labor relations;
2. More variety of jobs in organizations where they can choose and where the manager gets a specific role in the organization. Examples are the introduction of new steering mechanisms (Balance Scorecard, management by Objectives) and the introduction of new-HRM-systems (like competence management).
3. The tendencies of the market like shortages in the labor market.

These three developments have, even though they are different, all strong effects on the role and the tasks of the middle managers and on the relation between the middle managers and their employees. These changes and choices within the organizations have lead to different, new and sometimes conflicting demands on the middle management.

The most occurred change in the organizations is a change in running the organization. The central theme is flattening the organization. There are hierarchical levels removed, what leads to an increase of responsibilities of the middle management and that the span of control often strongly extended. In most organizations the middle management has to take the lead to more employees. This causes more tension on the working floor. Further middle managers are expected to do more with the increased group of employees. For example the HRM-tasks are increased.

Coaching

The coaching of the middle management by higher management is very poor. Where the middle manager needs to coach and develop the employees, the middle manager himself doesn’t get good coaching at all. Middle managers identify that they get a little attention from their own managers, but they do not complain about it. It seems that it is a blind spot for the middle managers. They find it very logical that they should give a lot of attention to the development of their employees, but don’t draw this line to their own career.

In the perception of organizations a middle manager should be a coach. A lot of managers let their employees work in a team and also in job advertisements organizations often ask for “a middle manager who can coach players”. If people describe a coaching leadership style, it merely looks like the classical definition of “leading”. A coach should gain trust from the employees and also delegate and motivate. To get more insight in what leadership style middle managers really showed and to place the coaching style in another perspective, Stoker (2001) investigated under
employees, senior and middle management what leadership style the middle manager did show in reality. Five leadership styles were distinguished:

- Social support (people aimed);
- Steering (task aimed);
- Charismatic;
- Participative;
- Coaching.

The outcome was remarkable. All the three groups scored high on social-support and participative, and coaching was low. Employees and senior management are significant of the opinion that their middle manager shows less charismatic, participative and coaching leadership than according to middle managers themselves. There seems to be a difference in perception between middle managers and their employees with regard to coaching.

Most characteristic competencies of middle managers

In the study of Stoker (2001) the employees and the senior management were requested to give the three most important competencies to their current middle managers (table 2). Also the middle managers should judge themselves. They can choose from nine competencies. The outcome of the top three competencies is in the table below:

<table>
<thead>
<tr>
<th>A. middle managers</th>
<th>B. senior management</th>
<th>C. employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Cooperation</td>
<td>Cooperation</td>
</tr>
<tr>
<td>2</td>
<td>Development of employees</td>
<td>Empathy</td>
</tr>
<tr>
<td>3</td>
<td>Empathy</td>
<td>Development of employees</td>
</tr>
</tbody>
</table>

Table 2. Three most important competencies of a middle manager

It seems that the middle management and senior management have the same view about the three most important current competencies of the middle managers. These are soft competencies. Apparently are both groups of the opinion that the middle manager is especially a sensitive, cooperating manager who cares for the development of the employees. With regard to this last competence, it seems that the employee thinks different about this. Although employees also have the competence cooperating on the first place, on two and three are hard competencies, knowable as result minded and planning.

Stoker (2001) concluded that the state of the middle manager is critical. An increased span of control, conflicting views with employees about their ‘coaching, soft’ competencies, senior managers delegates more responsibilities without the needed authority and they like to see more vision, more coaching and more steering from their middle managers. And to make it more complex middle managers should receive a lot more coaching from their managers for their own development.

The precarious state of middle management should get a lot of attention in organizations, because middle managers are indispensable during organizational changes. Huy (2001) researched middle managers for six years and concluded that there are four main qualities of middle managers that are extremely important for organizational change and that could not be taken over by senior managers.
2.2.2 The role of the middle manager during change

Huy (2001) showed that the senior managers should really invest in their middle management because they are very important. Middle managers, it turns out, make valuable contributions to the realization of radical change at a company – contributions that go largely unrecognized by senior executives. These contributions occur in four major areas indicated with the following role types:

1. The entrepreneur: middle managers often have value-adding entrepreneurial ideas that they are able and willing to realize – if only they can get a hearing.

2. The communicator: they are far better than most senior executives are at leveraging the informal networks at a company that make substantive, lasting change possible.

3. The therapist: the middle manager stays attuned to employees’ moods and emotional needs, thereby ensuring that the change initiative’s momentum is maintained.

4. The tightrope artist: middle managers manage the tension between continuity and change – they keep the organization from falling into extreme inertia, on the one hand, or extreme chaos, on the other.

Middle managers are at least as important as senior executives in facilitating radical change, particularly if the company has suffered a major loss of institutional memory at the top. Middle managers understand – in a deep way - the core values and competencies of the organization. They’re the ones who can translate and synthesize; who can implement strategy because they know how to get things done; who can keep work groups from spinning into alienated, paralyzed chaos; and who can be persuaded to put their credibility on the line to turn vision into reality.

Sense makers

Recent study of Balogun (2006) confirms the findings of Huy (2001). She implies that it is needed to move away from reifying change as something done to and placed on individuals, and instead acknowledges the role that middle managers play in creating and shaping change outcomes. The research illustrated the pivotal role that can be played by middle managers in top-down change programs. They make the action plans of their seniors, but in a way that make sense to them. They become the intermediaries of the senior manager’s plans, having to undertake change themselves, yet also then implement change within their part of the organization. As such, interpretation becomes the key middle manager activity.

In the next paragraph we look at the political behavior of the middle manager. Sense making and giving interpretation to the change, are subjects that have a strong relation with political behavior.

2.3 Political behavior

The chapter will investigate what is mentioned by political behavior. Political behavior is an accepted rather than an objectionable dimension of the change agency or the change management role. Middle managers as change managers are drawn into political behavior by combination of organizational goals (such as protection of a change agenda) as well as personal career objectives. The first paragraph is an introduction of political behavior. In the second paragraph the contribution of political behavior to functioning of the middle manager is described. The third paragraph is dedicated to organizational politics. This is the context in where middle managers show political behavior. The context has an important influence on the foundation of political behavior. It seems that while specific actions may appear unacceptable when considered in isolation, political behavior is potentially defensible in context.
To investigate examples of political behavior, it is necessary to analyze the steps taken by the middle managers which can be addressed to political behavior. In the last paragraph a political model is presented to observe the steps taken during the behavior what we address to political behavior.

2.3.1 Introduction of political behavior

It is not uncommon for employees to view ‘office politics’ as a phenomenon having only negative organizational and interpersonal consequences (Gandz & Murray, 1980). However, political behavior is an important component of influence processes in organizations (Mayes & Allen, 1977) and research indicates several interpersonal and organizational benefits to engaging in such activity. For example, political behavior has been found to improve leader-member relations (Wayne & Green, 1993), career mentoring (Aryee, Wyatt, & Stone, 1996), and customer satisfaction (Yagil, 2001). Scholars have set forth two conceptual models that articulate the antecedents of political behavior in organization settings. In their episodic model of upward influence behavior, Porter et al. (1981) suggested that the decision to engage in political activity, at least partially, was driven by individuals’ need for power, Machiavellianism, locus of control, risk-seeking propensity, and lack of personal power. Similarly, Ferris, Fedor, and King (1994) argued that much of managerial effectiveness is determined by the ability to effectively navigate the political context of the organization.

Political behavior focuses on the subjective evaluations and interpretations of meaning, rather than the view that meanings are inherent, objective properties of situations. From the standpoint of managerial political behavior, the objective is to manage the meaning of situations in such a way as to produce desired, self-serving responses or outcomes. Given this foundation, is it possible, on a priori basis, to then identify which managerial behaviors are political and which are not? ‘Yes’ and ‘no’. There will always be some difficulty in deciding which behaviors qualify as political on some purely basis. However, while those at the extreme (e.g., misrepresenting information) can be easily classified, there will be many influence attempts that only can be understood within the context of the particular organization. In paragraph 2.3.3 we take a further look to the context of politics in organizations. First we will go deeper into the political behavior of middle managers.

2.3.2 Political behavior of middle managers

The study of Schirmer (2003) showed that middle managers make essential contributions to successful change implementation. To get a more realistic understanding of middle managers’ valuable contributions to change processes, a focus on political behavior and political dynamics in these processes is extremely useful. In this regard, effectiveness at dealing with organizational politics and political dynamics has been identified as a key and even vital characteristic of effective managers. A middle manager often has to behave as a political entrepreneur to be effective. While this role can have its exhilarations when it appears that the advocacy, enthusiasm, and energy have created desired effects toward some ultimate objective, it can also generate equal and opposite despair when things go wrong. There is a fine line between acting in a politically astute fashion and acting unethically (Kakabadse, 1991).

Building coalitions

An important dimension of political behavior by middle managers is building coalitions. The concealment of information or putting up communication, are examples of the disadvantages of political behavior in change processes. On the other side, struggles of power and interest may be a valuable source of strategic change, particularly when used to recruit allies and to form coalitions to protect change initiatives against powerful
opponents (Kanter 1982, 1983; Kanter et al. 1992). Coalitions of change are temporary political alliances, formed to support change initiators and change initiatives in struggles of power and conflicting interests, and to protect them from damaging resistance to change. The primary purpose of these coalitions may be to preserve the initial momentum of change. The middle manager has to build trustful coalitions with partners operating in different styles of organization and at different levels. This coalition building processes in general and formation of change coalition in particular seem to be fundamental to the success. According to Kanter et al. (1992, p. 381) these coalitions should be conceived as “power tools”, pooling supporters of change holding critical resources (like authority, knowledge, information and money) to make change work.

In the research of Schirmer (2003) it appeared that there is a structured pattern of successful coalition formation processes, constituted by political activities of key players interested in, or affected by, strategic change initiatives. Table 3 shows the stages of coalition forming and the related roles of middle managers.

<table>
<thead>
<tr>
<th>Mobilization activities (“process drivers”)</th>
<th>Stages of coalition formation</th>
<th>Related roles of middle managers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Streams of events (internal/external)</td>
<td>Initial top management impulse towards reorganization</td>
<td></td>
</tr>
<tr>
<td>Knitting a network of supporters</td>
<td>Actors providing solutions to organizational problems</td>
<td>Network builder</td>
</tr>
<tr>
<td>Developing new frames of reference</td>
<td>Inner circle is formed</td>
<td>Manager of meaning</td>
</tr>
<tr>
<td>Opening up communication processes</td>
<td>Inner circle is stabilized</td>
<td>Manager of meaning</td>
</tr>
<tr>
<td>Re-interpreting new frames of reference; compensating interests</td>
<td>Powerful opponents are included in change discourses</td>
<td>Communicator</td>
</tr>
<tr>
<td></td>
<td>Coalition is formed, comprising supporters and former powerful opponents</td>
<td>Negotiator</td>
</tr>
<tr>
<td>Time</td>
<td>Implementation of strategic change</td>
<td></td>
</tr>
</tbody>
</table>

Table 3. Stages of coalition formation and related roles of middle managers

Coalition formation starts with forming and strengthening inner circles of change supporters (middle managers, as it was). It ends up in temporary “conflict-alliances” formed to implement the change agenda, comprising both initial supporters of change and former (powerful) opponents of change. Playing the partnership game and building multilateral trust paradoxically cannot always be achieved by openness, honesty, and transparency. So the development of trust between individuals can often be traced to the trading of indiscretions about the reality as opposed to the rhetoric within organizations – their ‘theories in action’ rather than ‘espoused theories’. This is the real skill of the politically acting middle manager, but it is dependent on each player understanding (implicitly if not explicitly) that any defection will result in counter-defection, and an understanding that “tit-for-tat” cooperation is the best bilateral strategy when “the shadow of the future” is taken into account (Axelrod, 1984). A key learning point for the middle manager is that being receptive to confidences is the very substance of trust. Pettigrew (2003) speaks in his example about personal values interfere with cool dispassionate, pragmatic judgment on what was in the best interest. For the political middle manager the game is everything and on this occasion discretion would have been the better part of velour.
Roles of the middle manager

Also strong evidence from the study of Schirmer (2003) showed that middle managers made essential contributions to these processes with respect to managing the mobilization barriers of the formation of change coalitions. In particular, as network builder, manager of meaning, communicator, initiator of trust and negotiator they made fruitful contributions to the formation of coalitions of change, which appear to be prerequisite for successful restructuring processes. It turned out that middle managers in large organizations are very much needed to make strategic decentralization processes. They have been a valuable human resource for managing politics in strategic decentralization processes. In such cases where most of them have been reluctant and resisting, the initiatives ultimately went wrong of failed. The political roles of middle managers in the successful change processes may be interpreted as part of political intrapreneurship. The middle manager as political intrapreneur in restructuring processes works with the political system of organizations, not against it, nor does he (she) ignore it, to make change happen. This is especially true with respect to middle managers acting as inner circle members driving the coalition formation process. The “political” roles may well be interpreted as part of political intrapreneurship in change processes.

Resource mobilization processes

As middle manager there is a legacy of past relationships in the organization – the shadow of the past – which is often played down or ignored. Some degree of remedial action needs to be addressed. Ways have to be found within the complex layering of organizations and individuals of accepting the reality that some partners are more equal than others for a variety of reasons: budget, time invested, political influence, reputation, etc. Inevitably and inexorable this will result in political activity both within and outside the scope of the change, the formation and reformation of coalitions, cliques, and factions, each with their own agendas. The middle manager or agency must be empowered to be able to play with equal status in the political game in order to maximize the innovative potential of this activity and to minimize the tyranny of vested interests. Schirmer’s (2003) study gave a better understanding of the contributions of middle managers to the resource mobilization processes. Kanter (1982, 1983) suggested that these processes are fundamental to innovation and change within organizations. Their findings indicate that resource mobilization (information, money and political support) by means of coalition building is prerequisite of moving into organization-wide innovative action. The coalition formation processes, described by Kanter as “horse trading”, “pre-selling”, are conducive to major organizational change processes.

In paragraph 2.4.2 four dimensions of the political skill are handled. One dimension is network building, what has a strong relation with the coalition building processes mentioned above. This aspect of political behavior has an important role in the success of change processes as the study of Schirmer (2003) showed. Other examples given in paragraph 2.1.6 also indicate that political behavior has an effect on the organizational change. Therefore the next hypothesis is formulated:

Hypothesis 1

Political behavior of the middle manager is positively related to the effectiveness of organizational change.
2.3.3 Politics in organizations

Even though organizational politics probably has been in existence as long as organizations themselves, research in this area has only begun to blossom in the last 20 years. Although research has expended a level of understanding, a number of concerns remain. For example, defining this elusive phenomenon has proven to be a challenge (Cropanzano et al., 1995). In instances where definitions have been offered, two themes generally emerge. The first theme focuses on self-serving behaviors (Burns, 1961; Gandz & Murray, 1980) and suggests that politicking is used as a tool for securing one’s desired share of some outcome (e.g., pay, advancement, intrinsic rewards). Competition between two entities represents the second prevailing theme, which indicates that politicking is often done at the expense of others (Tushman, 1977). For this reason, Kacmar and Baron’s (1999) defined organizational politics as “actions by individuals which are directed toward the goal of furthering their own self-interests without regard for the well being of others”. It is apparent that by accepting this definition, negative consequences may ensue when it is perceived that others are acting politically. Research showed that politics can lead to positive outcomes (e.g., improved productivity, Kumar & Ghadially, 1989; enhanced decision making, Kacmar & Carlson, 1998). Nevertheless, the majority of research to the perception of workplace politics is with negative outcomes. Politics cause reduced job satisfaction (Randall, Cropanzano, Bormann, & Birjulin, 1999), job performance (Witt, 1998), and organizational commitment (Nye & Witt, 1993); and increased turnover intentions (Kacmar, Bozeman, Carlson, & Anthony, 1999), see table 4.

| Political behavior leads to … |  |
|------------------------------|  |
| Positive outcomes            | Negative outcomes |
| Improved productivity        | Reduced job satisfaction |
| Enhanced decision making     | Reduced job performance |
| Improved leader-member relations | Reduced organizational commitment |
| Career mentoring             | Increased turnover intentions |
| Customer satisfaction        |  |

Table 4. Positive and negative outcomes of organizational politics

This line of research has substantiated the fact that reactions to the political activities of others rest in the manner in which these actions are perceived. Gandz and Murray (1980) outlined the utility of conceptualizing politics as a subjective state, such that subsequent reactions to politics are based exclusively on what an individual perceives. Consistent with past research (Christiansen, Viollanova, & Mikulay, 1997; Lewin, 1936), perceptions of reality, rather than reality per se, will have the ability to predict how individuals manage others acting politically by using political behavior.
2.4 Political skills

In the last paragraph of the literature chapter is about the political skill. This paragraph gives a summary of the features of political skill and it gives a closer look to the relation with the political behavior. First an introduction to this skill will be presented. Than the four dimensions which construct the political skill, are summarized. This paragraph ends with the second hypothesis of this research.

2.4.1 Introduction to political skills

Continuous improvement in skills is required if managers are to be effective in today’s highly complex and dynamic environmental conditions. Given that interpersonal skills become more critical as managers move up the hierarchy in organizations, perhaps the most important competency required in mobilizing workers to change the organization is political skill (Ferris et al., 2002). Political skill is seen as a unique form of social skill that managers must have to influence and control others to achieve organizational objectives. Politically skilled managers are astute in understanding social situations, genuine and sincere in their interpersonal interactions, effectively influence others to follow their lead, and adeptly build social capital. Mintzberg (1983) coined the term “political skill” to refer to a personal characteristic of individuals required in order to be effective in the political arenas of organizational life. Characterized as an intuitive sense for how to use power effectively, Mintzberg regarded political as the ability: “…to exercise formal power with sensitivity to the feelings of others, to know where to concentrate one’s energies, to sense what is possible, to organize the necessary alliances” (Mintzberg, 1983, p. 26).

Although the notion of political skill makes intuitive sense, and it has been used in the ensuing years on anecdotal and casual ways, serious scholarship on this construct was not initiated until nearly two decades after Mintzberg’s initial statement. Furthermore, whereas Mintzberg tended to associate political skill explicitly with formal power, the political skill construct, as it is characterized today, fits better with the ideas suggested by some scholars concerning the exercise of influence devoid of formal authority (e.g., Kotter, 1985).

High political skill

People high in political skill are quite calculating and shrewd about the social connections they form, inspiring trust and confidence in others, which allows them to effectively leverage such social capital. Executives high in political skill seek out and relish personal interactions, and their control over others contributes to a sense of confidence that goes along with predictability of success. Such executives do not experience personal interactions as stressful, and, in fact, enjoy demonstrating their political skill so much that tension and stress are actually reduced. People high in political skill not only know precisely what to do in different social situations, but exactly how to do it with a sincere, engaging manner that disguises any ulterior motives and inspires believability, trust, and confidence, and renders the influence attempt successful. This does not simply involve the demonstration of particular behaviors that might be regarded as contributing to effective interpersonal interactions. Instead, political skill allows people to create synergy among discrete behaviors that transcend the simple sum of the parts to realize a set of interpersonal dynamics and effective execution that enables individuals to reach higher levels of personal and career success (Ferris, Perrewe, et al., 2000).
2.4.2 Dimensions of political skill

The political skill construct intersects the domains of social, emotional, and practical intelligence, self-monitoring, personality characteristics, interpersonal skills, intuition, and style, essentially incorporating small pieces of each, as applied to behavior in the workplace (e.g., Ferris, Perrewe, et al., 2000). Thus, political skill is viewed as an interpersonal style construct, which combines interpersonal perceptiveness or social astuteness with the capacity to adjust one’s behavior to different and changing situational demands in a manner that inspires trust, confidence, and genuineness, and effectively influences and controls the responses of others. It is a multidimensional construct, made up of several distinctive yet somewhat related components. Indeed, recent efforts to psychometrically establish and validate the political skill construct have confirmed that it reflects the four underlying dimensions of self and social astuteness, interpersonal influence/control, network-building, and genuineness/sincerity (Ferris, Kolodinsky, Hochwarter, & Frink, 2001).

1. **Self and social astuteness**
   Politically skilled people have an accurate understanding of social situations, as well as the interpersonal interactions that take place in these settings.

2. **Interpersonal influence/control**
   Politically skilled people have a strong and convincing personal style that tends to exert a powerful influence on those around them. They appear to others as being socially skilled, and they use such skill to control their environments. In summary, people who are highly politically skilled are influential and are able to effortlessly control important socio-organization situations.

3. **Network-building/social capital**
   Individuals with strong political skills are adept at developing and using diverse networks of people. They know when to call on others for favors, and are perceived as willing to reciprocate in kind. In addition, they inspire commitment and personal obligation from those around them. Schaafsma (1997) introduces five elements of a ‘concerns-based networking model’. These elements can be used by middle managers to facilitate the implementation of corporate change. An important issue is the need to develop networking to build support vertically and horizontally. The central focus is the manager’s networking styles in facilitating change through his or her networks. In short, politically skilled people are perceived as having high levels of social capital.

4. **Genuineness/sincerity**
   Those possessing political skill appear to others as having high integrity, authenticity, and sincerity. They are, or appear to be, honest, open, and forthright. Because their actions are never seen as manipulative or coercive, politically skilled employees inspire trust and confidence in and from those around them. In sum, highly politically skilled people appear to others to be congruent, sincere, and genuine.

2.4.3 The relation between political skill and political behavior

As one moves up the hierarchy, technical expertise becomes less of an issue, and political skill becomes increasingly important for successful managers as the scope of their jobs become broader. At executive levels, political and strategic skills are critical to success. Possessing the vision to see new strategic opportunities, and the political savvy to muster the support and obtain scarce organizational resources for the implementation of change, largely determine
success at this level. Therefore, politically skilled individuals are more likely to enact influence behaviors that are appropriate for the organizational context. Also, one might envision politically skilled individuals as able to effectively interpret social cues and generate situation-specific political behavior (Ferris, Hochwarter et al (2002), Ferris et al., 2005). Ferris and his colleagues have argued that political skill instills in individuals a sense of personal security and self-confidence from having developed a control over and keen understanding of individuals, events, and behaviors in organizations. This sense allows them not just to demonstrate influence attempts, but also to execute them successfully. In summary, the effects of political skill on the enactment of political behavior result in proactive strategies for navigating the increasingly turbulent, ambiguous, and stress-inducing workplace of today during organizational change (Perrewé, Ferris, Frink, & Anthony, 2000). Therefore, it is hypothesized that politically skilled middle managers will be more likely to effectively enact political behaviors than middle managers lacking political skill. Such skill in the execution of political behavior should contribute to increased success of an effective organizational change.

**Hypothesis 2:**
Self and social astuteness will be positively related to political behavior of the middle manager.

**Hypothesis 3:**
Interpersonal influence/control will be positively related to political behavior of the middle manager.

**Hypothesis 4:**
Network-building/social capital will be positively related to political behavior of the middle manager.

**Hypothesis 5:**
Genuineness/sincerity will be positively related to political behavior of the middle manager.
Chapter 3 Methodology

In this chapter the methodology of the research will be justified. Paragraph 3.1 will give more background information concerning the choices of the research design. In paragraph 3.2 the sample collection is discussed and paragraph 3.3 describes the methods of data collection. How the variables of these research are measured, is detailed in paragraph 3.4. The last paragraph is about the approach which has been chosen for the analysis.

3.1 Research Design

This paragraph describes the steps and sequence of the research. In a exploratory research its topic and its real scope is as yet unclear. Although the results of exploratory research cannot be generalized to the whole population because of the low number of respondents involved (in this study ten), it is very valuable for exploring an issue and can provide significant insight into a given situation as to the “why”, “how” and “when” something occurs. In this study, political behavior and effective organizational change are accepted rather than objective variables, so they’re undetermined yet. To date, researchers have not spent much effort on political behavior in organizational change processes. The only ‘lived experience’ about political behavior of senior managers in relation with effective change is from Buchanan and Badham (1999). Huy (2001) and some other scholars showed that the role of the middle manager is important during an organizational change. To explore deeply the relation between political behavior and effective change, a case study approach is used for analyzing the qualitative data.

Thereby this study tries to contribute to the objectification of political behavior and effective change. In the past efforts have been made to objectify the variables of this study. Ferris et al. (2005) made the political skill objectionable, merely by separating it into four dimensions, shown in 2.4.2. Attempts to objectify political behavior and effective change are less available and if they are, the attempts are less thoroughly in comparison with political skill. To use this knowledge, a combination of quantitative - and qualitative research is chosen for this study. These two are linked together. Linkage can elaborate the analysis, providing richer detail about the political behavior and effective change (Rossman and Wilson (1985, 1994)). This research study involves integrated collection of both quantitative and qualitative data, like Miles and Huberman (1994, p.41) suggested, as needed to get a better understanding of the cases.

3.1.1 Hypotheses

This research shows the relation between the variables:
- **political skill** of the middle manager and the **political behavior** of the middle manager;
- **political behavior** of the middle manager which, besides many other factors, has an influence on the **successfulness of an implementation of an organizational change** within an organization.

From the literature study as presented in chapter 2, it is assumed that:
- There is a relation between the political skill and the political behavior of the middle manager.
- There is a relation between the political behavior of the middle manager and the effectiveness of an organizational change.

During the literature study five hypotheses are formulated. In this research the hypotheses are tested by empirical experience. They are positioned in the research model of paragraph 1.1.4, as shown in figure 4. The hypotheses are:
Hypothesis 1
Political behavior of the middle manager is related positively to the effectiveness of organizational change.

Hypothesis 2:
Self and social astuteness will be related positively to political behavior of the middle manager.

Hypothesis 3:
Interpersonal influence/control will be related positively to political behavior of the middle manager.

Hypothesis 4:
Network-building/social capital will be related positively to political behavior of the middle manager.

Hypothesis 5:
Genuineness/sincerity will be related positively to political behavior of the middle manager.

Figure 4. Hypotheses in research model

3.1.2 Deepening hypotheses

Quantitative research is used to validate the hypotheses so they can be accepted or not. For hypothesis 1 it will not satisfy the questions about ‘what’. Questions such as ‘What is the political behavior of the middle manager?’ ‘What kind of behavior do we relate to political behavior of the middle manager?’ and ‘What kind of activities or actions do we connect with political behavior’ could not be answered from the questionnaires. In this research I also wanted to investigate the ‘lived experience’ of political behavior by middle managers. This is the reason why there were also interviews held with the middle managers. One of the important subjects is political behavior, but how can this behavior be researched in interviews? With the political behavior process a structure is possible to archive this
behavior. In the cross-case analysis it was possible to identify a section about political behavior. This will provide an extra in-depth analysis of political behavior.

3.2 Sample selection

In this research five to ten middle managers with change implementation experience were recruited in their personal capacity of this study. The organizational basis of these middle managers is an IT-environment. The reason to select middle managers from the IT-environment is that it is changing continuously. The rapid technological changes, the globalizing business environment and high competition, are the reasons for these continuous changes. There are a lot of stories about successful organizational changes, but it is not uncommon that an organizational change is unfinished or failed. In this competitive environment it is expected that political behavior is common or even necessary to survive. Middle managers were interviewed who had experience in this environment and it is plausible that they had experience with political behavior. Several middle managers of an IT consultancy and several middle managers of the IT-division of a bank were interviewed. Although the middle managers are all working in an IT-environment, none of them performed in the same organizational change. Every middle manager was interviewed about a recent organizational change he had managed. The organizational change had taken place in the last 5 years. This requirement was added because the questions about the political skill could only be answered by the middle manager at how they feel or how they act at this moment. Explicit questions were asked about their behavior during the organizational change.

3.3 Data collection

The middle managers first filled out a questionnaire about the political skills, the political behavior and the organizational change. The questionnaire was followed by an interview using open-ended, focused and semi-structured questions (see Appendix A) about the use and illustrations of the term “political behavior”, the context and effectiveness of the organizational change. At the end specific examples in the interviewee’s experience of political activities were questioned. To examine the political behavior and the organizational change, the critical moments during the change were discussed. This approach ‘critical-incidents method’ gave a fast and good insight in the success- and failure factors of the two variables. The interview and the questionnaire lasted for an hour and a half. All the interviews were recorded. From every interview a transcription was made to analyze the data. In both the interview and the answering of the questionnaire Dutch was spoken.

3.4 Measures

In this chapter is explained how the variables are measured. In the table 5 an overview is given of the variables, the dimensions of the variable and the items that belong to this dimension. In the subparagraphs the measurement of the variables are explained in more details.
### Table 5. Variables and measures

<table>
<thead>
<tr>
<th>Variable</th>
<th>Code</th>
<th>Items</th>
<th>Scale</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Political skill</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>networking ability</td>
<td>NV</td>
<td>6</td>
<td>strongly disagree – strongly agree</td>
<td>Ferris et al.</td>
</tr>
<tr>
<td>apparent genuineness</td>
<td>DO</td>
<td>3</td>
<td>strongly disagree – strongly agree</td>
<td>Ferris et al.</td>
</tr>
<tr>
<td>social astuteness</td>
<td>SS</td>
<td>5</td>
<td>strongly disagree – strongly agree</td>
<td>Ferris et al.</td>
</tr>
<tr>
<td>interpersonal influence</td>
<td>II</td>
<td>4</td>
<td>strongly disagree – strongly agree</td>
<td>Ferris et al.</td>
</tr>
<tr>
<td><strong>Political behavior</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Political behavior</td>
<td>PG</td>
<td>7</td>
<td>strongly disagree – strongly agree</td>
<td>Ferris et al.</td>
</tr>
<tr>
<td>Coalition building</td>
<td>CV</td>
<td>6</td>
<td>strongly disagree – strongly agree</td>
<td>Schirmer</td>
</tr>
<tr>
<td>Mobilization activities</td>
<td>MM</td>
<td>5</td>
<td>strongly disagree – strongly agree</td>
<td>Schirmer</td>
</tr>
<tr>
<td><strong>Organizational change – planning</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Goal</td>
<td>CP-G</td>
<td>5</td>
<td>strongly disagree – strongly agree</td>
<td>McNish</td>
</tr>
<tr>
<td>Risks</td>
<td>CP-R</td>
<td>4</td>
<td>strongly disagree – strongly agree</td>
<td>McNish</td>
</tr>
<tr>
<td><strong>Organizational change – structure</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organization</td>
<td>CPS-O</td>
<td>6</td>
<td>strongly disagree – strongly agree</td>
<td>McNish</td>
</tr>
<tr>
<td><strong>Implementation of change</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Experience manager</td>
<td>PI-E</td>
<td>2</td>
<td>strongly disagree – strongly agree</td>
<td>McNish</td>
</tr>
<tr>
<td>Detailed planning</td>
<td>PI-P</td>
<td>2</td>
<td>strongly disagree – strongly agree</td>
<td>McNish</td>
</tr>
<tr>
<td>Staff</td>
<td>PI-S</td>
<td>3</td>
<td>strongly disagree – strongly agree</td>
<td>McNish</td>
</tr>
<tr>
<td>Employee knowledge</td>
<td>PI-K</td>
<td>1</td>
<td>strongly disagree – strongly agree</td>
<td>McNish</td>
</tr>
<tr>
<td>Communication</td>
<td>PI-C</td>
<td>4</td>
<td>strongly disagree – strongly agree</td>
<td>McNish</td>
</tr>
<tr>
<td><strong>Success of change</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adoption</td>
<td>AD</td>
<td>2</td>
<td>strongly disagree – strongly agree</td>
<td>Nutt</td>
</tr>
<tr>
<td>Value</td>
<td>VA</td>
<td>2</td>
<td>strongly disagree – strongly agree</td>
<td>Nutt</td>
</tr>
<tr>
<td>Efficiency</td>
<td>EF</td>
<td>2</td>
<td>strongly disagree – strongly agree</td>
<td>Nutt</td>
</tr>
</tbody>
</table>

#### 3.4.1 Political skill

**Quantitative**

Political skill was measured using an 18-item measure (see appendix) developed and validated by Ferris et al. (2005). This self-reported measure assessed respondents’ perceptions of their own political skill. The items in this measure were designed to reflect four dimensions of political skill. The dimensions *networking ability* (e.g., ‘I am good at building relationships with influential people at work’), *social astuteness* (e.g., ‘I am good at building relationships with influential people at work’), *interpersonal influence* (e.g., ‘It is easy for me to develop a good rapport with most people’), and *apparent genuineness* (e.g., ‘When communicating with others, I try to be genuine in what I say and do’). A 5-point scoring format was used with *strongly disagree* (1) and *strongly agree* (5) as endpoints. Evidence of scale validity is reported in Ferris et al. (2005).

**Qualitative**

The scope of the interview was mainly the organizational change and the political behavior, and not the political skill. These are the variables which are less objective. Nevertheless, when examples of political behavior were given,
it was useful to research which one or more dimensions of the political skill were more prominent. The interviewee was also asked which of the political skills contributed the most to this political behavior.

3.4.2 Political behavior

Quantitative
The politics literature does not currently have an established measure of political behavior in organizational settings (Treadway et al., 2005). In the study of Treadway et al. they developed a six-item measure tapping political behavior specifically for their research. In this research these items were used. The items were “I spend time at work politicking,” “I use my interpersonal skills to influence people at work,” “I let others at work know of my accomplishments,” “I work behind the scenes to see that my work group is taken care of,” “Active politicking is an important part of my job,” and “I use politicking at work as a way to ensure that things get done.” For the dimensions coalition building and mobilization activities new items were developed. The items were scored using a 5-point format (strongly disagree = 1 to strongly agree = 5).

Qualitative
As mentioned earlier, political behavior is not an objective variable (yet) as shown in the examples of Buchanan and Badham in 2.1.6. In every interview with a middle manager, these kinds of political behaviors and more examples were questioned in depth. Like every specific political behavior mentioned above, the context of where and how this behavior took place, were also asked.

3.4.3 Effective change

Quantitative
First the model of McNish (2001) was used to get an impression of how the organizational change had been managed. To examine the success of the change the model of Nutt (1998) was used. In this study 26 items measure the effectiveness of the organizational change. In this research we use the subjects that are presented in 2.1.4 and 2.1.5. Hence, the organizational change process was measured with the subjects’ project planning, project structure and project implementation. The success of the change was measured with value, adoption and efficiency. The items were scored using a 5-point format (strongly disagree = 1 to strongly agree = 5).

Qualitative
The scope of the organizational change in this research is bounded to the responsibility of the middle manager. But to get a better view of the change it is necessary to know what the mission and goals of the change for the senior and the middle management was. Although the research is preliminary focused on the part of the organizational change where the middle manager is responsible for, it has a strong relationship with the overall change. To encapsulate the scope and the role of the middle manager during the change, an important part of the interview was about the organizational change. It is difficult to measure the effectiveness of the change for a middle manager, but with the interview a deeper look to the change can be achieved.
3.5 Analysis approach

Questionnaires
The results of the questionnaires were analyzed with the correlation and reliability analysis in SPSS.

Interviews
To analyze the interviews, a cross-case analysis (Miles & Huberman, 1994; Verschuren and Doornewaard, 2005) was done. Although every case has its own local settings and conditions, the aim is to enhance generalization. It is interesting to know something about the relevance or applicability of our findings to other similar settings. Further, it is needed to understand and explain the outcome of this research. It should be hard to give recommendations about the context, but they will give better insight into the relation of the political behavior and the organizational change.

Hierarchical method
In this sub-variant of cross-case analyzing, the research was done in two phases (Verschuren and Doornewaard, 2005). In the first phase the cases were researched separately. This is like a case-oriented analysis of Miles & Huberman (1994). The cases were studied independently. A case was considered as a whole entity, looking at configurations, associations, causes, and effects within the case. At analyzing and describing the results, it is important to use a fixed pattern. This will simplify the comparisons in the second phase. In the second phase the results of the first phase were the input for a comparative analysis over all the researched cases. Here explanations about differences and similarities were tried to be found between the diverse cases. Now it was also possible to reach a higher abstraction level and perhaps some generalities could be discovered. This phase is like the variable-oriented approach (Miles & Huberman, 1994). In this approach it is about the variables and their intercorrelations.

Cross-case construct table
Cross-case construct tables are an excellent way to understand a core concept because the way the variable plays out in different contexts illuminates its essential nature. In a cross-case table it is possible to determine how many cases share similar characteristics. This way it is better to see what data has to say and on the kinds of relationships this research tries to focus. Tactics can be used like clustering and partitioning to further sort the data.
Chapter 4 Results and findings

This chapter describes the results of the questionnaire and the interviews. The first paragraph gives a short summary of the interviewees. The second paragraph takes a closer look into the variables. The items that make up a particular variable are tested whether they represent a homogeneous construct, reliable for further analysis. The correlation analysis is used to analyze the results and to test the hypothesis to the data of the population. Paragraph three discusses the qualitative study. The results of the interviews are presented in a summary of every case. In short, the lived experience of the middle managers is outlined by the organizational change and the political behavior. This chapter concludes with a cross-case analysis to investigate if it is possible to draw some general conclusions out of the qualitative data.

4.1 The interviewees

In this research ten middle managers with change implementation responsibility were interviewed and they filled out a questionnaire. Nine of the ten interviewees were responsible for a change at an IT-department, three of them worked for a bank, one for a bulk logistics company, one for an IT HR and Payroll system company, one for an insurance company and three for an IT service company. One interviewee worked in a completely different environment, namely a college. It is decided to leave this interviewee out of further analysis, because the context differs too much from the rest of the interviewees.

At first the interviewees were invited for an interview and received an interview protocol (appendix 5). With this protocol the interviewees were informed about the subject, gained insight into examples about political behavior and knew what the schedule of the interview was. The interview started with the questionnaire. This took approximately 15 to 30 minutes. This way the response of the questionnaires was 100%. Another advantage was that the interviewee had to think about the change, the political behavior and the political skill before the interview started. After the questionnaire the interview took about an hour on average.

4.2 Quantitative research – the reliability analysis

For the analysis of the quantitative data, the questionnaires of nine interviewees, was used with SPSS. To check if the variables have a sufficient, internal consistency, the scales of the variables are researched. The variables are checked whether they are reliable enough to use in the correlation analysis. This test can be done by calculating the reliability coefficient Cronbach’s alpha (Onderzoekspracticum inleiding psychologische survey, 2002). This value should lie between 0 and 1, whereby a higher value shows a larger extent of correlation of internal consistency. If the alpha-value rises with .05 when an item is removed, it should be considered to remove the corresponding question and item from the scale. If the question represents an important aspect within the scale, it is better to keep the item. Otherwise the item should be removed because the homogeneity within the scale improves. Besides removing an item, it is sometimes needed to recode an item. If there are positive and negative questions within a scale, then all of them should be made positive or negative. If the Cronbach’s alpha is lower than 0.60 and it cannot be increased by recoding or removing items, it is not justified to make a scale of these items. The items probably measure not the same notion, but several notions.
After the reliability analysis, the variables can be used for the correlation analysis. The results of the reliability test for every variable are shown in the next three paragraphs.

### 4.2.1 Political skill

In table 6 the reliability of the political skill dimensions is shown. For the variable *networking ability* the alpha value was 0.73. After removing item NV-3, the value became 0.81. It is decided to use the variable without item NV-3, because the item doesn’t represent a specific aspect. The alpha-value of variable *apparent genuineness* is too low. For this reason it is decided to leave this variable out of the further analysis.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Cronbach’s alpha</th>
<th>Items</th>
<th>Removed</th>
</tr>
</thead>
<tbody>
<tr>
<td>networking ability</td>
<td>0.81</td>
<td>5</td>
<td>1(NV-3)</td>
</tr>
<tr>
<td>apparent genuineness</td>
<td>0.48</td>
<td>2</td>
<td>1(DO-3)</td>
</tr>
<tr>
<td>social astuteness</td>
<td>0.75</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>interpersonal influence</td>
<td>0.80</td>
<td>4</td>
<td></td>
</tr>
</tbody>
</table>

Table 6. Cronbach’s alpha political skill

### 4.2.2 Political behavior

The Cronbach’s alpha for *coalition building* was 0.63 with all 6 items. After removing item CV-2 and CV-4, the value became 0.76 as shown in table 7. It is decided to use the variable without these two items, because the questions of both items don’t represent a specific aspect of the variable. Before the reliability analysis of *mobilization activities*, two items needed to be recoded. A high score on the items MM-1 and MM-4 indicates a low effort of mobilizing by the manager, while for the other three items a high score indicates a high effort. After the calculating the alpha value with the recoded items, the recalculated value was 0.35. It wasn’t possible to raise the value above the 0.60, so this value will not be used in the correlation analysis.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Cronbach’s alpha</th>
<th>Items</th>
<th>Removed</th>
<th>Recoded</th>
</tr>
</thead>
<tbody>
<tr>
<td>political behavior</td>
<td>0.77</td>
<td>7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>coalition building</td>
<td>0.76</td>
<td>4</td>
<td>2(CV-2, CV-4)</td>
<td></td>
</tr>
<tr>
<td>mobilization activities</td>
<td>0.35</td>
<td>5</td>
<td></td>
<td>2(MM-1, MM-4)</td>
</tr>
</tbody>
</table>

Table 7. Cronbach’s alpha political behavior

The variable *political behavior* is divided in three variables *political behavior*, *coalition building* and *mobilization activities*. It isn’t possible to calculate the alpha-value for all items of these three variables together, because there is too much difference between them. The variables should be used separately during the correlation analysis.
4.2.3 Effective change

Organizational change process
In the variable *goal* item 5 contained a negative question. This item is recoded. The alpha-value resulted in 0.31 with all items. After removing item CP-G3 and CP-G5R, the alpha-value changed to 0.69 (see in table 9). It is decided to remove the items from the scale.

For the variable *risks* the alpha-value is too low. It is possible to increase the value to 0.65, but to achieve this item CP-R3 should be removed. This item represents an important aspect for the variable. Also the inter-item correlation is between 0.2 and 0.4. It is decided not to remove this item.

The variable *detailed planning* has a very low alpha-value. This variable will not be used in the correlation analysis. After removing item PI-S3 for variable *staff*, the alpha-value became 0.73. The question of this item showed a high similarity with item PI-S2. It is decided to remove item PI-S3. All the results are shown in table 8.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Cronbach’s alpha</th>
<th>Items</th>
<th>Removed</th>
<th>Recoded</th>
</tr>
</thead>
<tbody>
<tr>
<td>goal</td>
<td>0.69</td>
<td>3</td>
<td>2(CP-G3, CP-G5R)</td>
<td>1(CP-G5)</td>
</tr>
<tr>
<td>risks</td>
<td>0.65</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>change process structure</td>
<td>0.79</td>
<td>6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>experienced manager</td>
<td>0.82</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>detailed planning</td>
<td>0.10</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>staff</td>
<td>0.73</td>
<td>2</td>
<td>1(PI-S3)</td>
<td></td>
</tr>
<tr>
<td>employee knowledge</td>
<td>n.a.</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>communication</td>
<td>0.79</td>
<td>3</td>
<td></td>
<td>1(PIC-3)</td>
</tr>
</tbody>
</table>

Table 8. Cronbach's alpha organizational change process

Success of change
For the variable *adoption* and *value* the Cronbach’s alpha is too low. Only the value for *efficiency* is high enough to be accepted. In the correlation analysis only the variable *efficiency* will be used. The results are shown in table 9.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Cronbach’s alpha</th>
<th>Items</th>
<th>Removed</th>
<th>Recoded</th>
</tr>
</thead>
<tbody>
<tr>
<td>success of change - adoption</td>
<td>0.50</td>
<td>2</td>
<td>1(AD-2)</td>
<td></td>
</tr>
<tr>
<td>success of change - value</td>
<td>0.49</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>success of change - efficiency</td>
<td>0.95</td>
<td>2</td>
<td>1(EF-2)</td>
<td></td>
</tr>
</tbody>
</table>

Table 9. Cronbach's alpha success of change

Now the variables are defined for further analysis. In the next paragraph the test results from the correlation between the variables are given.

4.3 Quantitative research – the correlation analysis

To test if variables are related together, the correlation analysis with the Pearson correlation coefficient (Onderzoekspracticum inleiding psychologische survey, 2002) is used, because the items have an ordinal scale. In this paragraph the five postulated hypothesis will be analyzed. However, as in the reliability test of the political skill dimension *apparent genuineness* (see 4.2.1) was concluded that the items of this variable weren’t homogenous
Chapter 4 Results and findings

enough for further testing. Therefore hypothesis 5 couldn’t be tested and this means the hypothesis is rejected. The other four hypotheses concerning the variable political behavior and coalition building, were tested separately.

4.3.1 Relation between political behavior and efficiency change process.

Hypothesis 1 Political behavior of the middle manager is positively related to the effectiveness of organizational change.

This hypothesis assumes a positive relation between the political behavior of the middle manager and the effectiveness of the change. The variable effectiveness of change process is split into several variables (see 4.2.3).

<table>
<thead>
<tr>
<th>political behavior</th>
<th>goal</th>
<th>risks</th>
<th>change process structure</th>
<th>experience manager</th>
<th>staff</th>
<th>communication</th>
<th>knowledge employee</th>
<th>success of change - value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>0,502</td>
<td>*0,597</td>
<td>0,420</td>
<td>0,329</td>
<td>*0,710</td>
<td>0,465</td>
<td>0,498</td>
<td>0,545</td>
</tr>
<tr>
<td>Sig. (1-tailed)</td>
<td>0,084</td>
<td>0,045</td>
<td>0,130</td>
<td>0,193</td>
<td>0,016</td>
<td>0,104</td>
<td>0,086</td>
<td>0,065</td>
</tr>
<tr>
<td>N</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>coalition building</th>
<th>goal</th>
<th>risks</th>
<th>change process structure</th>
<th>experience manager</th>
<th>staff</th>
<th>communication</th>
<th>knowledge employee</th>
<th>success of change - value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>0,219</td>
<td>0,257</td>
<td>0,557</td>
<td>*0,675</td>
<td>0,201</td>
<td>-0,016</td>
<td>0,070</td>
<td>-0,472</td>
</tr>
<tr>
<td>Sig. (1-tailed)</td>
<td>0,286</td>
<td>0,252</td>
<td>0,060</td>
<td>0,023</td>
<td>0,302</td>
<td>0,484</td>
<td>0,429</td>
<td>0,100</td>
</tr>
<tr>
<td>N</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
</tr>
</tbody>
</table>

* Correlation is significant at the 0.05 level (1-tailed).

Table 10. Pearson correlation hypothesis 1

**Political behavior**

In table 10 it shows that there is a correlation between political behavior and risks of 0,597 with a significance level of less than 0.05 between these variables. This means there is an average relation between these variables. There is also a correlation between political behavior and staff with a value of 0,710 with a significance level of less than 0.05. The relation between these variables is strong. With the variables goal, change process structure, experience manager, communication, value and knowledge employee there is no relation with political behavior in this analysis. This results in a rejection of hypothesis 1.

**Coalition building**

In the table 10 is shown that there is a correlation between coalition building and experience manager with a value of 0,675. This means that there is a strong, average relation between these variables. For the other variables no relation with coalition building was found. This results in a rejection of hypothesis 1.

4.3.2 Relation between political skill and political behavior

The next three hypotheses assume that there is a positive relation between the political skill dimension and political behavior.

Hypothesis 2 Self and social astuteness will be positively related to political behavior of the middle manager.
Chapter 4 Results and findings

**Hypothesis 3**  Interpersonal influence/control will be positively related to political behavior of the middle manager.

**Hypothesis 4**  Network-building/social capital will be positively related to political behavior of the middle manager.

<table>
<thead>
<tr>
<th></th>
<th>networking ability</th>
<th>social astuteness</th>
<th>interpersonal influence</th>
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<td>political behavior</td>
<td>Pearson Correlation</td>
<td>0.786</td>
<td>0.514</td>
</tr>
<tr>
<td></td>
<td>Sig. (1-tailed)</td>
<td>0.006</td>
<td>0.078</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>9</td>
<td>9</td>
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</tbody>
</table>

|                       | Pearson Correlation | 0.389             | 0.444                   | -0.091                  |
|                       | Sig. (1-tailed)    | 0.150             | 0.316                   | 0.408                   |
|                       | N                  | 9                 | 9                       | 9                       |

**. Correlation is significant at the 0.05 level (1-tailed).**

**Political behavior**

Table 11 shows that there is a correlation between networking ability and political behavior with a value of 0.786 with a significance level of less than 0.01 between these variables. This indicates there is a strong relation between these variables. There is also a correlation between interpersonal influence and political behavior with a value of 0.584 and a significance level of less than 0.05. The relation between these variables is average. For the political skill dimension social astuteness is no relation found with political behavior. **This results in a rejection of hypothesis 2 and an acceptance of hypothesis 3 and 4.**

**Coalition building**

Table 11 shows that there is no correlation between one of the three political skill dimensions and coalition building. **This results in a rejection of hypothesis 2, 3 and 4.**

4.4 Limitations of the quantitative research

The sample survey of nine middle managers for the quantitative research was low. The external validity of the quantitative research therefore is low. For this reason it is not possible to draw general conclusions from the quantitative figures. The explorative character of this research will use these quantitative data to formulate a specific direction about the research objectives. The reliability analysis of the variables in paragraph 4.2 and the rejection or the acceptance of the hypotheses in paragraph 4.3 are therefore not valid enough for the whole population of middle managers. Within the scope of this study the quantitative data is analyzed by the statistical rules for the reliability – and correlation analysis.
4.5 Qualitative research - case analysis

It is obviously beyond the scope of this research to list all the empirical results to explore and explain the roles of the middle managers from the interviews. Hence, the first paragraph presents a summary of every interview. Every summary is divided in an organizational change and political behavior part. Before these summaries, some steps to analyze the data were taken. First the interviews were recorded, than they were transcribed and the answers were ordered per question. With this ordering an overview of the interviews could be made. The comparison of the cases is presented in the second paragraph. It made it also possible to see differences and similarities between the diverse cases.

4.5.1 Separate cases

An interview gives an in-depth look into the experience of the middle manager during an organizational change. Per interview the change and some occasions where political behavior was shown are described.

Interview 1 Service unit manager at a large-bulk logistics company

Organizational change
In a large-bulk logistics company a new ERP-system needed to be implemented. One of the sub-goals was a good service and maintenance unit for 7*24 hour all around the world. The main service unit is located in Rotterdam. Two new units needed to be set up in Singapore and Houston. The interviewee had the role of service unit manager. After the implementation of the new ERP-system on location, the service should be up and running. In the initial period to the implementation moment, employees needed to be re-educated and new processes had to be setup. The goal was achieved and the implementation was successful.

Political behavior
It was very hard to convince the people on the new locations to see the benefits of the new system and the work processes. A lot of informal discussion was needed. Some employees did not join the new organization and resigned. A coalition was made with other managers in the project of the ERP-implementation to force the project manager to reschedule the implementation. Another coalition with the local unit managers of Houston and Singapore mobilized resourcing for hiring new employees.

Interview 2 Unit manager at an IT service company

Organizational change
Due to a merge with another IT services company, the unit manager had to integrate several units into the unit he was responsible for. The hard targets of the change were the integration of the business processes and the allocation of the employees from other units into his unit. The soft targets like integrating the organizational culture or the wastage of personnel were not defined. There was no deadline for the integration, therefore it is difficult to assess if it was finished. The interviewee preferred to make a distinction between the hard and the soft targets. The hard targets were finished at some point in time and the result was good according to the senior management and by his own judgment. On the other hand there were the soft targets. The loss of personnel was too high and the integration of the culture of the unit with all the new employees was not successful.
Chapter 4 Results and findings

Political behavior
The unit was part of a division. The divisional director was the former manager of the unit manager with whom he maintained a good relationship. A lot of subjects were discussed with the director in bilateral meetings. So, at management meetings the director knew the opinion of the unit manager and some decisions were made in his advantage. For the re-allocation of employees in his unit or other units, a lot of discussion behind the scenes was needed. To stop a system-integration on divisional level by an organization wide project, a coalition was made by all the unit managers within the division. They convinced the director to reschedule the integration.

Interview 3 Unit manager at an IT HR and payroll service company

Organizational change
The immediate reason of the change within the unit was a complaint letter of the ten major customers. The present unit manager was sent away and the interviewee had the responsibility to raise the customer satisfaction within a year. The unit was responsible for developing, maintaining and consulting a payroll product. This product was used by several customers, from which a few of them were united in a user’s board to share information and prioritize the innovations or modifications to the system. The change required to solve the operational problems like new work processes, service improvement, improve employee satisfaction and better customer contact. The goal was achieved because none of the customers had pulled out.

Political behavior
There was a big gap between the customer expectation and the modifications and innovations made by the unit. Normally only the unit manager joins the user board meetings. To convince his employees about the problems, the interviewee took along one or two employees with him so they could experience the problems at the customers. Another political act was to decline the number of users with whom the unit manager talked to. The user’s board had more than ten members with all different views of the system and for improvements. In the new situation the manager only had a meeting with the two largest customers, who spoke also on behalf of the other customers. Also the unit manager invited the two customers to come at the unit and talk to the employees about several issues. To raise the customer satisfaction a coalition was made with sales managers and portfolio managers to discuss the future with the customers.

Interview 4 Operational manager of a Software engineering unit at an IT Service company

Organizational change
Due to a merge with another company, the unit had to integrate with a similar software engineering unit of the merged company. The role of the interviewee was to integrate the operational processes, allocate the new employees and melt the culture of two units into one unit. He was a member of the management team and they were responsible for the integration. There were no goals. It was therefore unclear when the change was finished. The two major activities were integrating the operational systems and processes and move to one location. This was achieved within a year. Soft targets like integrating cultures and ensure that the wastage of personnel was low, were not achieved.

Political behavior
The interviewee states that in general most of the goals he wanted to achieve in this organization one needs to act politically. Political behavior is very important to get things done like the way you want. The allocation of people should be done by the HR department, but he knew that their procedure was very general and his employees would not be allocated correctly. So with his influence he did this allocation himself. To keep some employees in the unit,
key employees were indicated by management. Persons, who were a key employee, received more attention and coaching during the first period. He knew that if those persons stayed, other staff would stay as well.

**Interview 5  Implementation manager of a new software product at a bank**

**Organizational change**
This change is about an introduction of a new stock system on the internet. The interviewee was responsible for the IT chain. This implied the design, development, testing and implementation of the software. The project took four years from idea to implementation. The goal was to implement the software. This was achieved with several delays and changing specifications. The change for the organization was that all the staff of the IT chain received a new product with new work processes and new responsibilities. Also the service employees needed education about this product.

**Political behavior**
Constantly during the project it was needed to act politically. On senior management level it was a constant struggle to give this project a high priority. There are always several projects running and the management board decides which project has the highest priority. Also when some departments didn’t want to do what they needed to do, political behavior was necessary. Generally speaking, every day was full of political activities.

**Interview 6  Management board member of a unit at a IT Service Company**

**Organizational change**
The organizational change was the loss of the unit’s separate identity and the integration into the mother organization. For this integration all the overhead functions had to move to the overall organizational departments and the processes needed to change. In the old situation the interviewee was responsible for the sales and as board member responsible for the turnover and the employees. There was no goal; only the integration had to be achieved. Probably the higher goal was centralization. There was no deadline.

**Political behavior**
The interviewee assumes that the whole integration was a political act. Senior management wanted more control, but this was never said. During the integration the interviewee wasn’t very politically active to get things done. He only used his relations in the organization to influence some processes.

**Interview 7  Unit manager testing at a bank**

**Organizational change**
The scope of the change was to re-organize the IT value chain. The role of the interviewee was to ensure the continuity of the organization, to raise the productivity and upgrade the work processes. For the last two assignments several targets were agreed upon and for the complete chain targets were defined. There was no deadline defined for this change, only the yearly targets for the managers. During the years several organizational changes were started, but it is really hard to define an ending point for every change. The productivity became better with 30%, but the renewal of the work processes wasn’t measurable.

**Political behavior**
During this change political behavior was very important. One of the departments for customer test data was the most political department in the chain. They were responsible for the customer test data for several divisions and it was very hard to agree on SLA’s with this department. This was very important for the throughput and productivity.
of the test unit. Via the highest level of the organization the problem was escalated but this wasn’t effective. The interviewee set up coalitions with other stakeholders to make appointments with this department. At the end the unit set up their own test environment.

**Interview 8**  
*Unit manager IT infrastructure at a bank*

*Organizational change*

The unit had to change from an internal customer-oriented organization to a product-oriented. All the employees and the processes had to change and the interviewee was responsible for this change. The goal was to change the unit within a year. The organization goal was cost reduction. This organization goal was achieved, but the unit didn’t change for business reasons.

*Political behavior*

One of the unwritten rules for the unit was that all employees were very important for the internal customers and they should get dispensation for this change. With a coalition of one sponsor at the senior management and several customers, the employees of the unit stayed working like a customer-oriented organization.

**Interview 9**  
*Change manager at an insurance company*

*Organizational change*

The organizational goal was to change a hierarchical organization to a process-oriented organization. The role of the interviewee was to implement control processes in the team units of the infrastructure division. The number of staff was about 250 people. Several deliverables were defined which served as goals. Not all the goals were achieved in the first half year and several changes were needed after the first implementation.

*Political behavior*

During the change it became clear that the hierarchical managers had a hard time to give up their status. One of the important issues of the change was to move the responsibilities to a lower level of the organization. Via the sponsor of the interviewee who was a member of the management board, things started to change. In the beginning there was some resistance in every team against the change. It was therefore important to have people in every team who were sponsors of the change. A lot of interpersonal influence had to be used. The last big political issue was about one of the team managers. During the change it became clear he wasn’t capable enough to implement the changes into his team. This was a potential problem for not finishing the change on time. This team was in the first implementation removed from the scope and a few months later this team manager had to resign from his position.

### 4.5.2 Cross-case analysis

Every case is characterized by its own conditions and local settings, but the aim is to enhance generalization. With the results of the separate cases an overview of the cases can be made using a table. It gives a simplified reproduction of every case, but it can be used to detect similarities. The table is discussed by three sections based on the variables organizational change, political behavior and political skill.
Organizational change
In table 12 several variables are inserted under the header organizational change. The meaning of these variables is explained here.
- **Organization**: the interviewees worked in different environments, see paragraph 4.1.
- **Division/department/unit**: all interviewees worked in an IT related unit, see paragraph 4.1
- **Approach**: the approach of the change, embedded or planned, see paragraph 2.1
- **Kind of organizational change**: the characteristics of the changes could be divided into integration (of one or more units), re-organize the value chain, organization structure (customer-oriented, product-oriented), operational improvement and new product implementation
- **Goals**: during the interviews it became clear that there was a big difference in hard targets and soft targets. Like an integration of two units, a hard goal is to integrate the job function systems and a soft goal is to create a new culture.
- **Risks**: If there were risks defined at the beginning of the process, a ‘yes’ was filled in, in other situations a ‘no’.
- **Commitment senior management**: If the middle manager had commitment from the senior management, a ‘yes’ was given.
- **Sponsor**: This indicates if the interviewee had a sponsor during the change.
- **Commitment employees**: It was needed to subdivide this variable. In a lot of cases the employees were awaiting or resisting the change.
- **Planning**: this indicates that there was a planning at the start or not.
- **Deadline**: if there was a deadline at the start of the change, a ‘yes’ is given.
- **Tooling**: instruments to measure the status of the change.
- **Communication**: due to the different answers, this variable was subdivided into periodical, unit and personal.
- **Critical moments**: critical moments during the change

The results showed some similarities between the cases. The changes in the IT organization had a planned approach, while the approach at the bank was an emerged approach. All the IT organization changes didn’t have soft goals, a deadline, a planning and didn’t use tooling. These changes it were very hard to measure the successfulness. Most of the time the only target was to integrate, without specified description what this meant for the organization.

Success of change
In most cases the hard goals were achieved. Probably the easiness to measure hard targets has played a role here. Almost none of the changes were finished within the deadline and three of the nine change project didn’t have a deadline at all.

Political behavior
Every interviewee was familiar with political behavior and could give examples of political activities. The reason to act politically was most of the time in the interest of the goal of the interviewee. If something needed to be done and it wasn’t possible via the sanctioned ways, the interviewees started to behave politically. Beside political behavior, also coalition building was a powerful method to influence the change. The mobilization of the resources was less important in most cases. Six of the interviewees could give an example of this activity.
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¹ L = logistics, IT = IT service company, B = bank, P = payroll service company, I = insurance
² P = planned change, E = emergent change
³ IN = integration (of one or more units), R = re-organize the value chain, OS = organization structure (customer-oriented, product-oriented), OI = operational improvement, NP = new product implementation

Table 12. Cross-case relations
Political skill

In the 19 interview questions there was none about political skill. In the analysis of the cases, it was possible to point out one or two for each case.
Chapter 5 Conclusion

This chapter will discuss what knowledge this research has produced. It will answer the central research question and sub-questions that were underlying in this research. The answers will be given with the information and results of the preceding chapters. The sub-questions are answered in the first paragraph, the central question will be discussed in the second paragraph. This will lead to the final conclusion of this research. In the third paragraph the implications concerning the theory and practice are indicated. The limitations of this research are listed in the fourth paragraph. The last paragraph is about the possibilities for further research.

5.1 The answering of the central question and sub-questions

The basis of this research was one central question and eight sub-questions. The sub-questions one to four are discussed in a paragraph each. The sub-questions five to sub-question eight will discuss the political skill dimensions. These will be handled in one paragraph about the political skill. First we look at the central research question. It was formulated as:

“To what extent has the political behavior of the middle managers an effect on an organizational change and is this political behavior influenced by political skills?”

Further refinement of the central question lead to the next sub-questions:

1. What is the relationship between political behavior and the effectiveness of organizational change?
2. What is the relation between the middle manager and an organizational change?
3. In which circumstances during an organizational change will a middle manager show political behavior?
4. What is known about the influence of the political behavior of middle managers on the effectiveness of organizational change during an organizational change?
5. What is the relation between self and social astuteness and political behavior?
6. What is the relation between interpersonal influence/control and political behavior?
7. What is the relation between network-building/social capital and political behavior?
8. What is the relation between genuiness/sincerity and political behavior?

The sub-questions one, five, six, seven and eight are researched quantitative and qualitative. For the answering of these questions, the limitations of the quantitative research as mentioned in paragraph 4.4 are considered. Sub-question three will be answered with the literature study and the qualitative data. At last the sub-questions two and four are analyzed with the literature study.

5.1.1 Answering sub-question 1

Quantitative study
This sub-question resulted in hypothesis 1. It was assumed that there is a positive relation between political behavior and the effectiveness of organizational change. If a middle manager has a high sense of political behavior, it should result into a more effective and successful change in comparison with a middle manager who has a lower sense of political behavior. This relation was rejected due to the population of this research. Only the variables staff and risks
seemed to be influenced by political behavior. The reason for the relation between political behavior and the variables risks and staff could be explained by the moment when the middle managers starts to act politically. This relation will be discussed in paragraph 5.1.3. The other investigated political behavior construct was the building of coalitions to influence the change process. Also this relation was not established. Only one variable, the experience of the manager, seemed positively correlated by political behavior. This assumes that if a manager has more experience, he will use coalition building better in an organizational change. Further research is necessary to explore this finding.

Qualitative study
From the interviews it seems that political behavior is commonly used during an organizational change. Some managers claimed they were always busy with political activities because most of the time things won’t work via the sanctioned ways in an organization. It seems that political behavior is inextricably bounded up with organizational changes, but is unclear what kind of relation it is.

5.1.2 Answering sub-question 2
Huy (2001) showed that the senior managers should really invest in their middle management because they are very important. Middle managers, as it turns out, make valuable contributions to the realization of radical change at a company – contributions that go largely unrecognized by senior executives. Middle managers are at least as important as senior executives in facilitating radical change, particularly if the company has suffered a major loss of institutional memory at the top. Middle managers understand thoroughly the core values and competencies of the organization. They’re the ones who can translate and synthesize; who can implement strategy because they know how to get things done; who can keep work groups from spinning into alienated, paralyzed chaos; and who can be persuaded to put their credibility on the line to turn vision into reality. As Balogun (2006) points out, middle managers make the action plans of their seniors, but in a way that make sense to them. They become the sense makers of the senior manager’s plans, having to undertake change themselves, yet also then implement change within their part of the organization. As such, interpretation is one of the key middle manager activities.

5.1.3 Answering sub-question 3
Theory
Political behavior (Ferris et al, 2005) focuses on the subjective evaluations and interpretations of meaning, rather than the view that meanings are inherent, objective properties of situations. From the standpoint of managerial political behavior, the objective is to manage the meaning of situations in such a way as to produce desired, self-serving responses or outcomes. In the study of Buchanan & Badham (1999) political behavior was merely used to manage the meaning of situations in the visioning or planning phase of a change process. The reason for this was that the interviewees were all senior change agents and they controlled the change process from the beginning. In the literature, it didn’t become clear in which circumstances a middle manager uses political behavior. Either, the middle manager starts acting in a change process at the end of the planning phase and has a major role in the implementation phase.

Qualitative study
As mentioned above the middle manager is responsible for the implementation of the change. The majority of the middle managers are drawn into political behavior when the implementation is or will become obstructed. In that
circumstance the middle manager starts to act politically. It is always directly used for self-serving outcomes and perhaps indirectly useful for the organization. Nonetheless, it is never initiated to serve organizational goals with the sacrifice of their own goals. From this view it can be stated that political behavior is a problem-driven and a self-serving act.

5.1.4 Answering sub-question 4

Schirmer (2003) concluded that change coalitions of middle managers made essential contributions to the success of change. Although it didn’t became clear what the relation was between coalition building and change success, and how change success was defined, it is an important instrument for a middle manager to influence the change process. Other relations between the influences of the political behavior of middle managers on the effectiveness of organizational change during an organizational change weren’t found or researched.

5.1.5 Answering sub-question 5, 6, 7 and 8

Quantitative study
These sub-questions were related to the assumption of the relation between political skill and political behavior. It was assumed that the four dimensions of political skill were positively connected to political behavior. Therefore the hypothesis 2, 3, 4 and 5 were deduced from the sub-questions. After analysis there seemed to be a significant correlation between networking ability and political behavior and inter-personal influence and political behavior. These items of the political skill construct have influence on political behavior. It is noticeable that these two dimensions have a more inter-personal accent than the other two (social astuteness and apparent genuineness), as shown in the definitions (see 2.4.2). The inter-personal accent is obviously a crucial element for political behavior.

Qualitative study
The cross-case comparison (table 13) shows one or two dimensions of the political skill construct that were important for the interviewees. There were no relations found to formulate a conclusion.

5.2 Conclusion

The presupposition of this research was that the political behavior of a middle manager had an influence on the effectiveness of the organizational change and that the political behavior was influenced by the political skill.

Two dimensions of the political skill construct are related to political behavior. The two, the networking ability and the inter-personal influence, are positively connected to political behavior. In practice, managerial political behavior is about interpersonal contact and influencing other people to produce desired, self-serving responses or outcomes (Ferris et al, 2005). Perhaps this is the reason that the other two dimensions, social astuteness and apparent genuineness, are less related to political behavior.

The objective of this study was to determine the extent of influence of political behavior to the effectiveness of an organizational change. From quantitative approach the effect of the middle manager’s political behavior on the effectiveness of organizational change is limited. Only the elements staff and risks are influenced by political behavior and the element years of experience of the manager has a positive relation with coalition building. This isn’t a rare outcome. It is imaginable that there is no positive relation between the element change process structure and
political behavior. Though the structure of a change process is vital to change effectively, there isn't anything political about the structure. In the initial phase of a change process it is important to set up a good structure. Perhaps than the middle manager will show political behavior.

From the qualitative approach it is clear that political behavior is always needed during a change. It is a crucial behavior to succeed in the implementation of the change. The only assumption from the lived experience is that the middle manager uses political behavior for self-serving reasons and is used for solving problems.

5.3 Implications on theory and practice

*Impact on theory*

In the literature study it was assumed that coalition building and mobilization activities have an effect on the successfulness of the change. In this research the only relation found, was between the experience of the manager and coalition building. It is possible that building coalitions and mobilizing activities have a relation with more elements, but there was no relation with the elements that measured the success of a change. With this remark it seems necessary to do further research into the relation between the two elements and the successfulness of change. Thereby it is important to determine what the relation is and how success can be related to these elements.

*Impact on practice*

This research showed a substantial gap between the qualitative and quantitative approach. From the results of the questionnaires every organizational change was more or the less successful, though during the interviews it became clear that most of the organizational changes weren’t that successful. If deadlines weren’t defined and only hard targets were agreed upon, an organizational change shouldn’t be declared successful, because you don’t measure the complete change. In questionnaires these elements need to be more detailed to have a better insight into the lived experience.

5.4 Limitations of the research

In the first place the effectiveness of an organizational change is a difficult subject to objectify for the research. To measure the effect of an organizational change, every level of the organization and the external stakeholders needs to be researched. In this study only the perspective of the middle manager was researched and like every human failures aren’t things one likes to talk about. So every organizational change is most of the time successful if the interviewee is responsible for the implementation and he/she can choose the organizational change as a case for the interview.

One of the characteristics of qualitative research that is most criticized, is the lack of external validity or generalization (Verschuren, 2003) because of a small number of research units. In this study it was complementary to a quantitative research, but the population was minimal. To raise the external validity, it is necessary to do more research into this subject. The character of this study is explorative. Every conclusion of this study needs more research to validate them.
5.5 Further research

The social and practical relevance of this study, more research into the relation between political skill and political behavior is needed. In middle management is necessary to behave politically during an organizational change. It is assumable that a good, developed political skill is very important skill for political behavior.

In relation with scientific relevance it is necessary to do more research about the objectification of the effectiveness of organizational change. To compare the organizational changes and to validate the relationship with other variables, it would become useful to have a good objectified and generally excepted research for measuring an organizational change.
References

References

Onderzoekspracticum inleiding psychologische survey, studiehandleiding, bron B2.(2002) Open Universiteit, Heerlen


References

References

Appendix

Appendix

A. Questionnaires

1 Politieke vaardigheid

Een 5-punts schaal met helemaal niet mee eens(1), niet mee eens(2), neutraal(3), mee eens(4) en helemaal mee eens(5).

<table>
<thead>
<tr>
<th>Variabele</th>
<th>Code</th>
<th>Items</th>
<th>Schaal</th>
<th>Bron</th>
</tr>
</thead>
<tbody>
<tr>
<td>Netwerk vaardigheid</td>
<td>NV</td>
<td>6</td>
<td>Helemaal niet mee eens – helemaal mee eens</td>
<td>Ferris et al.</td>
</tr>
<tr>
<td>Gemeende, duidelijke oprechtheid</td>
<td>DO</td>
<td>3</td>
<td>Helemaal niet mee eens – helemaal mee eens</td>
<td>Ferris et al.</td>
</tr>
<tr>
<td>Sociale scherpzinnigheid</td>
<td>SS</td>
<td>5</td>
<td>Helemaal niet mee eens – helemaal mee eens</td>
<td>Ferris et al.</td>
</tr>
<tr>
<td>Inter-persoonlijke invloed</td>
<td>II</td>
<td>4</td>
<td>Helemaal niet mee eens – helemaal mee eens</td>
<td>Ferris et al.</td>
</tr>
</tbody>
</table>

A. Netwerk vaardigheid

<table>
<thead>
<tr>
<th>Variabele</th>
<th>Nr.</th>
<th>Vraag</th>
<th>Antwoord schaal</th>
</tr>
</thead>
<tbody>
<tr>
<td>NV-1</td>
<td>1</td>
<td>Ik besteed veel tijd en inspanning tijdens het werk aan het netwerken met anderen.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>NV-2</td>
<td>2</td>
<td>Op het werk ken ik veel belangrijke mensen en ben goed op de hoogte.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>NV-3</td>
<td>3</td>
<td>Ik ben goed in het gebruiken van mijn netwerken en contacten om zaken te regelen op het werk.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>NV-4</td>
<td>4</td>
<td>Op het werk heb ik een groot netwerk van collega’s en belanghebbenden ontwikkeld die ik om een verzoek kan vragen als iets geregeld moet worden.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>NV-5</td>
<td>5</td>
<td>Ik besteed veel tijd aan het ontwikkelen van een netwerk op het werk.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>NV-6</td>
<td>6</td>
<td>Ik ben goed in het bouwen van relaties met invloedrijke mensen op het werk.</td>
<td>1 2 3 4 5</td>
</tr>
</tbody>
</table>

B. Duidelijke oprechtheid

<table>
<thead>
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<th>Nr.</th>
<th>Vraag</th>
<th>Antwoord schaal</th>
</tr>
</thead>
<tbody>
<tr>
<td>DO-1</td>
<td>7</td>
<td>Het is belangrijk dat mensen geloven dat ik oprecht ben in wat ik zeg en doe.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>DO-2</td>
<td>8</td>
<td>Als ik communiceer met anderen, dan probeer ik eerlijk en echt te zijn.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>DO-3</td>
<td>9</td>
<td>Ik probeer oprecht interesse te tonen in andere mensen.</td>
<td>1 2 3 4 5</td>
</tr>
</tbody>
</table>
C. Sociale scherpzinnigheid

Variabele  Nr.  Vraag                                                                 Antwoord schaal
SS-1  10. Het lijkt erop dat ik instinctief weet het juiste te zeggen of te doen om anderen te beïnvloeden.  1 2 3 4 5
SS-2  11. Ik heb een goede intuïtie of gezond verstand over hoe ik mezelf moet presenteren aan anderen.  1 2 3 4 5
SS-3  12. Ik ben bijzonder goed in het aanvoelen van de beweegredenen van anderen en het inzien wat de verborgen agenda’s zijn.  1 2 3 4 5
SS-4  13. Ik let goed op de expressie van het gezicht van anderen.  1 2 3 4 5
SS-5  14. Ik begrijp mensen erg goed.  1 2 3 4 5

D. Inter-persoonlijke invloed

Variabele  Nr.  Vraag                                                                 Antwoord schaal
II-1  15. Het gaat me goed af om een goede verstandhouding met de meeste mensen te ontwikkelen.  1 2 3 4 5
II-2  16. Ik ben in staat de meeste mensen zich comfortabel en op hun gemak te laten voelen.  1 2 3 4 5
II-3  17. Ik kan eenvoudig en effectief met anderen communiceren.  1 2 3 4 5
II-4  18. Ik ben goed in het voor elkaar krijgen dat mensen me aardig vinden.  1 2 3 4 5

1. Politiek gedrag

Een 5-punts schaal met helemaal niet mee eens(1), niet mee eens(2), neutraal(3), mee eens(4) en helemaal mee eens(5).

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<thead>
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<td>Politiek gedrag</td>
<td>PG</td>
<td>7</td>
<td>Helemaal niet mee eens – helemaal mee eens</td>
<td>Ferris et al.</td>
</tr>
<tr>
<td>Coalitie vorming</td>
<td>CV</td>
<td>6</td>
<td>Helemaal niet mee eens – helemaal mee eens</td>
<td>Schirmer</td>
</tr>
<tr>
<td>Politiek gedrag</td>
<td>MM</td>
<td>5</td>
<td>Helemaal niet mee eens – helemaal mee eens</td>
<td>Schirmer</td>
</tr>
</tbody>
</table>

Variabele  Nr.  Vraag                                                                 Antwoord schaal
PG-1  19. Gedurende een organisatieverandering besteed ik tijd aan politieke activiteiten.  1 2 3 4 5
PG-2  20. Ik gebruik mijn inter-persoonlijke vaardigheden om mensen gedurende een organisatieverandering te beïnvloeden.  1 2 3 4 5
PG-3  21. Ik laat anderen weten wat mijn prestaties zijn gedurende een organisatieverandering.  1 2 3 4 5
PG-4  22. Gedurende een organisatieverandering kijk ik achter de schermen om te zien of er voor mijn medewerkers wordt gezorgd.  1 2 3 4 5
PG-5  23. Het politiek actief zijn is een belangrijk onderdeel van mijn werk  1 2 3 4 5
2. Het proces van de organisatieverandering

Een 5-punts schaal met helemaal niet mee eens(1), niet mee eens(2), neutraal(3), mee eens(4) en helemaal mee eens(5).

<table>
<thead>
<tr>
<th>Variabele</th>
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<th>Items</th>
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<th>Bron</th>
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<tr>
<td>Organisatieverandering planning</td>
<td>CP</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Doelstelling</td>
<td>CP-G</td>
<td>5</td>
<td>Helemaal niet mee eens – helemaal mee eens</td>
<td>McNish</td>
</tr>
<tr>
<td>Risico’s</td>
<td>CP-R</td>
<td>4</td>
<td>Helemaal niet mee eens –</td>
<td>McNish</td>
</tr>
</tbody>
</table>

pg-6 24. Door middel van politiek zorgde ik ervoor dat er dingen gedaan werden gedurende de organisatieverandering.

pg-7 25. Mijn politieke activiteit had een sterke invloed op het succes van de verandering.

Coalitievorming

<table>
<thead>
<tr>
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<th>Nr.</th>
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<th>Antwoord schaal</th>
</tr>
</thead>
<tbody>
<tr>
<td>CV-1</td>
<td>26.</td>
<td>Gedurende de organisatieverandering ontstonden er coalities van voor- en tegenstanders.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>CV-2</td>
<td>27.</td>
<td>Tijdens de organisatieverandering heb ik veel met andere managers gesproken over oplossingen voor organisatorische problemen.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>CV-3</td>
<td>28.</td>
<td>Ik was een onderdeel van een coalitie van managers die dezelfde ideeën hadden over de organisatieverandering.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>CV-4</td>
<td>29.</td>
<td>Gedurende de organisatieverandering is onze coalitie gegroeid, ook met voormalige tegenstanders van onze ideeën.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>CV-5</td>
<td>30.</td>
<td>Door de coalitie heb ik meer bereikt.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>CV-6</td>
<td>31.</td>
<td>Zonder de coalitievorming was de organisatieverandering minder succesvol.</td>
<td>1 2 3 4 5</td>
</tr>
</tbody>
</table>

Mobilisatie activiteiten

<table>
<thead>
<tr>
<th>Variabele</th>
<th>Nr.</th>
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<th>Antwoord schaal</th>
</tr>
</thead>
<tbody>
<tr>
<td>MM-1</td>
<td>32.</td>
<td>Het mobiliseren van middelen om de gewenste richting van de organisatieverandering te krijgen, vereiste weinig inspanning.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>MM-2</td>
<td>33.</td>
<td>Het vereist veel overleg om tegenstand te veranderen en om support te krijgen voor veranderingsinitiatieven.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>MM-3</td>
<td>34.</td>
<td>Ik besteed veel tijd aan het uitleggen van de voordelen van de organisatieverandering en de nadelen van de huidige situatie.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>MM-4</td>
<td>35.</td>
<td>Ik heb weinig met mijn medewerkers gesproken over de nieuwe situatie.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>MM-5</td>
<td>36.</td>
<td>Ik heb veel medewerkers betrokken bij veranderingsactiviteiten.</td>
<td>1 2 3 4 5</td>
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### Organisatieverandering structuur

<table>
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<td>CPS</td>
<td>Helemaal mee eens</td>
<td></td>
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<tr>
<td>Organisatie</td>
<td>CPS-O</td>
<td>Helemaal niet mee eens – helemaal mee eens</td>
<td>McNish</td>
</tr>
<tr>
<td>Implementatie</td>
<td>PI</td>
<td>Helemaal niet mee eens – helemaal mee eens</td>
<td></td>
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<tr>
<td>Ervaring manager</td>
<td>PI-E</td>
<td>Helemaal niet mee eens – helemaal mee eens</td>
<td>McNish</td>
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<td>Gedetailleerde planning</td>
<td>PI-P</td>
<td>Helemaal niet mee eens – helemaal mee eens</td>
<td>McNish</td>
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<tr>
<td>Staf</td>
<td>PI-S</td>
<td>Helemaal niet mee eens – helemaal mee eens</td>
<td>McNish</td>
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<tr>
<td>Werknemer kennis</td>
<td>PI-K</td>
<td>Helemaal niet mee eens – helemaal mee eens</td>
<td>McNish</td>
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<td>Communicatie</td>
<td>PI-C</td>
<td>Helemaal niet mee eens – helemaal mee eens</td>
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### Vragen over de organisatie verandering

<table>
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<tr>
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<th>Nr.</th>
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<th>Antwoord schaal</th>
</tr>
</thead>
<tbody>
<tr>
<td>CP-G1</td>
<td>37.</td>
<td>De doelen van de organisatieverandering waren duidelijk van te voren gedefinieerd.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>CP-G2</td>
<td>38.</td>
<td>De mensen binnen uw organisatie die met het eindresultaat van de organisatieverandering te maken krijgen, hebben ingestemd met deze doelen.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>CP-G3</td>
<td>39.</td>
<td>De mensen buiten uw organisatie die met het eindresultaat van de organisatieverandering te maken krijgen, hebben ingestemd met deze doelen.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>CP-G4</td>
<td>40.</td>
<td>De doelstellingen van de organisatieverandering waren gerelateerd aan / herleidbaar naar de doelstellingen van de organisatie.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>CP-G5</td>
<td>41.</td>
<td>De doelen van de organisatieverandering waren niet in lijn met onze cultuur en manier van werken.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>CP-R1</td>
<td>42.</td>
<td>Er was veel onzekerheid over de uiteindelijke kosten van de organisatieverandering.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>CP-R2</td>
<td>43.</td>
<td>Er was veel onzekerheid over de gevolgen van de organisatieverandering voor de organisatie.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>CP-R3</td>
<td>44.</td>
<td>De organisatieverandering zou veel bestaande werkwijzen doen veranderen.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>CP-R4</td>
<td>45.</td>
<td>De kosten van de organisatieverandering waren groter dan de verwachte opbrengsten.</td>
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### Vragen over de organisatie rondom de organisatie verandering

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<th>Antwoord schaal</th>
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</thead>
<tbody>
<tr>
<td>CPS-O</td>
<td>46.</td>
<td>Het senior management heeft nadrukkelijk haar toezegging gegeven</td>
<td>1 2 3 4 5</td>
</tr>
</tbody>
</table>

54
aan de rest van de organisatie met betrekking tot de doelen van de organisatie verandering.

CPS-O 47. Het senior management heeft gezorgd voor een heldere en duidelijke positie van de organisatieverandering binnen de organisatie.

CPS-O 48. Voor het onderdeel van de organisatieverandering waar jij verantwoordelijk voor was, kon je rekenen op een sponsor van het senior management.

CPS-O 49. Er waren genoeg werknemers die jou ondersteunden voor de implementatie van de verandering.

CPS-O 50. Er was een periodieke rapportage over de voortgang en de (mogelijke) tegenslagen.

CPS-O 51. Escalatie procedures waren duidelijk omschreven.

Vragen over de implementatie van de verandering

<table>
<thead>
<tr>
<th>Variabele</th>
<th>Nr.</th>
<th>Vraag</th>
<th>Antwoord schaal</th>
</tr>
</thead>
<tbody>
<tr>
<td>PI-E</td>
<td>52.</td>
<td>De organisatie structuur van het team die verantwoordelijk was voor de verandering, was helder gedefinieerd.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>PI-E</td>
<td>53.</td>
<td>De taken en verantwoordelijkheden van het team die verantwoordelijk is voor de verandering, waren helder gedefinieerd.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>PI-P</td>
<td>54.</td>
<td>Er waren tools beschikbaar om de voortgang van de implementatie te meten.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>PI-P</td>
<td>55.</td>
<td>De doelen van de verandering waren aan alle betrokken werknemers uitgelegd.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>PI-S</td>
<td>56.</td>
<td>De medewerkers waren goed geïnformeerd over de nieuwe organisatie.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>PI-S</td>
<td>57.</td>
<td>Het succes van de implementatie van de verandering was breed gecommuniceerd.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>PI-S</td>
<td>58.</td>
<td>De voordelen van de organisatieverandering waren gecommuniceerd.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>PI-K</td>
<td>59.</td>
<td>Ik ben erg ervaren in het veranderen van organisaties.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>PI-C</td>
<td>60.</td>
<td>Het senior management wilde dat de verandering succesvol zou worden afgerond.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>PI-C</td>
<td>61.</td>
<td>Er was genoeg ondersteuning om problemen op te lossen gedurende de implementatie.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>PI-C</td>
<td>62.</td>
<td>Er was een gedetailleerd plan over de organisatie verandering.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>PI-C</td>
<td>63.</td>
<td>Er was genoeg ruimte in het plan om met onverwachte omstandigheden om te gaan.</td>
<td>1 2 3 4 5</td>
</tr>
</tbody>
</table>

Vragen over het succes van de verandering

<table>
<thead>
<tr>
<th>Variabele</th>
<th>Code</th>
<th>Items</th>
<th>Schaal</th>
<th>Bron</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adoptie</td>
<td>AD</td>
<td>2</td>
<td>Helemaal niet mee eens – helemaal mee eens</td>
<td>Nutt</td>
</tr>
<tr>
<td>Waarde</td>
<td>VA</td>
<td>2</td>
<td>Helemaal niet mee eens – helemaal mee eens</td>
<td>Nutt</td>
</tr>
<tr>
<td>Efficiëntie</td>
<td>EF</td>
<td>2</td>
<td>Helemaal niet mee eens – helemaal mee eens</td>
<td>Nutt</td>
</tr>
</tbody>
</table>
## Appendix

<table>
<thead>
<tr>
<th>Variabele</th>
<th>Nr.</th>
<th>Vraag</th>
<th>Antwoord schaal</th>
</tr>
</thead>
<tbody>
<tr>
<td>AD-1</td>
<td>64.</td>
<td>Mijn werknemers en ik zijn gewend aan de nieuwe organisatie, die</td>
<td>1    2    3    4    5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>ontstaan is door de organisatieverandering.</td>
<td></td>
</tr>
<tr>
<td>AD-2</td>
<td>65.</td>
<td>Niet iedereen stond achter de ideeën van de organisatieverandering.</td>
<td>1    2    3    4    5</td>
</tr>
<tr>
<td>VA-1</td>
<td>66.</td>
<td>Ik ben van mening dat de verandering volledig succesvol is.</td>
<td>1    2    3    4    5</td>
</tr>
<tr>
<td>VA-2</td>
<td>67.</td>
<td>Na de verandering werkte mijn afdeling zoals het bedoeld was door de</td>
<td>1    2    3    4    5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>verandering, bijvoorbeeld meer effectief.</td>
<td></td>
</tr>
<tr>
<td>EF-1</td>
<td>68.</td>
<td>Het proces van de verandering, is zover ik kan inzien, binnen de</td>
<td>1    2    3    4    5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>geplande tijd afgerond.</td>
<td></td>
</tr>
<tr>
<td>EF-2</td>
<td>69.</td>
<td>Er waren teveel mensen bij het veranderingsproces betrokken.</td>
<td>1    2    3    4    5</td>
</tr>
</tbody>
</table>
B. Interview vragen

De vragen van het interview. De clusters zijn politiek gedrag, organisatie verandering en het succes van de verandering.

Organisatie verandering

*Situatie*
1. Kan je de organisatie verandering beschrijven en de rol die jij daarin speelde?

*Planning*
2. Wat was het doel van de organisatie verandering? Wanneer was men tevreden over het slagen van de verandering?
3. Wat waren de risico’s aan het begin van het veranderingsproces?

*Veranderingsproces structuur*
4. Was er commitment op senior management niveau?
5. In welke mate waren de medewerkers betrokken bij de organisatie verandering?
6. Had je een sponsor voor de implementatie van de organisatieverandering? Wie was dit en wat was zijn belang?

*Implementatie*
7. Wat was jouw verantwoordelijkheid gedurende de implementatie van deze organisatieverandering?
8. Hoe werd de voortgang gemeten en wat waren de instrumenten om de voortgang te meten?
9. Hoe werd er gecommuniceerd naar de medewerkers toe over de organisatie verandering?
10. Wat waren de kritieke momenten gedurende de implementatie van de organisatie verandering?

*Sucess van de verandering*
11. In welke mate heb je de doelen gehaald? Waaruit blijkt dit?
12. Is de verandering ingebed in de organisatie? Waaruit blijkt dit?
13. Was het veranderingsproces binnen de deadline afgerond? Indien de verandering geen succes was, wat heeft herin meegespeeld?

*Political behavior*
14. Kan je omschrijven wat de politieke situatie was gedurende het veranderingsproces? (gebruik het politieke gedrag proces om de beschreven situatie te analyseren)
15. Was je veel politiek actief tijdens de implementatie van de verandering?
16. Tot welk niveau was er weerstand tegen de verandering?
17. Kan je politieke activiteiten benoemen die je tijdens de verandering gebruikt hebt?

*Coalitievorming*
18. Zijn er coalities gevormd tijdens het veranderingsproces met als doel de veranderingsrichting te beïnvloeden? Zo ja, was jij betrokken bij een coalitievorming en wat was je rol daarin?

*Mobiliseren van middelen*
19. Was er genoeg resourcing aanwezig voor het veranderen van de organisatie?
C. Interviewprotocol

_Onderzoek naar politiek gedrag van midden managers_

Voor mijn studie bedrijfskunde met de studierichting Organisatie & Strategie aan de Open Universiteit, voer ik een onderzoek uit naar het politieke gedrag van midden managers in organisaties. Een van de onderdelen van mijn onderzoek is het voeren van interviews met managers. In het kader van mijn onderzoek zou ik u graag willen uitnodigen voor een interview. Voor een zorgvuldige omgang met uw informatie, is dit interviewprotocol opgesteld. In dit protocol komen de status, behandeling en de gespreksthema’s van het interview aan bod.

**Gespreksthema’s**

De thema’s die tijdens het interview aan de orde komen, staan in het teken de vraagstelling van het onderzoek. De centrale vraag van het onderzoek is:

*In hoeverre heeft het politieke gedrag van de midden manager effect op een organisatieverandering en wordt het politieke gedrag beïnvloed door de politieke vaardigheid van de midden manager?*

Vanuit deze vraagstelling komen de volgende drie gespreksthema’s aan de orde:

1. **Politieke vaardigheid**
   
   Dit is het vermogen om effectief anderen te begrijpen op het werk, en deze kennis te gebruiken om anderen te beïnvloeden een bepaalde manier te handelen zodat zijn persoonlijke en/of organisatie doelen gehaald worden.

2. **Politiek gedrag**
   
   Onder politiek gedrag wordt het managen van de gezamenlijke betekenis verstaan door subjectieve interpretaties en evaluaties te gebruiken en geen objectieve, inherente eigenschappen van situaties. Vanuit het gezichtspunt van een manager die een organisatieverandering implementeert, is het doel om de betekenis van de organisatieverandering te managen op zodanig wijze dat het de gewenste en eigenbelang dienende resultaat oplevert. Mocht u wat meer gevoel bij dit begrip nodig hebben, dan kunt u onderaan in de bijlage twee voorbeelden van politiek gedrag lezen.

3. **Implementatie van de organisatieverandering**

   De organisatieverandering zal in de afgelopen tien jaar plaatsgevonden moeten hebben. Gedurende de organisatieverandering had u een rol als midden manager en draagde u verantwoordelijkheid voor de implementatie van de verandering op uw deelgebied. Het resultaat van de verandering hoeft niet succesvol te zijn geweest.


**Verslaglegging**

Het interview wordt opgenomen. Achteraf zal er een transcript/verslag gemaakt worden om de gesprekken te kunnen analyseren en te gebruiken in het onderzoek. De opnamen komen alleen in het bezit van mij en zullen na afloop gewist worden. Met de informatie uit het interview zal vertrouwelijk omgegaan worden door mijn begeleiders van de OU en mijzelf. Mocht u geïnteresseerd zijn in het verslag, dan kunt u dat opvragen en inzien.
Onderzoek
Na afronding van de interviews, zal ik een analyse en conclusie formuleren en die in het onderzoek verwerken. Dit resulteert in een afstudeerscriptie. In deze afstudeerscriptie worden geen tot personen en bedrijven herleidbare uitkomsten opgenomen. De afstudeerscriptie zal vertrouwelijk behandeld worden door mijn begeleiders van de OU en mijzelf.

Tijdsbeslag en locatie
Voor het interview wordt 1,5 uur ingeruimd. De gesprekken vinden plaats op een nader te bepalen locatie die van tevoren met u is afgestemd.
Mocht u voor het gesprek of na afloop ervan nog inhoudelijke vragen hebben, dan kunt u mij altijd bereiken op het nummer 06-20392282 of emailadres maat_eshuis@xs4all.nl.

Bijlage voorbeelden Politiek gedrag
Tijdens het onderzoek en de proefinterviews is naar voren gekomen dat het begrip “politiek gedrag” een echt container begrip is. Iedereen heeft er zijn eigen denkbeelden bij en het begrip wordt al gauw verward met “politieke spelletjes”, wat een negatieve connotatie heeft. Dit is niet het geval. Politiek gedrag kan positief of negatief zijn. In het voorbeeld dat manager A medewerker B een promotie geeft, kan medewerker B het als een bevestiging zien voor zijn goede resultaten van het afgelopen jaar en zijn loyaliteit aan manager A. Echter, medewerker C had op basis van zijn ervaring de promotie verwacht en kan de promotie van medewerker B zien als een “politiek spelletje” dat er met hem geplest wordt.
Voor het verduidelijken van het begrip “politiek gedrag” geef ik hieronder twee voorbeelden. Het eerste voorbeeld is uit The Godfather I waarin de scene met “An offer he can’t refuse” wordt beschreven. Het tweede voorbeeld is een werksituatie van een IT-project.

Voorbeeld 1: An offer you can’t refuse
Johnny Fontane is een zanger met stemproblemen wiens carrière in het slop zit. Daarom wil hij een hoofdrol in een mogelijke succesfilm, maar studiobaas Woltz, die bepaalt hoe de rollen worden verdeeld, wil hem niet hebben. Johnny klopt aan bij Don Vito, die hem als peetzoon heeft aangenomen. Don Vito stuurt nog dezelfde dag Tom Hagen, zijn raadsman, naar Woltz in Californie met “an offer he can’t refuse”. Vanaf dat moment ligt de regie bij Hagen. Hij vertelt Woltz wat Vito Corleone voor hem kan doen als de rol naar Johnny gaat: zijn vakbondsproblemen worden opgelost, net als de moeilijkheden met een verslaafde filmster. In een tweede gesprek bij Woltz thuis laat deze aan Tom Hagen een prachtige en zeer kostbare hengst zien, bedoeld om goede renpaarden te fokken. Woltz erkent dat Johnny geknipt is voor de rol, maar weigert pertinent. Daar heeft hij zijn redenen voor: Johnny heeft de carrièrekansen van een veelbelovende filmster vernietigd door haar van hem af te pakken. De rol is een gegarandeerd succes, maar Woltz wil tegen elke prijs voorkomen dat dit succes voor Johnny is. Het gesprek loopt uit de hand en woedend gebiedt hij Tom Hagen het huis te verlaten, die direct vertrekt om de boodschap over te brengen aan Don Vito.
Woltz wordt de volgende ochtend wakker, badend in het bloed van zijn dekhengst, van wie het afgehakte hoofd naast hem in bed blijkt te liggen. Johnny Fontane krijgt de rol.

Voorbeeld 2: Pieters politieke probleem
Pieter is een extern aangestelde projectleider. Zijn opdracht is om, als onderdeel van een groter project, een nieuw ICT-systeem in te voeren, dat na de jaarwisseling moet gaan functioneren. Het nieuwe systeem moet enerzijds de verkoop beter ondersteunen en anderzijds de samenwerking tussen Verkoop en Productie optimaliseren, door het
verbeteren van de informatiestroom. Gaat het op 1 januari mis, dan komt allereerst de verkoop in moeilijkheden, onmiddellijk gevolgd door de productie.

Hij geeft leiding aan een team waarin twee ICT-ers van de klant zitten, medewerkers van de ICT-beheerder. Om de opdracht uit te voeren had Pieter als voorwaarde dat het oude en nieuwe systeem de eerste maanden naast elkaar zouden draaien. Alleen de ICT-beheerder wees het direct af. Hij vond dat het oude systeem per 1 januari moest verdwijnen en het nieuwe systeem alles zou moeten overnemen. Met alle argumenten die Pieter kon bedenken, lukte het niet de ICT-beheerder te overtuigen en deze hield voet bij stuk. Pieter zag de problemen al opdromen en bovendien zou hij overal de schuld van krijgen. Wat in eerste instantie een technisch probleem leek, is nu een politiek probleem.

Pieter vertelde zijn eigen projectmedewerkers wat er was gebeurd. Hun reactie stemde niet hoopvol: door zijn karakter zou deze ICT-beheerder niet op andere gedachten te krijgen zijn. Eind november kwam hij de accountmanager van Verkoop tegen en vertelde hem wat er aan de hand was. Hij nam hem mee naar het hoofd Verkoop. Die begreep de ernst van het gebeuren meteen en beloofde het probleem aan de orde te stellen in het MT. In het MT ontspon zich een discussie tussen de hoofden Verkoop en Productie. Nadat alle argumenten op tafel terecht waren gekomen, besloot de centrale manager, dat het tijdelijk werken met twee systemen de voorkeur verdiende. Hij liet dit weten aan de ICT-beheerder.