Management Decision

Combining organizational change management and organizational ambidexterity using data transformation

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Abstract

Purpose – The purpose of this paper is to propose a practicable data-driven theory for the implementation and management of organizational change by combining the organization ambidexterity research and the organization change management research.

Design/methodology/approach – This study is based on the qualitative approach and uses a single case (in-depth investigation approach) study to come up with a data-driven theory, which is usable in the context of organizational change management and organizational ambidexterity (OA). Besides, in-depth interviews of change management practitioners, this study uses various sources of secondary information.

Findings – The study finds that owing to the reactive, *ad hoc*, and discontinuous nature of change often triggered by external factors or internal crisis within the organization, an organization need to continually engage with the existing data. The outcome must be driven toward preparing for the change through data engagement, implementation and reinforcement. The authors found that in order to be successful it is essential to have a strategy, set-up the right operating model, be clear on the scope of the change management work-stream and continuously monitor the progress through defined milestones and acceptance criteria. For companies targeting to achieve competitive differentiation through ambidexterity, a well-grounded change management program is the key for the success.

Originality/value – The study suggests that there is little work combining organizational change management and OA from a practitioner's point of view. Accordingly, the authors propose a new data-driven organizational change management theory, which the authors term as the tripod theory for organizational change management. A practitioner's perspective on the topic using a case study of an insurance company's data transformation and a framework for structuring the change management program makes a meaningful contribution to the existing literature.

Keywords Data analytics, Organizational ambidexterity, Organizational change management, Data transformation

Paper type Research paper

1. Introduction

Change management is critical for the changing and dynamic business environment of today. It is considered as a critical organizational capability. Organizational change management (OCM) involves continuous assessment and renewal of an organization's direction, structure and capabilities, in response to the changing demands of different stakeholders (Moran and Brightman, 2000). There is widespread recognition among leaders in most industries that the role of digital technology is rapidly shifting, from being a driver of marginal efficiency to an enabler of fundamental innovation and disruption (World Economic Forum, 2016). However, in order for companies to transition themselves to

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becoming a digital enterprise there is a need for investments in digital technologies (Wamba *et al.*, 2017). As part of digital transformation, organizations go through changes in business models, operating models, human talent and skill requirements. It is critical to get a close fit between digital transformation strategies, IT strategies and other organizational and functional strategies (Henderson and Venkatraman, 1993).

In similar light, it is critical to recognize the importance of data to initiate the digital transformation process (Fosso Wamba *et al.*, 2015). Past studies (Gehrke, 2012; Yaqoob *et al.*, 2016) have indicated the positive impact of data analytics on the firm's resources and business capabilities (Acharya *et al.*, 2018; Akter *et al.*, 2016; Davenport *et al.*, 2012). Organizations start their journey for digital transformation by first defining their enterprise data strategy. The objective of this is to address key challenges and to support the strategic objectives of the organization (Wamba *et al.*, 2017). In the digital age, informed, data-base decision making is one of the key competencies that determines organizational success and failure (Gaur, 2006). Typical components of companies' enterprise data strategy include building a single and central source of truth for data with confidence in the data and information we use and present; operational and governance models that provide clarity on the roles, responsibilities and services; fostering a data-driven mind-set with focus on using data to identify where problems or opportunities are to allow to make better decisions; and ability to have an integrated view of data and information that provides insights at an enterprise level. All these components need a dedicated focus on managing the change and ensuring that the benefits of strategic transformation are sustainable. There is a widespread recognition among both academicians and practitioners that any digital transformation starts with building the capacity to capture data about customers as well as partners and the ability to analyze the data to make informed decisions.

A new research paradigm called organizational ambidexterity (OA) has evolved wherein companies go through a dual transformation by exploiting current competencies and enabling differentiated capabilities through strategic transformation (Gaur *et al.*, 2014). Preponderance of evidence shows a clear pattern: ambidexterity has been shown to be positively associated with the sales growth (Auh and Menguc, 2005), subjective ratings of performance (Bierly and Daly, 2007), innovation (Adler *et al.*, 1999) and market valuation as measured by Tobin's *Q* (Goosen *et al.*, 2012). Organizations face an inherent confusion: whether ambidexterity is to be achieved sequentially or simultaneously. In today's dynamic market with an ever decreasing innovation cycle, companies need to pursue the two activities together to remain competitive (Singh and Gaur, 2013). AlShaima *et al.* (2016) concluded that there is a linkage between enablers of knowledge and its sharing dimension. This linkage has a positive impact on the firms' innovative capacity and processes. The degree of change management in handling such a dynamic ambidexterity is significant. This study combines the organization ambidexterity research and the organization change management research areas in the context of an insurance company undergoing data transformation to provide practical recommendations for success in the market place. The study, through in-depth interviews of change management practitioners and case studies of organizations identifies the key success factors for the management of such change. The study also provides a practical framework for a change management work-stream in a data transformation program (DTP) demonstrating its application in the context of an insurance company.

Considering that 70 percent of large change management programs fail and given that the rate of change has never been greater (Balogun and Hope-Hailey, 2004), there is a need for stronger emphasis on the topic, especially in the context of data transformation. A systematic review of the previous literature (Gaur and Kumar, 2018) shows there is a general lack of empirical research on change management within organizations, and an

arguably fundamental lack of a valid framework for organizational change management (Lines, 2005). Our review suggests that there is little work combining organizational change management and OA from a practitioner's point of view. Therefore, a practitioner's perspective on the topic using a case study of an insurance company's data transformation and a framework for structuring the change management program makes a meaningful contribution to the existing literature.

The rest of this paper is organized as follows. Section 2 provides the literature review on change management and data transformation as well as the existing models. Section 3 proposes the methodology of this study. Section 4 presents a conceptual model for an enterprise data strategy and the supporting change management program for an insurance company. In Section 5, we apply the model for an insurance company and provide learning through sample outputs. Section 6 is for discussions and implications.

2. Literature review

2.1 Organizational change management

We conducted a brief but focused literature review following the guidelines provided by Gaur and Kumar (2018) for reviewing past studies on organizational change management (OCM) which mostly focus on the definition and application of existing change management models. One of the most popular and effective change management models have been Lewin's Force Field Analysis, also known as the three-step model of change management (Bumes, 2004; Armstrong, 2006). The three steps include unfreezing, changing and refreezing the processes and systems in a firm that is working to adopt a change. During the first stage of unfreezing, organizations attempt to alter the existing stable equilibrium which maintains present behaviors and attitudes (Armstrong, 2006). In the second step, there is cognitive restructuring such that the actors acquire information and evidence to support that the change is desirable and possible (Katz and Kahn, 1978; Schreyögg and Noss, 2000). In the third step of refreezing, organizations again achieve a new equilibrium, as all changes in the transformation stage are made permanent (Cummings and Worley, 2001).

Another important model on change management is Beckhard's (1969) Change Plan, which incorporated the following processes. First, organizations need goal setting and defining the future organizational situations desired after the change. Second, one needs to assess the current conditions in relation to the desired goals. Third, organizations need to define the transition state activities and commitments required to meet the future state. Finally, organizational actors need to develop strategies for managing the transition based on the analysis of different aspects that are expected to influence the beginning of change. Building on this, Thurley (1979) introduced a change model that includes five major strategies to manage change: directive, bargained, hearts and minds, analytical and action based.

Kotter (1995, 1998) developed a model which is appropriate at the strategic level to change an organization's vision and subsequently transform the organization. Kotter's model included eight steps: first, creation of a sense of urgency for the change; second, forming a powerful coalition of managers to work with the most resistant people; third, creation of a plan comprising of vision and strategies to accelerate the change; fourth, communicating the vision to help people know that change is near which makes them less likely to resist; fifth, encouraging and inspiring people to adopt change; sixth, planning for and creating short-term wins; seventh, gathering feedback and consolidate improvements; and eight, institutionalizing the changes.

Another model, known as the Continuous Change Process Model (Tichy and Ulrich, 1984) looks at planned change from the perspective of the top management and considers that change is a continuous process. The model focuses on change agents and the need for an organization to seek their assistance and make them responsible for managing

the change. The model also focuses on communication of the changes to all stakeholders, including employees, customers and suppliers (Tichy and Ulrich, 1984). Finally, action research model of change is a combination of changing not only attitudes and behavior, but also testing the change method being utilized (Collier, 1945; Lewin, 1945, 1951; Argyris, 1968, 1970; French, 1969; Schein, 1990; McShane and Von Glinow, 2005). It refers to change process based on the systematic collection of data and then selection of a change action based on what the analyzed data indicates.

The above review suggests that in much of the literature, change has been conceptualized in two fundamental ways. First, scholars see change as a rational strategic process where the organization chooses a new course of action and adapts to change. The second approach views change as evolutionary process, where organizations typically resist the change happening around them (Flood and Fennell, 1995). In real life situations, organizations often either adapt through strategic processes, or they fail to see the need for change and are replaced. Wiggins (2009) cited flawed maps of change, complex problems, superficial solutions, misunderstanding, resistance and misuse of knowledge about change management process as the main challenges in the change management process. Anyieni *et al.* (2013) further argued that change management involves planning, initiating, realizing, controlling and stabilizing the change processes at both corporate and personal levels. Since change often affects people, both inside and outside of the organization, many managers find it difficult to adopt changes Carr (2003).

Extant global theories and approaches for change management are often contradictory, and lacking practical evidence about the drivers and outcome of OCM. While there are studies that examine organizational change with reference to specific strategic choices that firms make, there is a lack of empirical research on change management itself within organizations and specific to sectors. For example, Singh *et al.* (2017) examined how firms engage in expansion projects in home markets when faced with pro-market reforms in emerging economies such as India. In a similar vein, scholars have examined international expansion as a strategic response to various internal and external pressures (Gaur *et al.*, 2018; Gaur and Delios, 2015; Kumar *et al.*, 2012; Popli *et al.*, 2016, 2017). However, as argued before, these studies do not focus and emphasize on change management process within an organization. There is a clear lack of a framework that can guide a successful implementation and management of change within an organization. What currently available is a wide range of contradictory and confusing theories and approaches, which are mostly lacking practical evidence and often based on unchallenged hypotheses regarding the nature of contemporary organizational change management (Todnem, 2005).

Our review of the extant literature indicates only four studies focusing on OCM in the insurance sector. There is also an arguably fundamental lack of a valid framework for OCM in these papers. We address this oversight in this paper. Using case studies, we propose a framework for change management and identify the factors that lead to success of such efforts in organizations.

2.2 Organizational ambidexterity strategy

Tushman and O'Reilly (1996) were the first to present a theory of OA. According to them, the dilemma confronting managers and organizations is clear; in the short run they constantly increase the fit or alignment of strategy, structure and culture which is the world of evolutionary change but is not enough for sustained success. In the long term to be successful, managers need to embrace revolutionary innovation which may destroy the very alignment which has made the organizations successful in past. The number of studies in leading management journals that explicitly refers to the ambidexterity concept increased from less than 10 in 2004 to more than 80 today. This increasing attention has contributed to the refinement and extension of the ambidexterity concept.

Previous empirical research has investigated the effect of the exploration–exploitation dichotomy on performance from various perspectives, the implication being that both strategic acts may lead to different innovation performance outcomes (He and Wong, 2004; Katila and Ahuja, 2002; Lavie *et al.*, 2010; Singh and Delios, 2017). For example, many studies reported the positive performance effects of the balance between exploration and exploitation (He and Wong, 2004; Jansen *et al.*, 2006; Lin *et al.*, 2007). Studies also exist indicating a negative effect (e.g. Lavie *et al.*, 2011). Clearly, much clarity is needed on how ambidexterity affects organizational level outcomes.

A study of 80 studies on OA suggests several gaps in the existing research. First, there is no clear conceptualization of the OA construct. Second, there are very few studies that provide a practitioner's view on the OA construct. Few studies that examine this issue are mostly conceptual, with no application of the concepts in a real organization's context. Third, OA in prior studies is to a large extent influenced by specific methodological choices adopted by the researcher. Furthermore, studies provide mixed empirical evidence because studies on OA have been conducted using different measurements and research designs. Also none of the previous studies provide directions for managing change while achieving OA. Clearly, there is a need to combine conceptual and practical work to present a perspective for achieving sustainable performance through ambidexterity and managing the change.

3. Methodology

This study uses the qualitative approach to achieve a deeper understanding of the association between organizational change management and OA as well as the transformation program in a firm. This study uses a single case (in-depth investigation approach) to come up with a conceptual model that is usable in the context of organizational change management and OA. Yin (1984) defined case study as a research method which requires in-depth investigation about the topic which may be new and more suited in the real-business context. The proponents of the case study approach have been advocating to gain deeper understanding about a new or complex topic (Bonoma, 1985; Buhalis and Antonella, 2000; Halinen and Tornroos, 2005) or to strengthen the existing sources of information (Parkhe, 1993; Yin, 1994, 2003). Yin (1984) also concluded that the existing analysis of the documents is the starting point for the case study approach. Accordingly, our study uses the case study research approach through integrated evidence collection (i.e. using past documents of a firm), interviews and other secondary sources (such as academic journals, magazines and company websites). This study aims to provide insights on the topic by answering the questions such as what is the basis for a transformation program, how can organizational change management be achieved and how firms can overcome OA at the end of the transformation program? This is of utmost importance in today's business environment where the dynamics of business functions and customer expectations are always changing.

4. Conceptual model

One of the more enduring ideas in organization science is that an organization's long-term success depends on its ability to exploit its current capabilities while simultaneously exploring fundamentally new capabilities (Levinthal and March, 1993; March, 1991; Hwang and Gaur, 2009). A well-grounded data strategy for any organization is to build the organizational capabilities to exploit its core business, while at the same time exploring new opportunities through a strategic transformation.

In the context of data transformation for any organization, there are significant opportunities to leverage data to create an ambidextrous organization. Opportunities are present across the value chain to strengthen the core and to create and explore new opportunities to refine the competition. Overall, we argue that data can assist in knowledge

co-creation, which can, in turn, adequately lead to evidence-based, effective and efficient decision making for better business returns (Acharya *et al.*, 2018).

In the context of this study, we have investigated an insurance organization using the legacy workflow systems. The organization is termed as the "legacy insurer" to protect its identity. Kenealy (2012) concluded that insurance companies around the globe use legacy transformation systems. Hence we use this reiteration to provide rationale for using the term legacy insurer for the purpose of our study. Unlike enterprises that are born digital, traditional companies, such as legacy insurer need to build a platform particularly designed for the digital enterprise on a legacy foundation. Based on Figure 1, one can say that organizations have historically pursued innovation in their core business. However, future leader needs to consider the following:

- today's engine (exploitation) – looking for sustaining innovations as efficiently as possible in current business situation; and
- tomorrow's engine (exploration) – that reflects new customer needs, new competitors and new economics.

A clearly defined data strategy will help companies develop their customer facing capabilities while decoupling legacy systems. In general, there are four major pathways leading insurance companies have taken to transform themselves into a digital organization (see Figure 2). These pathways orient a legacy insurer and enable them define their competitive advantage. None of these pathways are inherently better than others, and they are not mutually exclusive. Nevertheless, it is imperative for a legacy insurer to assess the internal capabilities and establish a clear strategic direction in parallel. As organizations transform, aligning data strategy to the strategic direction of the organization is becoming a critical activity. In many cases, ability to discover insights within the data, orchestrate resources around the discovery and create new value proposition are the key differentiators that help achieve the state of ambidextrous organization. Past studies also indicate that data-driven decision making leads to the output and productivity that is 5–6 percent higher than what would be expected given their other investments and information technology usage (Brynjolfsson *et al.*, 2011).

As is evident from Figure 2, the digital pathway of "Advanced Analyzer" which primarily focuses on building data capabilities in any organization helps to deliver high "customer knowledge" and deliver high "data-driven quotient." In the current business environment, companies have higher ability to differentiate when they understand their customers/partner better and can deliver propositions aligned to their specific needs.

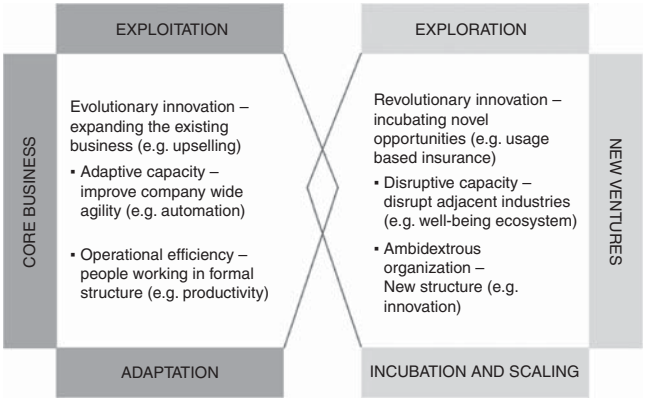

Figure 1.
Ambidextrous organization

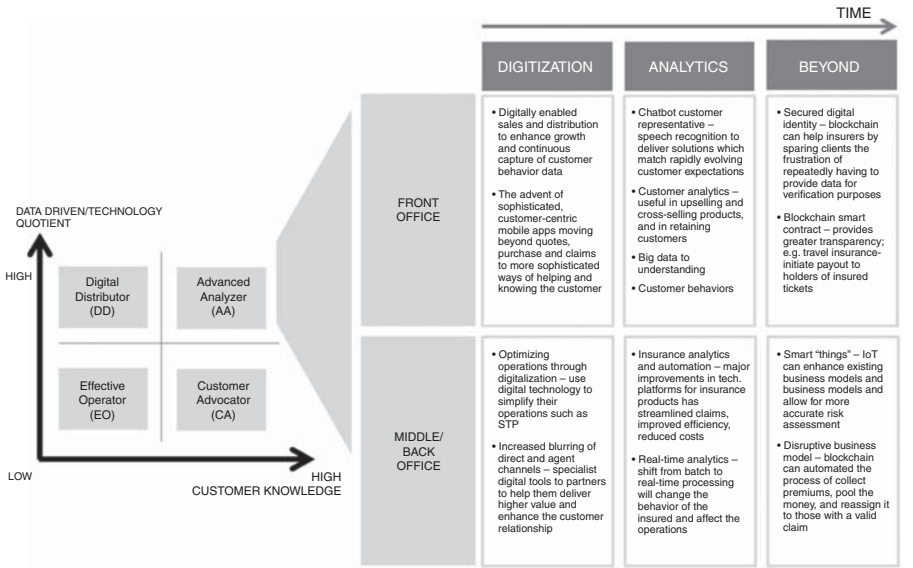

Figure 2.
Advanced analyzer and impact on value chain

For any company aspiring toward being "Advanced Analyzer," the fundamental scope of their transformation is centered around being "Data Aggregator" and "Data Analyzer" across all the transformation initiatives being executed.

Seizing the data-driven opportunity provides a unique opportunity for legacy insurers not only to strengthen and exploit their competencies but also to provide differentiation by exploring new opportunities. In Figure 3, we present examples of how legacy insurance and technology companies are exploring opportunities to achieve the positioning in an ambidextrous way.

Transforming any legacy insurer into a data-driven organization requires significant technological, cultural, people and process change throughout the organization. The operational processes need to be completely changed such that the organization becomes less dependent on the past experience of the leaders. As mentioned earlier, the scope of change is more significant for companies targeting to achieve ambidexterity and an appropriate change management program therefore becomes an imperative.

The overall approach toward change management is carried out in three phases: preparation, implementation and reinforcement. The execution of a change management program is carried out both at an enterprise level and at individual level. Acceptance criteria need to be defined for the change management work-streams both at the project and at the program levels. The preparation phase comprises of the analysis related activities and the development of the transition plans which are subsequently implemented in the next phase. In the reinforcement phase, the realization of the program and change management benefits is measured. Mechanism is established in this phase to gather feedback and take appropriate actions to continuously improve the performance of the organization. This is further explained with the help of Figures 4 and 5.

5. Role of data transformation in legacy insurance company to support organizational change management

As mentioned earlier, this paper investigates the data transformation of a mid-sized legacy insurance company and provides an application of organizational change management

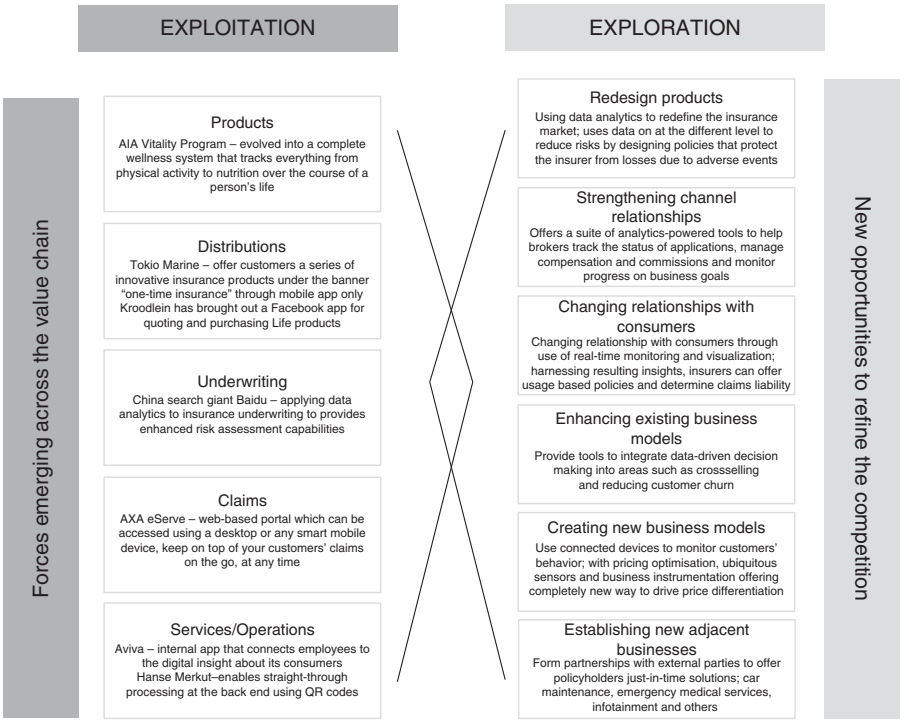

Figure 3.
Examples of insurers achieving ambidexterity

framework for a DTP aimed at achieving the ambidextrous state. In-depth interviews that have been conducted during the course of the study to understand various facets of changes across all the dimensions. Based on this, a practical approach to implement the change management work-stream has been put forward. The outputs provided in the study are not specific to any legacy insurer but are based on the reflection of the common findings which are applicable across any legacy insurer.

5.1 Analysis of the existing legacy insurer

The model presented in Figure 6 collates observations that provide a high level understanding of the current state of the legacy insurer.

The model to understand the existing legacy insurer and the matrix indicating the need for change among legacy insurer have been provided in Figures 6 and 7, respectively. Based on the case study method and analyses of the exiting information, the matrix indicating the need for change among the legacy insurer has been developed. The matrix indicating the proponents of the need for change among legacy insurer also links it to the significance of a DTP. In the context of this study, the DTP has been initiated and undertaken by the particular insurance company to successfully spearhead OCM and overcome OA. DTP is part of the overall company's digital transformation mandate and needs to be aligned to deliver the digital program's target benefits. Broadly the data transformation would need to address the challenges associated with the current state, ensure compliance and risk management adherence, deliver operational effectiveness and develop competitive advantage through achieving ambidexterity (see Figure 7).

To achieve the data transformation benefits and address the challenges associated with current (existing) state, the legacy insurer needs to embark on a DTP which comprises of four

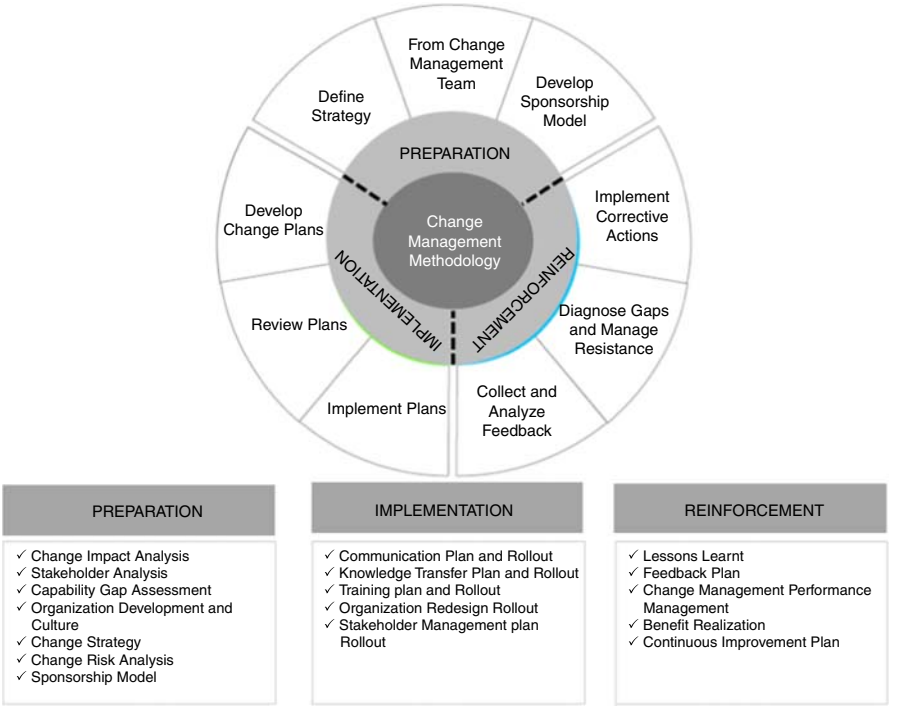

Figure 4.
Organizational change management framework

major building blocks. The work-streams within the DTP need to have an alignment with the overall OCM program the company has embarked upon. For this the company needs to:

- build data and analytics organization: this block comprises of all activities related to establishing the operating model and team, as well as implementation of governance practices;

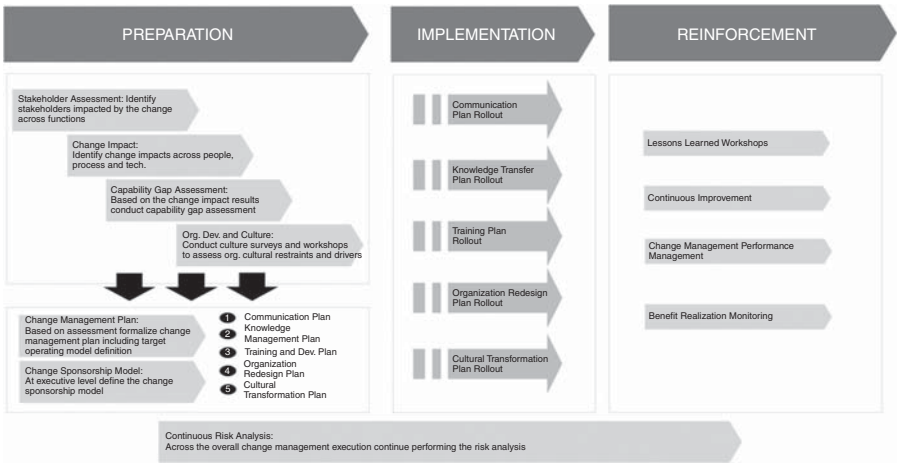

Figure 5.
Change management phased approach

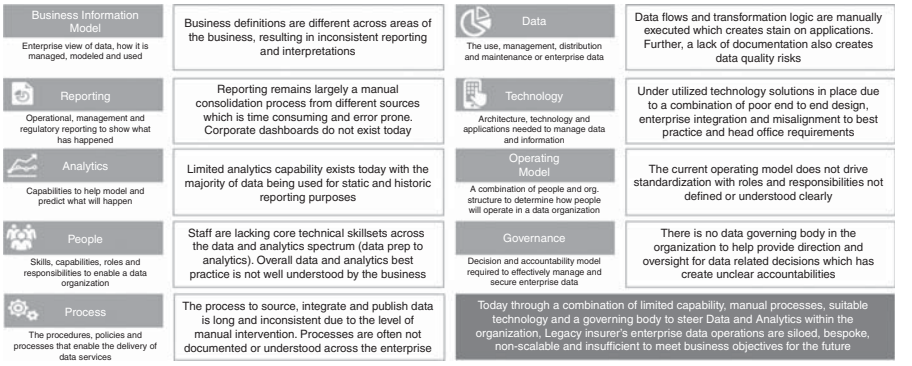

Figure 6.
Model to understand the existing state of the legacy insurer

- uplift technology: the block comprises of building the foundational technology related to initiatives such as enterprise data platform, etc.;
- deliver reporting and analytics capabilities: in an agile manner, this block delivers the reporting and analytics capabilities to the enterprise from the enterprise data platform; and
- manage change: in this transversal work-stream, effective and smooth transition is ensured through planning of change management.

5.2 Organizational change management – Phase 1: preparation

Figure 8 depicts operating model for the organizational change management. In the following section the organizational change management (OCM) approach and the key deliverables are presented for the DTP. The change management program becomes more significant as it needs to align to the overall digital transformation change management work-stream and needs to be dynamic enough to achieve ambidexterity.

5.2.1 Establishing the change management operating model. The OCM is initiated by setting-up the overall change management strategy and putting in place the transversal and project specific change management organization. The transversal change management is across initiatives and reports to the program execution head and the program sponsor. The project level change management consists of key resources within the initiative and plays an important role in

Figure 7.
Matrix indicating need for change among the legacy insurer

Figure 8.
Change management operating model

the operationalization of the strategy. Many organizations deploy external consultants to operationalize change management programs. Such program consultants usually provide only a strategy/framework but the employees in an organization have to take the responsibility for rolling out the programs (Arvin, 2014) and often they do not get proper guidance to do so.

5.2.2 Assessment of stakeholders' needs. The OCM process starts with identifying the stakeholders impacted by the data transformation. Involving employees as part of the implementation process facilitates the transition toward change management as employees become familiar with the change (Gupta *et al.*, 2018). The study by Al Mansouri *et al.* (2018) supports this preposition where they argued that the architecture of knowledge management is dependent on the internal culture and leadership style of a company, the prevailing structure of the firm, existing leadership of the firm and the overall companies' citizenship behavior. Thus, concluding that OCM has to consider both firm level and individual level input variables of the firm. Analysis is done on the existing state by identifying where does the data capabilities lie within the organization. Considering the data transformation is transversal in nature, the impact is organization wide but the degree of impact would vary based on different stakeholders' data needs. In addition to the stakeholder identification, the restraining factors are also identified and initial hypothesis is developed for resistance management approach. One approach to understanding these risks is to capture each stakeholders' perception of the change through semi-structured interviews allowing stakeholders to talk about the benefits, risks, opportunities or concerns as they might perceive them (Vidgen, 1997; Kambil and Heck, 1998). The hypothesis is subsequently refined within the "organization development and culture" work-stream as organizational culture plays a significant role in understanding the resisting forces. Indicated in the Figure 9 is the way a typical legacy insurer is assessed currently. The distribution of the activity types in the assessment of any data organization is also indicated in this figure.

A stakeholder impact analysis is performed to understand the degree of impact of the data transformation change on the functions and the degree of influence the function has on the success of the organization. The assessment is performed through in-depth interviews, surveys, focus groups, etc. Based on the evaluation, a typical stakeholder impact map is drafted and is indicated as shown in Figure 10. For organizations targeting to achieve ambidexterity, the assessment is significant as it provides the initial hypothesis for the impactful resistances to change and aids to build a resistance management approach. Also while organizations prepare for achieving ambidexterity, there are new functions, roles and responsibilities which need to be created but are not in place yet. Hence, the stakeholder assessment needs to incorporate the future operating model too.

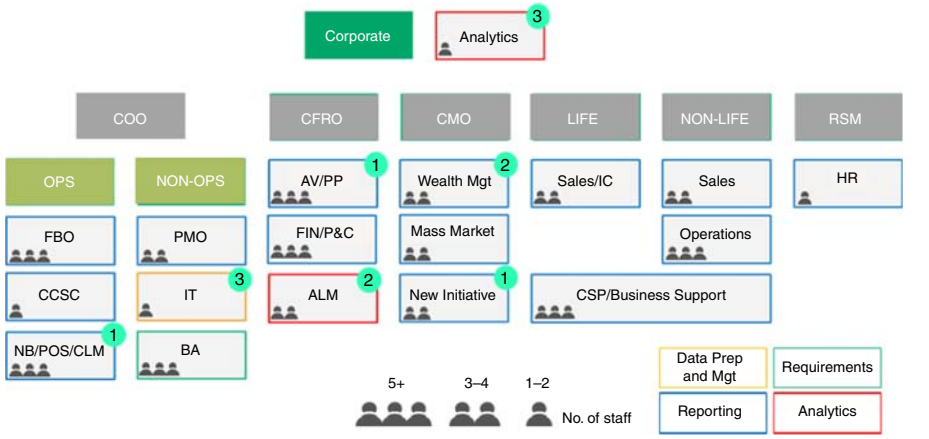

Figure 9.
Data and analytics current state positioning

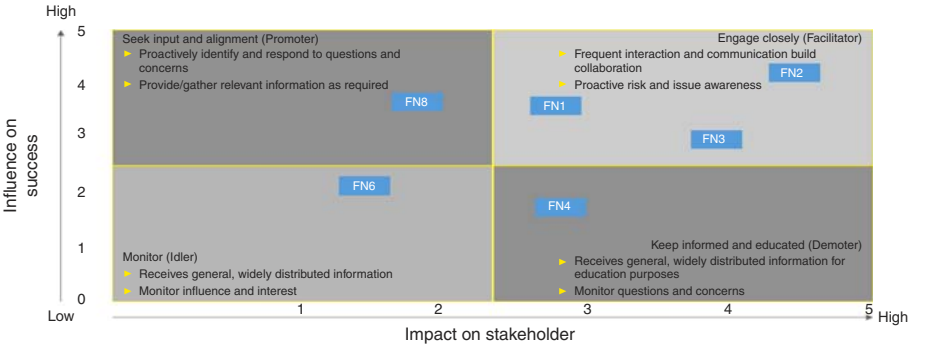

Figure 10.
Stakeholder mapping output (sample)

5.2.3 Change impact assessment. The change impact analysis is performed to identify scope and scale of change management needs for the organization to become data driven. This step serves as an input for the formulation of the change management plan. The assessment of the impact is performed on four dimensions: people, process, technology and policy with each change impact classified into exploration or exploitation type. During the assessment, the key challenge is to identify the impact of change due to the exploration of new opportunities by the organization. For this step to work, it is recommended to work with experienced change management practitioners who in addition to having an understanding of the change management principles also have a strong understanding of the transformation context and the changes it would entail. A typical change impact assessment worksheet is provided in Figure 11. Subsequent to the listing down of the change impact, change agents are identified within the organization and made accountable to deliver the target state of each change impact with clearly identified deliverables and timelines. Dependency between the change impacts is accounted and the timelines are drafted accordingly.

5.2.4 Capability gap assessment. A key part of the process is to determine if the energy required for the change can be mobilized by testing for organizational readiness (Benjamin and Levinson, 1993). Based on the inputs of the stakeholder mapping and the change impact, a detailed capability gap assessment is performed considering both the axes of

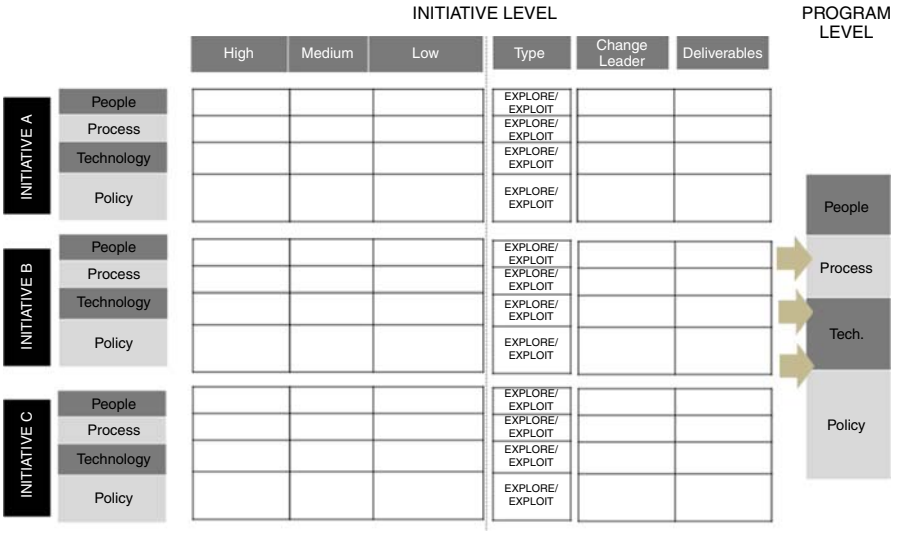

Figure 11.
Change impact output (sample)

change: exploitation and exploration. Considering the significance of this step, it is recommended that a detailed individual level assessment is carried out. The target capabilities are listed down to achieve the proposed future state of the data-driven organization. An individual level assessment is also carried out to assess the significance of the required capabilities and the level of existing competencies available for these capabilities. This assessment provides recommendations for the development strategy and to ascertain that the required capabilities can be built internally through up-skilling and re-skilling (or by acquiring from external sources). A key decision during this step for organizations is to formalize the capabilities which are core to transformation. It is always recommended to build required competencies in-house through investing in adequate resources through need-based training to stay competitive and to improve job performance (Al Mehrzi and Singh, 2016). The importance of job performance need not be stressed (Bozionelos and Singh, 2017). Pradhan *et al.* (2016) concluded that in the current changing business environment, companies need to focus on securing adaptive performance from their employees. The process of adaptive performance can be initiated when there is a synergy between emotional intelligence and the firm culture. Likewise, for non-core capabilities the skillset is recommended to be sourced on a need basis. Listed in Figure 12 are few of the capabilities essential for any legacy insurer to achieve the data driven target state with the capabilities being further aligned to the transformation axes.

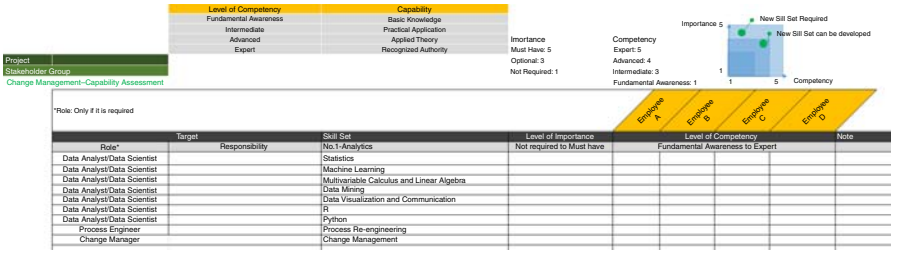

Figure 12.
Capability gap assessment output (sample)

5.3 Organizational change management – Phase 2: implementation

Second phase of OCM deals with implementation of the plans developed in Phase 1. Figure 13 depicts the OCM implementation phase. Cultural transformation, organizational development as well as communication, knowledge management and training and development are the key aspects of this phase of OCM. These are discussed in detail in the following section.

5.3.1 Cultural transformation. Senior executives of the most organizations widely believe that cultural change builds the foundation upon which all the other strategic initiatives rest. The success of an organization depends on the competencies of its leaders and the organizational culture those leaders create (Al Matrooshi *et al.*, 2016). The development of more efficient and effective processes and alignment of organizational culture to support these new processes are critical for successful change to occur. If companies succeed in changing their leaders' and managers' mind-set, the rest should follow relatively smoothly. Being data driven requires a significant cultural shift from making decisions on intuition and experience to making decisions on hard facts. Therefore, the need for a cultural reboot to ensure success in any data transformation for an organization is paramount. This process of cultural transformation starts with an understanding of the key challenges associated with the mind-set of leaders and managers in an organization. For any legacy insurer, the typical current and target states for organizational culture are shown in Figure 14.

For building a data-driven cultural mind-set, first people need to "know their data." For this, an enterprise business dictionary/catalog is developed and mapped with the baseline data so that a consistent definition of all the data elements across the enterprise is understood. Once the enterprise data is baselined, then the process of brainstorming can be started to understand how employees within organization can become data driven.

5.3.2 Organization development. In this step, the target operating model for the data and analytics organization is established. The roles and responsibilities are also defined in this step. Further human resources are identified either within the organization to assume the roles or identified for sourcing externally. The capability gap assessment drives the skillset requirement and is attributed to each of the role within the target operating model.

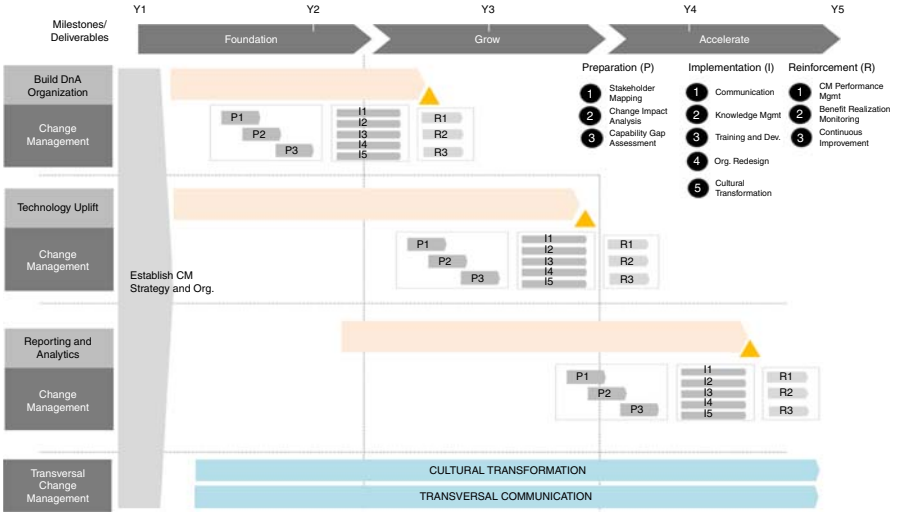

Figure 13.
Change management implementation plan (sample)

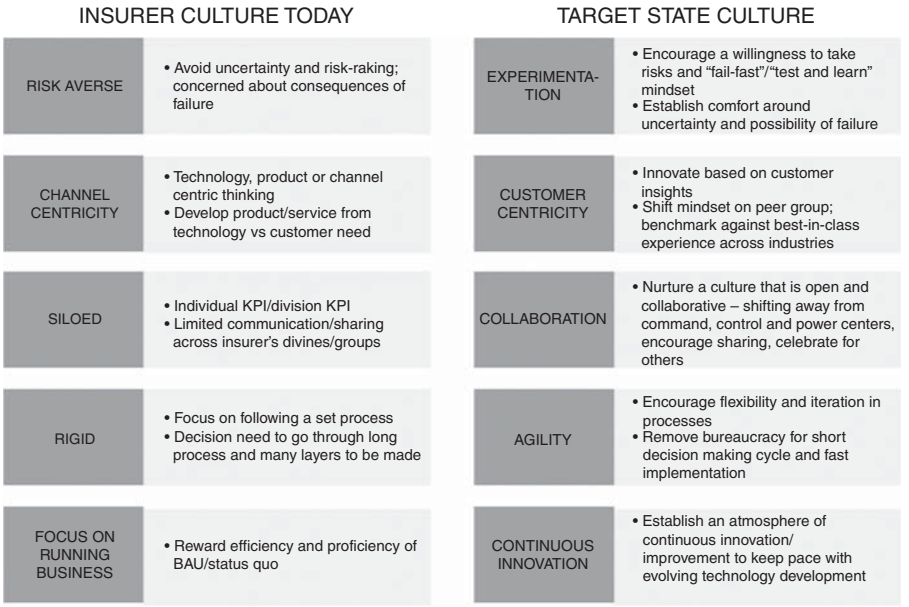

Figure 14.
Current and target cultural state

Many organizations separate their new, exploratory units from their traditional, exploitative ones. This allows them to have different processes, structures and cultures. At the same time, they maintain tight links across units particularly at the senior executive level (Tushman, and O'Reilly, 1996). Such "ambidextrous organizations" allow executives to pioneer radical or disruptive innovations while also pursuing incremental gains.

Different target operating model options exist for organizations and are listed in Figure 15. For a typical organization, each of the models listed below have their pros and cons. Therefore, the final selection is driven by the future vision as well as the current state, maturity and size of the organization.

Figure 16 depicts the recommended target operating model for a legacy insurer. The final adopted structure is hybrid in nature to ensure close alignment with all the business functions.

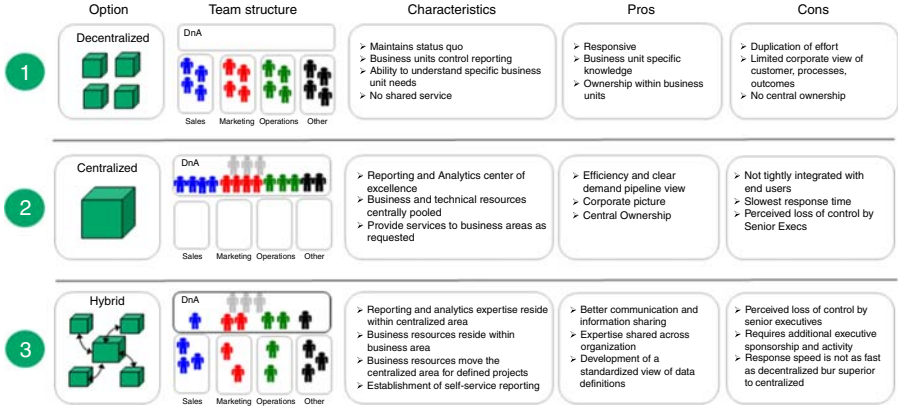

Figure 15.
Data and analytics operating model options

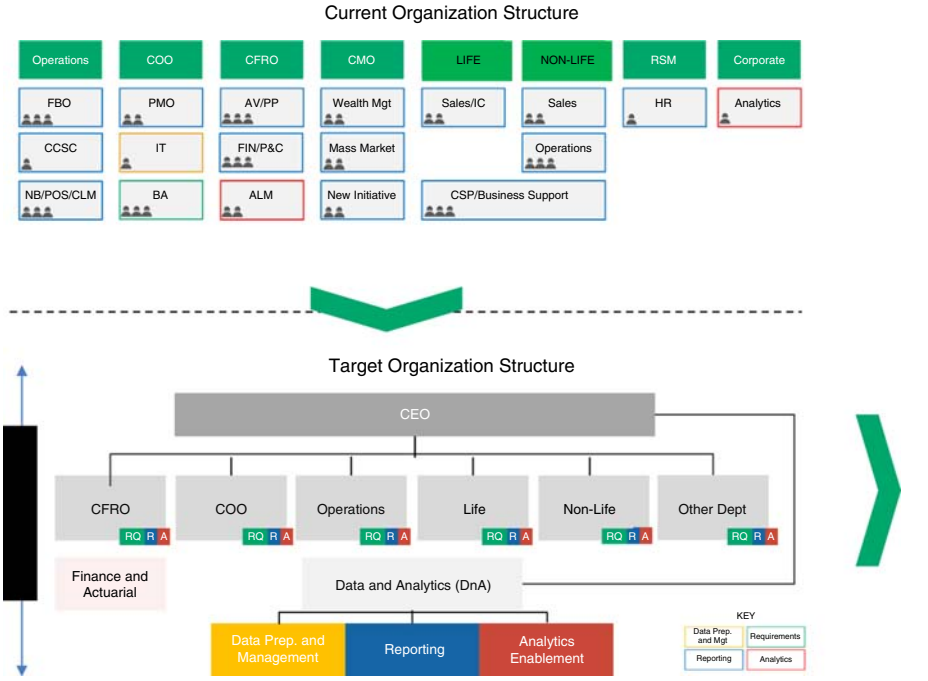

Figure 16.
Organization redesign output (sample)

5.3.3 Communication, knowledge management and training and development. Organizational communication scholars have recently started to pursue new directions for organizational communication. These directions are very different from the instrumental and linear-like use of communication for achieving change goals (Frahm and Brown, 2007). Past experiences in transformation programs indicate that a change communication is considered effective only when various stakeholders can relate to the changes to their daily working and have a mechanism to feed up communication which traditionally came from above. Effective organizations conduct periodic workshops targeted at helping all employees relate to the changes and continuously gathering feedback so as to make everyone feel included. Considering data transformation requires an enterprise wide deployment, an effective communication strategy for any DTP is a key success factor. Effective implementation of knowledge management initiatives enables an organization to respond efficiently toward market changes and reduces the amount of redundant information available to the organization. For such organizations, knowledge becomes one of the most critical driving (Arvin, 2014) force for business success (Kuan, 2005). Eventually, in such organizations, change management teams work closely with the human resource teams to deliver the knowledge management initiatives and complement these initiatives with well-structured training and development programs.

5.4 Organizational change management – Phase 3: reinforcement

With the implementation of the change management initiatives, the work-stream does not end. There is a need for defining the acceptance criteria (during the preparation phase) for the initiative level as well as the program level. After implementation, a mechanism needs to be established to monitor the change management performance. Similarly, for each of the initiatives as well as for the program, expected target benefits need to be articulated.

It is within the purview of the change management work-stream to establish a mechanism and continuously monitor the progress. For this to happen, a continuous feedback mechanism needs to be established and steps need to be taken for continuous improvement. It is applicable for both initiatives as well as program. The role of the change agents is essential even in the reinforcement phase wherein they continue to assess the post implementation impact and continue to feedback to the change management organization. Many organizational scholars (Kanter; 1983; Schein, 1987; Kotter, 1995) often have argued for the critical role of change agents. The strategic nature of transformational leadership role has been recognized as a critical change agent role because if its ability to create inspiring visions (Burns, 1978).

6. Discussions

In this section, we discuss the findings and the implications of our research. We also present avenues for future research and limitations of our study. This study aims to provide a guidance on how OCM may be adopted even though it may be unpredictable. The findings of this study are supported by the past literature (Burnes, 2004; De Wit and Meyer, 2005; Luecke, 2003; Nelson, 2003; Mukherjee *et al.*, 2013) where authors have concluded that owing to the reactive, *ad hoc* and discontinuous nature of change often triggered by external factors or internal firm crisis, a firm need to continually engage with the existing data. The outcome must be driven toward preparing for the change through data engagement, implementation and reinforcement. We term this proposed theory as the tripod theory for organizational change management. Additionally, the paper concludes that poor success rate of OCM is due to the fundamental lack of a valid framework for the implementation and management of the organizational change. In a similar vein, Burnes (2004) also concluded that it is due to conflicting frameworks proposed for the adoption of change management. Thus, to overcome this limitation, this study proposed the adoption of the tripod theory for data-driven OCM. Use of this theory can help firms overcome the resistance to change management programs. This tripod theory of OCM is proposed based on the inputs from change management professionals besides the literature. Therefore, it is a practical change management approach which provides users with insights across the overall lifecycle of preparation, implementation and reinforcement. This study also recommends that a DTP of a firm should be separated from the project management of a firm so as to utilize the synergistic benefits created by the change management work-stream (i.e. the project management team acts only as a support to the DTP). However, this synergy can be hindered due to budgetary constraints, lack of communication between these two teams, and unwillingness to work toward change management work-stream. These potential problems in transition may have a significant impact on the OCM process. Therefore, the leadership needs to ensure that there is sufficient knowledge sharing touch points among various stakeholders and transparency about the transformation program is maintained during the whole process.

6.1 Managerial implications

The key focus of our study was to provide guidance to managers and transformation consultants who are engaged in implementing changes in various organizations. While the context of our case study is that of an insurance company, findings can be easily implemented in the organizations in financial services sector as well as in the organizations with a traditional model of customer interface. Any transformation program, whether data based or otherwise, at the end is a change or transition program. Therefore, it is crucial for the success of the program that managers invest time and resources in establishing a strong operating model. In organizations, the change management work-stream is either neglected or is staffed with personnel who tend to focus on change management merely as a

communication and training and development exercise. In order to be successful, it is essential to have a strategy, set-up the right operating model, be clear on the scope of the change management work-stream and continuously monitor the progress through defined milestones and acceptance criteria. For organizations targeting to achieve competitive differentiation through ambidexterity, a well-grounded change management program is the key success factor. The focus of managers in such a case would be to continuously exploit the core capabilities and explore differentiating capabilities to stay ahead of the competition. They should build a change management program which ensures long-term sustainability of the program benefits.

6.2 Theoretical implications

As mentioned in the preceding section, this paper proposes a new data-driven theory which we term as the tripod theory for organizational change management. Application of this theory also enables organizations to overcome ambidexterity as a result of the transformation program. Since there is lack of a practical data-driven theory to guide OCM and manage OA, development of this theory is a significant contribution to the OCM literature and has potential to generate significant interest among researchers as well as practitioners.

6.3 Limitations and potential for future research

Since the proposed framework is based on a single case study in the context of an insurance providing service organization; we hope that it can be applied in the context of service organizations in general and particularly in the context of financial services. However, we admit that use of a single case study limits the generalizability of our findings. Therefore, empirical examination is essential to evaluate the potential applications of the proposed Tripod theory in various contexts including other service contexts. Further studies should emphasize on validating the proposed theory in terms of relevance, practicality and adequacy. Testing of the proposed theory across various organizational contexts and other types of transformation programs would provide beneficial information to professionals for employing the proposed framework. Future research should focus on both empirical and conceptual investigation for each of the phases: preparation, implementation and reinforcement as well as for the various aspects of each of the three phases. More such studies should enable an identification of critical success factors for the data-driven transformation based management of change. Furthermore, in order to construct a valid framework for change management, it is arguably necessary to enable measurement of the success rate of change initiatives. Further studies focusing on designing of the methods of measurements should, therefore, be planned.

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