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The Emergent Organisation: The Case of Public Sector Private Enterprise

Stuart John Wigham

A Thesis Submitted for Doctor of Philosophy

Aston University

October 2018

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Thesis Summary

This thesis is concerned with organisation design (OD) and a specific case study relating to the emerging worlds of a wholly owned company (WOC) of a public sector organisation. In particular, the researcher investigates the nature of conditions for organising, utilising the information processing view - IPV (Galbraith, 1974) along with Parrish's (2010) perspective on purpose driven enterprises. This is nested in bounded rationality within a whole systems theoretical framework of thinking (Lewin & Volberda, 1999; Tushman, Newman & Romanelli, 1986). The research draws on previous discussions in the literature related to implicit theories of organising (Brief, 1983), and framing them within the structural design of the organisation (Chandler, 1962). In doing so, the researcher demonstrates the contradictory and reinforcing mechanisms of former organisational realities connected to organisational culture (Schein, 1983, 1990) as part of the design narrative and implications on explicit managerial intention of the organisation (Hinrichs, 2009; Lewin & Volberda, 1999; Rashman, Withers, & Hartley, 2009).

The research draws out wider issues of interest related to public sector OD and the current and emerging contexts (Butler & Allen, 2008), particularly, the nature of organising in the post 2008 world. Ultimately this research makes contributions towards the fields of OD and IPV within a UK public sector context (Galbraith, 1974) and provides a new OD model reflective of these issues. These contributions relate specifically to the nature of organisation purpose as well as the sub-constructs of slack resource, self-contained tasks, vertical systems and lateral relationships of IPV. In addition, the work builds towards adding habitation realities to the OD debate as well as drawing out dual realities of organising, which has not been previously noted in the OD academic literature.

The study adopts a qualitative design using a combination of 32 two hour long semi-structured interviews, documentation review and observations for data collection. This design enables investigation of meaning creation and reality making of the participants with conflicting realities of the past, present and possible futures adding to understanding of the design of the organisation. The analysis adopts a modified grounded theory in conjunction with organisational transactional analysis producing findings along three institutional levels of macro, meso and micro relationship dynamics (Berne, 2010; Bowen & Nath, 1975).

The findings relate to bounded rationality and psychological frames of theoretical thinking, for example organisation structure and the IPV perspective as well as how managerial intentionality is exercised against organisational cultural memory, OD system incongruence (drawing out the TRODM - Tripartite Realities OD Model, from this research) and the implications of this on organising. The final outcome of this research is the development of a new OD model for viewing/investigating organisational design issues.

Thesis Key Words: *Organisation Design, Information Processing View, Public Sector*

Dedication

To anyone who has ever been told that they were not capable of achieving their dreams. This thesis stands a testament that you can, with a little perseverance and hard work, achieve pretty much anything you set your mind too.

Acknowledgments

My journey to this level of achievement began when I left secondary education at the age of 16 to start full time work. At that age, I had yet to read any book never mind anything remotely academic. Fast forward 21 years I have completed a doctoral thesis, a reality I find difficult to comprehend and is in stark contrast to that 16-year-old boy whose life chances were about as narrow as they could possibly be when he walked out of those school gates for the last time at the end of September 1997.

I would like to offer thanks and acknowledge the contribution of the various academics and research institutions including the Economic Social Research Council (ESRC) for the support and funding which allowed this research to take place. In addition, the facilities and support of Aston Business School generally has been critically important to enabling me to complete this work.

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I am not a believer of destiny believing that you choose your own path and make the best of what you have, some of us get lucky along the way, others have to fight a bit harder. I owe a very special mention to someone that completely changed my life. Nancy Saich was the first person to believe in me, my first manager. She taught me the true value of all human beings that we all make our contribution in the way that we can in this world and that we remain members of society until the day we leave this earth. She taught me that respect is something that is earned not as a result of the position we hold, but as a result of how we treat other people. Sue Newing, along with Charlotte Martin gave me the opportunity to shine and make a significant contribution at a critical time in my career.

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1. Introduction

1.1 Research Context

The research forms part of an ESRC Case Award. The selected research organisation is a wholly owned company (WOC) of a public sector Parent Organisation (PO) in the UK. The PO had already commenced the redesign of its services at the time of the research to meet a budget gap of 28% reduction (Office for National Statistics, 2011) by 2015 and to ensure it was in a fit state to respond to the localism agenda (Parker, 2011). In a wider context, the WOCs was nested within a rapidly changing national picture of organisation design (OD) both within the private and public sector. Both sectors are being challenged by continued free-market globalisation, contemporary liberating technologies and, as a result new organisational forms are emerging (Galbraith, 2012).

In 2016, strategies for deficit and debt reduction continued to take shape, especially following the Conservative victory in 2015 (HM Government, 2016). The public sector continued to see its funding cut in order to meet pledges related to budget surpluses by 2019/2020 (Eichler, 2016; HM Government, 2016). Whilst the latter target has been eased by the new Chancellor (Moshinsky, 2016), the overall target of deficit reduction and balanced budgets has not changed. The WOC case study organisation is a by-product of a public sector organisation seeking to use its OD in order to manage its budget reductions whilst attempting to maintain existence of current services (Parent Organisation, 2011).

To justify state reductions in spending, the government had the unenviable task of finding ways to mitigate, or at the very least be seen to mitigate the impact of year on year cuts to government departments. To this end, a flagship policy would be introduced named 'the Big Society' (Department for Communities and Local Government, 2011).

1.1.1 Big Society

The outcomes of this key policy proposal connects directly into the chosen OD of the case organisation in this research (Department for Communities and Local Government, 2011). In combination with the fiscal environment, local government has begun to utilise the 'big society' (BS) in order to retain parts of its own existence. It's inclusion here forms part of an important context for this research as it reflects the nature

of expected continued existence of the local government organisation. As a key manifesto pledge, the BS finds its origins in previous Conservative lead policy from the early 1990s (Ghobadian, Viney, & Redwood, 2009).

The basic framework for the BS assumes that a third sector should take a greater role in the functioning of the society (Needham & Mangan, 2014). In doing so, it increases a sense of citizenship and community. As the state sector decreases, the third sector is grown to replace this using a combination of alternative funding models and volunteering (Needham & Mangan, 2014; UK Cabinet Office, 2010). Effectively resourcing transfers from the Government to the private sector and through the good will of communities wanting to make a positive difference in their spare time (UK Cabinet Office, 2010). The stated BS policy priorities were: -

- Give communities more powers,
- Encourage people to take an active role in their communities,
- Transfer power from central to local government,
- Support co-ops, mutual, charities and social enterprises, and
- Publish government data (UK Cabinet Office, 2010)

The case study organisation was formed as a WOC, which means a wholly owned company owned by another company, for the purposes of this research the Local Authority (LA) owns the company and is referred to in this research as the 'Parent Organisation' (PO).

During the period leading up to the research, there was a combination of changes in legalisation and alignment between local political parties and national government. These are discussed in more detail in terms of the important technical and associated legal issues in an appendix (see Appendix I). The important point for this section is that this changing context meant the LA took the decision to explore alternative delivery models for some of its none statutory services.

Of the four options, the LA could have chosen, only the WOC model enabled continued direct control of the organisational asset which was established to trade as a commercial organisation for non-statutory services, with the LA being the main client. The LA rejected Trusts as they would become community

owned, co-operatives would be employee owned and social enterprises are effectively independent private companies with a social mission (Alcock, 2012; HM Government, 2011).

A majority of employees had long tenures in the organisation (Ng, Sorensen, & Eby, 2006). The WOC design offered the best of both worlds, close connectivity to the local authority through structural and legal meaning that existing PO employment benefits such as pension rights could be maintained. The WOC was designed to make money from the private sector, pay profits back to the local authority who in turn could protect key services which would otherwise be vulnerable (BIS, 2011).

1.1.2 Local Politics

The WOC had been developed and designed under a previous political administration and with a different Chief Executive running the PO. The context of the study is also a rapidly shrinking public sector with funding been reduced to record low levels (Local Government Association, 2012) leading to difficult decisions as to what is or is not legitimate work for the public sector and the possible remedies where there is a conflict between funding and expectations of organisation existence. At the same time, the wider business context is experiencing rapid changes including technology disruption to previously stable industries leading to an ever more uncertainty and volatility (Winby & Worley, 2014).

From an OD field perspective, there has been challenges to traditional notions of organising. The emergence of agile organising and moves by organisations away from tall tier managerial hierarchies is in response to a faster pace of change in the world generally (Larsen, 2006; Robertson, 2015; Zuboff, 2010; Galbraith, 2012). This has implications on organising and therefore for this study (Galbraith, 2012).

1.2 Theoretical Frame

The emerging context challenges the status quo related to organisational stability, expectations of the employee and organisational realities. This leads to the need to address core research issues linked to theoretical frameworks including managerial 'intentionality' (Lewin & Volberda, 1999), i.e., an overarching theory that assumes managerial intention produces organisational outcomes (negative or positive) nested within 'bounded rationality' (Puranam, Stieglitz, Osman, & Pillutla, 2015) as well as definitions of what

constitute the design of the organisation related to systems theories of organising including the information processing view (Galbraith, 1974; Nadler & Tushman, 1999; Trist, 1981).

If the realities are changing for the public sector context, what is it about OD interventions that can help (or hinder) with the transition and therefore concepts of positive performance? Conventional thinking suggests that manipulation of organisational constructs and outcomes leads to changes in performance, this includes adaptations through the utilisation of design principles, organisational systems and knowledge about previous organisational behaviour and rules, which may form a barrier to managerial intention (Aldrich, McKelvey, & Ulrich, 1984; Hinrichs, 2009).

However, there is a gap for an in-depth understanding of the emergent environment, i.e., managerial intentionality which is insufficiently focused towards the prediction and strategic intention without paying enough attention to other more organic 'population' and 'co-evolving' perspectives (Lewin & Volberda, 1999) that are needed to respond to the emerging, uncontrollable and evolving landscape leading to 'purposeful action' (Lewin & Volberda, 1999, p. 519). This is an important consideration within this research as the proposed lens with which the organisation will be viewed relates to organisational 'purpose' and 'systems'. The assumption being made is that managerial intention is required to create direction and desired outcomes. However, the organic 'population perspective' (Aldrich et al., 1984) needs consideration to ensure the ability to respond to circumstances outside of the managers' control and/or where the managerial intention produced outcomes that were not predicted and require further managerial intervention to enable correction.

In approaching the issues of managerial intention and the coevolving environment, this research utilises whole systems theoretical perspectives so that constructs will not be viewed in isolation from one another and, in doing so seeks to demonstrate the importance of congruence with the contingent organisational parts (Eulau, 1987; Robert, 1986; Zott & Amit, 2007).

Based on the above presentation, it is clear that there is a need to understand how the nature of public sector organising is being challenged and to explore to what extent are the fundamentals related to organisational purpose and contribution being adequately investigated as part of a systems perspective

(Burke & Litwin, 1992). Hence, the emergent context informs the research aims and objectives of this research.

1.3 Research Aims and Objectives

Considering the above developments and analysis, the emerging contexts bring with it a series of questions and challenges that the researcher addresses in this research. These are:

1. What are the stability conditions which enable an emerging ex public sector enterprise to exist?
 - 1.1. How is the habitation, which the actors inhabit affected during change?
 - 1.2. What are the authority conditions that enable the functioning of the organisation?
2. Are there other conditions which enable an emerging ex public sector enterprise to exist that have not previously been explored?
 - 2.1. How does this effect the organisational actors?
 - 2.2. What are their implications on organisational performance?
3. What are the systemic issues that enable (or otherwise) the new reality to operate effectively?
 - 3.1. In particular, what implications are there on the information processing of the organisation?

1.3.1 Rationale for Research Questions

When considering the design of an organisation, a conventional term used is the 'design principles', which comprises of the conditions including norms, values and rules that create the way in which the organisation manifests itself (Parrish, 2010, p. 522). Whilst these conditions may be explicit in the form of spans of control or hierarchical levels, they may also be implicitly related to hidden norms and value systems which would be located in debates within organisational behaviour and evolving 'culture'. In this regard, the first, second and third research question attempt to address both of these, the explicit and implicit design conditions of the design seeking to locate the conditions for organising of a WOC formed from a historically grounded PO.

The third set of questions seek to understand the way in which systems form the basis of an emergent OD. In doing so, the intention is to concentrate on the key constructs within the theoretical frameworks of the information processing view (Galbraith, 1974), managerial 'intentionality' (Lewin & Volberda, 1999)

and the more organic 'population perspective' (Aldrich et al., 1984). This therefore addresses the intentional and unintentional attributes within the organisation and seeking to understand the systems apparent in the new or emergent organisation contributing to effect performance.

1.4 Methodology

In order to access meaning creation, the research is bound to qualitative methodologies. In doing so, it is able to build upon the work of prior scholars in the OD field whilst updating and incorporating meaning creation and newer OD contexts into the systems models (Burke & Litwin, 1992; Galbraith, 1974; Nadler & Tushman, 1999; Weisbord, 1976). Accordingly, this research is based on a single case study (Yin, 2003), which is an example of externally imposed OD change within a historic organisation. As mentioned above, the funding for the research came from the ESRC 'Case Award' (ESRC, 2010) and therefore provided an 'opportunistic' (Gobo, 2008, p. 102) approach to the type of research being produced. Whilst the type of study was pre-defined and seeks to create a 'detailed and intensive analysis of a single case' (Bryman, 2012, p. 66), the methodological parameters were open to the researcher.

The researcher conducted a 'focused ethnography' (Knoblauch, 2005) of the WOC in order to ground the research in the day-to-day realities of the participants. The inclusion of focused ethnography allowed for deep understanding of emerging phenomena prior to the creation of and application of semi-structured interview criteria and selection. In total, the researcher spent three months of daily interaction with the participants consisting of four days per week with the fifth day used for reflection and sense making of the observations made. The data collection included a daily research diary which later formed the basis of analysis to construct semi-structured interviews from and begin the process of coding. This involved both manual coding, and a technical application through 'NVIVO' (Bryman, 2012, p. 593).

Once the observations were completed, the researcher spent three months reviewing and analysing the initial data including the initial coding of the data within the field notes and research diaries. The coding commenced concurrently beginning with field notes and research diaries, it was an emergent strategy building towards a more formalised coding structure which was built into and from NVIVO qualitative analysis software. The design of the 32 semi-structured interview questions was based on the initial coding groups framing the research into logical and organisationally specific question sets. As a result of the

observations, the researcher was able to focus attention towards key issues of concern and recruit participants accordingly.

The researcher used the initial data collection to focus the sample selection of the participants through criterion sampling (Miles & Huberman, 1994, p. 28). Initially, he selected a total of forty participants on the basis that this would allow for some participants drop-out. This proved correct, and the final total of individual participants included in the data collection is thirty-two one and a half to two hour long interviews.

The data collected within both the ethnographic and interview stages was mined to triangulate the findings to develop meaning using thematic and organisational transactional analysis across three levels of organisation (OTA) (Berne, 2010; Bowen & Nath, 1975; Stewart & Joines, 2012). This is separated into sub-models within the analysis, Macro, Meso, and Micro levels reflecting the relationships between the PO and WOC, the two sub-organisations within the WOC and finally the relationship between manager and worker. Ultimately the analysis forms part of a macro organisation design model presented within the discussion in Chapter 3 investigating the data using a combination of thematic and organisation transitional analysis (Bowen & Nath, 1975; Bryman, 2012; Mountain & Davidson, 2015).

1.5 Expected Contributions

The research will offer an insight into a number of areas of concern, 'Conditions for organising', 'Organisation purposes' and finally a 'New organising model & IPV' as well as 'Methodology' contributions.

These are covered next.

1.5.1 Conditions for Organising

The research will show implications on the underlying conditions for organising related to stability of organisations. The researcher highlights authority and habitation as key within the finding's chapters (i.e., 4 and 5) to holding an organisation in place and able to activate agency.

1.5.1.1 Authority

The first contribution area will be the way that authority is used to hold organisation reality in place and allow for agency activation. In this research it forms part of a new OD model which holds authority (and habitation) as key stability conditions for the functioning of the organisation. This is closely linked with reasons for existence and actor dynamics, in that, it is a combination of these things that lead to both the definitions and, the outcomes in terms of performance as well as feeding back into the organisation system. The researcher will uncover that key to authority is the nature of the macro managerial and governance arrangements. While this finding is not necessarily new, what is new is the dual realities of authority and the way that this was used to create the WOC's operating environment. Previously managerial authority was assumed to leverage organisation purpose to create the conditions for organising. However, in this case the researcher will show that authority leveraged two types of reality defined by Parrish (2010), 'perpetual reasoning' and 'exploitative reasoning' in order to justify the operational and strategic direction. The researcher will highlight a new combination of *exploitative-perpetual* reasoning that is used within the WOC to create the conditions for organising and justify direction of the organisation. This is a key finding and shows that prior understanding of authority activation was through binary design principles.

1.5.1.2 Habitation

The next area that the research contributes towards is focussed on is conditions for organising and relates to the habitation of the organisation. The researcher identifies two types, the physical, that is the buildings and office environment generally and virtual, which is anything that occurs within digital spaces. The findings show why habitation artefacts can be included in the academic debate of OD systems (Galbraith, 1974; Oseland, 2009; Schein, 2010). The findings also show that in the WOC case, physical habitation was a key artefact shaping organisational reality. Physical habitation was simultaneously a barrier to change and an opportunity to leverage virtual reality as part of a new way of organising the work. This finding informs the IPV perspective of organising. Namely how habitation is used to hold organisation reality in place. The WOC used physical habitation to hold the actors in a state of limbo where they were unable to

free themselves from the physical operating environment of the PO. The habitation was a key artefact shaping how the organisation changed or not. It was leveraged as both positive and negative.

1.5.2 Organisation Purpose

In addition to the conditions for organising, the researcher also draws attention to the nature of organisational purposes (reason for existence) and the implications on OD within the WOC. This in turn impacts the nature of actor dynamics in the organisational system (IPV) (Parrish, 2010; Galbraith 1974), which this research highlights throughout the findings chapters.

1.5.2.1 Reason for Existence

A key finding that this research identifies relates to Parrish's (2010) view on purpose driven enterprises.

The WOC was driven by dual realities. First, the PO purpose is related to the good of the public and therefore uses 'perpetual reasoning' principles of managing resources to achieve this. Second, the WOC was driven by 'exploitative reasoning' in order to leverage its resources to create profit which then supports the PO. There is a hierarchical logic at play, the secondary supporting the first principle. The findings show that the WOC used both principles and a third type of principle which combines both of these namely, *exploitative-perpetual* reasoning. Exploitative-perpetual reasoning also formed part of the organisation and actor identities. Within the organisation, operating environment policy and process were heavily geared towards mirroring the PO operating environment leading to questions as to the legitimacy of an identity that suggests commerciality and profit making. The WOC was still effectively being managed as a PO Department. At the employee level, the terms of employment had not changed nor had the operating policies and processes. This led to them also holding two realities in place (with the one reality (the PO) perpetual reasoning, dominating and conflicting the managerial messages of needing to be commercial which was the second reality exploitative reasoning. In addition to purpose being used as part of decision-making authority mechanisms the research findings also highlight how organising principles influences the identity formation of the employees and organisation. Both the organisation and the employees were public sector and commercial activators. Findings show that this is a new type of organisation identity where the purpose is dual, both exploitative and perpetual. Combined with the

conditions for organising this leads to implications on what constitutes performance (also see Section 1.5.2.3).

1.5.2.2 Employee Dynamics

The next part that the researcher offers a contribution towards is the nature of organisation purposes and the implications on the employees. The researcher will show that in the WOC there were two groups that were emerging and coexisting, an 'In' and 'Out' group. The 'in' group consisted of individuals who were gaining a voice in the new world of the WOC which was a departure from institutional norms where prior history, age and tenure had heavily influenced how employees held legitimacy within the organisation. This will therefore show links to the IPV perspective on OD (Galbraith, 1974) and the nature of the information that is legitimised within managerial discourse. Here the research will offer additional insight into the way information is used within the case study organisation with links to OTA (Bowen & Nath, 1975; Berne, 2010). The 'out' group consisted of individuals who had previously been held in high regard but were associated with the historic relationship with the PO when the WOC were Departments. The link to IPV is that it assumes that purpose is stable and that decisions within the organisation are predicted on singularity of reality. For the WOC this was not the case. The research will show that it held two realities and it was never explicitly clear that one was a higher order than the other. This led to the erosion of some employee's legitimacy (leading to actor martyrdom or eradication – see Section 5.3.3.3), specifically when it came to decisions as to where the organisation focused its attention. Findings show that had the organisation been driven by exploitative reasoning only, then a key project would have been leveraged (the BIM project – see Section 4.1.1.2 and 4.1.1.4) as part of the OD. Across the majority of the interviews the researcher found that the participants viewed this software and way of working as fundamental to the future operations of the organisation. However, the project was led by an 'out' group member and therefore effectively side-lined. The principles being used to make decisions is effectively resource perpetuation in that the BIM project and any associated resources linked to it were being held longer until the new 'In' group members were able to take the project forward. The dual realities playing out were that both logics (perpetual and exploitative reasoning) were being held at the same time. This links to

Galbraith's (1974) IPV and slack resources as well as Parrish (2010) and the importance, context and usage of design principles in organisational life.

1.5.2.3 Performance

The findings will also show contribution towards the understanding of the 'central paradox of administration' (Tushman, Smith, Wood, Westerman, & O'Reilly, 2010, p. 1332) within OD and innovation, flexibility and efficiency debates. The findings show that the WOC is deliberately vague on what constitutes performance. This links to Parrish (2010) and the reason for existence and Galbraith (1974) and information processing within the organisation. In a continuation of the theme of dual realities the organisation held the need to make money and the need to satisfy the governance arrangements of the PO as both having importance despite the obvious contradictions in purposes (perpetual and exploitative reasoning) and therefore means of achieving good performance were not clear. The research also shows that performance in the WOC was subjective and defined by the intended audience rather than firm macro organisational level measures. This finding adds to understanding of what constitutes performance in a WOC where the PO is politically orientated and links to how information is processed (including what is or is not legitimate) as well as underpinning the usage of design principles which serve dual purposes in themselves.

1.5.3 New Organising Model & IPV

The accumulation of these findings is the creation of a new OD model for organising, the model features dual realities of authority and habitation as well as the nature of fluidity into the design. The TRODM model (see Section 6.2) views organisations in two ways, stability and fluidity enabling better understanding of the organisation. The model incorporates two speeds, the authority and habitation moving at a slower pace than the actors within. This will show how stability is used in order to give a framework that allows agency activation to occur while accounting for individual and collective variations within the system. This is a contribution to Galbraith's (1974) IPV perspective generally showing how collectively the emergent shape and adds to the shape of the organisation and Parrish (2010) in terms of linking dual authority and

habitation realities to OD systems models. The TRODM model in itself both assists understanding of IPV and, is a contribution to systems thinking as well as theory and practice.

1.5.4 Methodology

The research also creates new understanding of how OTA (Bowen & Nath, 1975; Berne, 2010) can be used within a research setting for analysing OD environments across three institutional levels (Macro, Meso and Micro).

1.6 Thesis Structure

This thesis is structured around 7 chapters. In chapter 2, the state of the current literature is discussed.

The beginning of the chapter addresses the post 2008 context including the political, policy and issues relating to alternative operating models. Following on from this the researcher commences the debate on modern OD from the mid-20th century forward. Pre-mid-20th literature frames the 21st century. In particular Taylorism, hierarchical and mechanistic approaches to OD as well as issues related to the current research and practical issues. From here the researcher addresses whole systems theory within an OD context and then moves on to address the design science academic field which OD falls within. Included within this are issues related to structural configurations, hierarchy and mechanistic approaches including managerial spans of control. Following this process improvement methods are discussed as well as socio-technical systems, engagement issues and organisation culture. The emergence of agile and habitation realities are addressed at the end of the chapter prior to the final section which highlights the research context and recaps the problem to be addressed as a result of this research.

In chapter 3, the chosen research methodology is justified. The researcher explains why a qualitative methodology within a critical realism position was selected including the chosen research paradigm. Following this, he introduces the research design including acknowledging his own position and context within the research. Following on from this how the case study organisation was selected as well as the sampling approaches and creation of the interview themes is covered followed by the phases of data collection – via focused ethnographic analysis leading to semi-structured interviews. Following from this

the researcher discusses the prevailing ethical matters that needed attention as a result of the research methods, in particular the efforts taken to ensure informed consent, confidentiality and anonymity. From here the researcher addresses the analysis approach taken including the merits of combining thematic analysis (TA) and OTA to address the research questions. At this point he introduces the process for participant and location selection, how the interview guide was developed as well as the recording methods chosen. From here the researcher highlights the analysis approach that was taken including highlighting the methods that were discounted and the reasons for this. This is followed by the approach to secondary coding and analysis and data verification and validation of the research quality. The final part of the chapter is devoted to addressing the methodological strengths and weaknesses.

Chapter 4 highlights the key findings 1 of the study, in particular, the stability conditions which used OTA to perform the analysis using notions of parent, adult and child to frame the findings which includes habitation realities on three levels. This level of analysis also includes physical and virtual realities as well as authority reality also across three levels with additional detail related to how trust and time feature within authority. The latter part of this section is devoted to strategic and structural findings.

Chapter 5 is dedicated to key findings 2, where the researcher explores issues that are more fluid in the organisation including the actor's reality, the nature of what is success for the WOC, how financial indicators feature which then lead to what constitutes performance within the case organisation. The latter part of the chapter includes the findings related to emergent culture and how the organisation is moving towards an adult culture. Again, OTA is used and frames the findings in the context of parent, adult and child and how these impact the organisation.

Chapter 6 is devoted to the discussion of the key research findings and discussion. In particular, the chapter highlights the nature of OD now emerging including in the public sector and the possible implications and, formation of an OD model (TRODM) depicting realities experienced by the research actors. It highlights the issues within the WOC context at three levels across habitation (including physical and virtual) as well as the issues related to authority, also across three levels. The chapter then moves on to discuss the way that the employee (actors) feature as well as the relationship to performance before moving on to

consider OD systems implications including how agency is activated. In addition issues related to structural enablement as well broader performance issues and technology utilisation are covered in this chapter.

In Chapter 7, the researcher draws out the main conclusions, contributions and recommendations, addresses why the research was important, what has been achieved as a result and then answers the research questions. From here the contributions are addressed beginning first with the theoretical, then the methodological and ending with the practical. The next part of the chapter highlights the issues related to replication of the findings, objectivity as well as issues pertaining to the researchers own history with the PO. The final part of the chapter is devoted to recommendations for future research including post legal separation, post reintegration, mergers, how virtual habitation might be important, issues related to tenure and age, OD realities and completes by rising the gig economy as important to future research and practice in OD related fields.

2. Literature Review

2.1 Introduction

The aim of this chapter is to address the theoretical and empirical literature related to modern OD, in particular, the mid-20th century and beyond. This positions the research case study within the wider context of the research field. This also highlights the theoretical framework,(i.e., the whole systems approach), including key constructs such as purpose, culture, stakeholder, social capital and design science (Gregor & Hevner, 2013; Parrish, 2010; Pitelis, 2007 Schein, 1978). This analysis shows the gaps that emerge in the literature as well as the strengths and weaknesses of systems-based OD models and how reality is enacted in different ways within an organisation setting. The final part of the chapter briefly recaps the research setting.

2.2 Post 2008 Context

Organisation design is recognised as a subject area with limited quality peer reviewed publications since the debates of the 1970's (Dunbar & Starbuck, 2006). More recent publications (e.g., Jelinek, Romme, & Boland, 2008; Romme, 2003; Romme & Endenburg, 2006; Romme & Witteloostuijn, 1999) are more focused towards the practitioners and to make OD academic writing relevant to the business community.

This is in response to the large scale management consultancies that utilise OD for the purpose of helping organisations to achieve their aims and objectives (Deloitte LLP, 2012; KPMG, 2012) or make specific reference to it within their advisory services as is the case with PwC and Ernest and Young (Ernst & Young, 2012; PwC, 2012).

Stanford (2007) highlights five famous models currently by organisations and management consultancies. Of these five, three were peer reviewed. These include the Weisbord Six Box Model, Nadler and Tushman Congruence Model and Burke-Litwin Model (Burke & Litwin, 1992; Nadler & Tushman, 1999; Weisbord, 1976). The two OD models used extensively in business were not tested through the peer review system. These are the management consultancy McKinsey's 7s model, which is based on Pascale and Athos's (1981) book on Japanese management styles and later adapted by Peters and Waterman (1982) (Pascale & Athos, 1981; Waterman Jr, Peters, & Phillips, 1980). Galbraith (1977) acknowledges that the relationship between the established constructs the majority of which were peer-reviewed, although he gives limited attention to issues related to people in the sociotechnical systems sense (Galbraith, 1966, 1971, 1974, 1983; Trist, 1981).

The established OD models are reviewed to identify any the changes as a result of the new public-sector environment and systems for organisational performance. In highlighting performance, the review will draw on the literature of new public management in the context of value systems and organisational purpose and the 21st century public servant work. It will review design and design parameters, similarly habitation realities and identity making and influencing the nature of organising (Needham & Mangan, 2014). In order to contextualise this research, it is important to analyse the political context within which the case study organisation is nested in.

2.2.1 Political

Utilising OD models is considered useful within the consulting sector as previously suggested, however, there has been limited attention to updating these models in recent years within the academic literature

(Dunbar & Starbuck, 2006). This has led to models from the 1980s being used today without additions based on rigorous academic research (Dunbar & Starbuck, 2006).

Recent research suggests that there is very little research evidence regarding the differences between the public and private sector purpose, systems and stakeholder interaction (Ghobadian et al., 2009). In particular, this review was unable to locate additions to systems-based models that specifically deal with the post 2008 UK public sector OD environment. Within the popular models identified above, there is limited acknowledgement of the significant changes in the technological environment including the implications related to the way in which individual's access and engage within the workplace environment (Fisher, 2010). In recent times the speed of change related to technology and workspace has not been reflected well within quality organisation design academic literature (Galbraith, 2012). Attention instead has been focused on continuing the structure-organic debate and whilst this provides insight, it feels a somewhat worn out debate (Puranam, Alexy, & Reitzig, 2013)

2.2.2 Policy Issues

The 2008 financial crisis and subsequent recession set forth a series of events that have fundamentally changed the landscape of government and local government financial position for the foreseeable future in the UK/West (Gupta, 2009). The government took unprecedented measures in an attempt to curb spending including a frontloaded reduction in local government budgets of 28% (Office for National Statistics, 2011). Whilst the UK economy has improved since this initial period of contraction, the present Conservative government has continued the departmental spending reductions with the initial aim of eradicating the structural deficit by 2019/2020, although this target has now been softened post Brexit vote (Moshinsky, 2016). In taking this strategy they have chosen to shrink the public sector to the smallest in terms of employee numbers and proportion of gross domestic product (GDP) known since WWII (O'Connor, 2015).

As the poor state of UK finances became apparent and with a new vision orientated around the 'big society' (Elliott, 2009), the UK government put forward the 'Localism Act 2011' (DCLG, 2011; Parker, 2011). Its purpose is to shift control, accountability and cost from Government to community.

In taking this approach, the government has centred on the debate on organisational performance of the 'bureaucracy' (Huber & McDaniel, 1986; Mintzberg, 1981; Mommessn, 1974), challenging the inherent nature of organisations constructed to form part of a macro OD or large 'self-organising system' (Butler & Allen, 2008). Such systems are predicated on the basis of democracy and institutional systems (Arnaboldi, Azzone & Palermo, 2010). In focusing on this debate, they now appear to be in favour of organisational units that need not necessarily be state run or have any direct control over other than from a commissioning perspective.

As a result, this leaves to question the very nature of what is legitimate public sector service provision; how it will manifest itself for the post 2016 environment and what are the implications for the overarching OD of large government institutions. In particular, those with a long history of stability and organisational systems that reinforce bureaucracy as a legitimate and necessary OD principle.

The challenge is unprecedented as a result of the financial conditions and the 'Localism Act 2011' (HM Government, 2011). The organisational purpose of local government is no longer a given and requires redefining. In doing so recognition is needed related to the implications on the individuals working inside these historically grounded organisations (Local Government Financial Statistics, 2009).

Local government purpose has traditionally had clarity because the boundaries of activity were governed in statute, namely the promotion of economic, social and environmental wellbeing (DCLG, 2000). However, as the environment changes, so do the boundaries for which public services manage themselves within. Prior to 2011, local government purpose was clearly defined and contained within a series of legislative frameworks which very much controlled scope and created clear definitive end points of involvement. The most recent of these frameworks are found within the Local Government Act 2000

(DCLG, 2000). The clear and definitive purpose of local government according to this statutory instrument is to promote the economic, social and environmental wellbeing of the geographic area for which the particular authority is responsible.

Later, legalisation in the form of the Local Government Act 2003 (DCLG, 2003) widened the possibilities with respect of trading within the external market place. Under the Local Government Act (DCLG, 2003) it is illegal for government departments to create profit which is testament to the checks and balances to ensure a working capitalist system, i.e. that the state does not hinder or replace enterprise based on free market economics (Ingham, 2008; Miner, 2005).

Pre-2011, the legalisation available for fundamental organisation design change was passive, however, post 2011 the legislative and fiscal environment changed, meaning the status quo is no longer an option.

The Localism Act (DCLG, 2011) enables communities to have a greater say in the way in which local public sector services are run. This has implications for the way in which local government services are administered and has the potential to be used as a vehicle for reform to enable different forms of organising opening up the door to a myriad of organisational models, including ones with profit orientation. *“It also means securing new sources of locally raised funding to make local government financially self-sufficient”* (Parker, 2011, p. 5), leaving one to question the fundamental underpinnings of purpose in 2012 and beyond.

With the contracting fiscal conditions, the environment for local government has progressed into uncharted waters with the external trading potential becoming a legitimate potential to reduce the impact of reducing base budgets (Parent Organisation, 2011).

New forms of organising are being proposed as legitimate alternatives to the traditional service provider model. These new forms include ‘WOCs’ (LA 2011), Charitable Trusts and Social Enterprises with the ability to trade with a range of organisations including public to public, third sector and private sector. This moves us away from traditional large centrally managed organisation designs to a more distributed form of

organising and commissioning of services to others. This approach is somewhat novel and leaves many questions unanswered related to the nature of involvement of the local authority and organisational purposes.

Zott and Amit (2007) found that novelty of design of the firm was a factor for organisation success. Size of resources and efficiency of model design received little support from the data terms of success factors. This is significant for this research, where the state moves away from being the provider, enterprise in the form of business is likely to be expected to step in (Ghobadian et al., 2009). The OD of the research organisation is, at first glance neither traditional local government nor it is private or third sector.

The findings by Zott and Amit (2007), if extrapolated into this situation would suggest that for services to be economically successful the novelty factor could be more important than the efficiency of the organisation. This is counter to traditional OD arguments from scholars such as Adger, (1999) where better organisational hierarchy and appropriate procedures, essentially better of the same are cited as key organising principles (Adger, 1999). In addition, more recent contributions such as Anand and Daft (2007) propose content related to lateral organising. Whilst these appear valuable they are an extension of existing norms related to top down managerial intention as the primary key to success, and essentially an extension of Goldman (1959) and Galbraith (1974). Both of these arguments are grounded in historical normative arrangements, reinforcing arguments of convenience against a backdrop of large changes in technological and regulatory shifts in recent times. In particular, technological changes have made it easier to organise in virtual spaces rendering a physical line of sight as potentially less important than was previously the case (Cascio, 2000; Puranam, Alexy, & Reitzig, 2013).

The WOC within this case study is novel and somewhat unique and heavily invested in traditional organising whilst at the same time with an overarching requirement to be different in order to be commercially successful. There is a gap in the literature dealing with specific cases of this type where the organisation has emerged from a traditional public sector organisation. While Hybrid Structural design offers some insight it does not account for the specific financial and regularity environment of the case

study organisation (Puranam et al., 2015; Parent Organisation, 2011). By nature, a WOC is still nested within the traditional OD norms of the local government organisation with the expectation to be something else. It appears therefore that a WOC may need to consider their service provision, in particular not just whether they are able to cover their own costs. For example, how innovative they are may affect their ability to exist as much as maintaining a traditional local government OD, i.e. maintaining the status quo could lead to an inability to exist in the longer term. A private company might transform in response to market conditions or fail and therefore close. Service provision within the public sector is bound up with legislative requirements of **some** services, which cannot cease without an act of parliament, for example much of social services, in particular children's services (DCLG, 2000)

2.2.3 Alternative Organisation Operating Models

This has led to public sector organisations seeking alternative methods of organising such as the WOC in this study. In addition to the policy issues, there are strategic choices that could have been made by the local authority as alternative design choices for the WOC. Table 2.1 offers details on the differences between the possible options that the organisation could have selected.

Table 2.1 - Company Structure Option Analysis

Type	Legal Structure	Funding arrangement	Unique selling point	Potential issues
Wholly Owned Company (WOC)	Company Limited by guarantee (LTD), owned by a single organisation.	Traditional selling of services in order to receive rents. Profit share back to the owner.	Remains the property of the local authority therefore direct control maintained.	Constrained by existing legal requirements, which the local authority is bound too.
Charitable Trust	Independent organisation for the purpose of public good.	Funds raised through the provision of services and through donations.	Free from corporation and other company tax measures.	Highly restricted to public good activities. In addition, not controlled by the local authority, profits (or surpluses) cannot not be given to the public sector.
Co-operative	Employee/Customer owned.	Operating similar to a LTD, however profits collectively distributed through the company (internal).	Alignment of motivational theories to productivity and success, aka if I work hard I get the rewards direct.	Essentially nothing to do with the LA and therefore no benefits related to profits.
Social Enterprise	Traditional LTD with a social mission.	No different to Ltd as such, self-imposed rules related to where/how profits are distributed.	Organisational purpose relates to community/public good. However, in reality limited difference to Ltd.	Would be constrained by existing legal requirements which the local authority is bound too.

Source: (Alcock, 2012)

With restrictions lifted and budget pressures mounting creating enterprises where profit is a possibility or even an expressed intention we can see a shift in underlying organisational purpose that challenges the fundamental nature of organising in a way that local government has seldom previously experienced (Ghobadian et al., 2009; LA, 2011). Given traditional local government has been predicated on stability, it leads us back to the research questions of how authority is used to enable functioning of the organisation as well as any implication related to the habitat raised in section 1.3 as part of the research questions. The post 2008 context described in the section above leads to questions about the OD suitable for a modern-day setting. This is addressed in the next section.

2.3 Modern Organisation Design

Having contextualised the research context the literature focuses on what constitutes an organisational entity. Accepted common features within the literature include:

“an organization as (1) a multiagent system with (2) identifiable boundaries and (3) system-level goals (purpose) toward which (4) the constituent agent’s efforts are expected to make a contribution (we use the terms actor, agent, and individual synonymously)” (Puranam et al., 2013).

From this definition, it follows that it is the managerial manipulation of the above to achieve alternative operational or strategic outcomes that amount to the methodology for managerial decision making (Puranam et al., 2013). If the multi-agent system, boundaries or system-level goals are altered then the whole of the organisational system has been affected in some way and requires some form of intervention in order to ensure alignment and system congruence (Trist, 1981). Intervention might be explicit in the form of some sort of intentional managerial decision-making effort or, an agency response to changing system circumstances through individual agent activation, e.g., self-management. Hence the worker adjusts their own work within the bounded terms, which includes the limited scope they have been allowed through the structural boundaries of the work and/ or managerial structure of the organisation (Hutzschenreuter, Pedersen, & Volberda, 2007; Trist, 1981).

2.3.1 Production Model

The term OD is thought to have originated in the late 20th century during the mid-1960s around the time when contingency theory emerged (Aldrich et al., 1984; Lorsch, 1977). The field of enquiry has not been linear with a number of approaches emerging in the 1960s and 1970s. One of the first to study OD was Goldman’s study on information flow and workers - IPV (Goldman, 1959), which was continued by Galbraith (1974). This was followed by the continuation and dominance of the machine system metaphor at work (Morgan, 2006) also found in earlier Tayloristic notions of ‘Scientific Management’ (Halpern, Osofsky, & Peskin, 1989; Zuboff, 1988).

By the mid-20th century, the production model of organising was starting to be questioned, as was the notion of the all-powerful manager and the inferior worker, which fall within managerial intentionality and bounded rationality theories of the organisation (Hutzschenreuter et al., 2007; Puranam et al., 2015). The

socio-technical systems emerged from the Tavistock coal field studies identifying important aspects of organisational systems which were less tangible than what could be observed on the factory floor (Trist, 1981; Zuboff, 1988). Here, the dominance of managerial intentionality within bounded rationality was being challenged, particularly the ability to forward plan and make decisions purely as a result of technical data was insufficient and missed important social factors for organising (Hutzschenreuter et al., 2007; Puranam et al., 2015). Utilising the systems theory, the Tavistock study includes two different levels of work systems that organisations are directly involved with – the ‘Primary Work Systems’ and the ‘Whole Organizational Systems’. The next level being that organisations form part of the ‘Macrosocial phenomena’ (Mahoney, McGahan, & Pitelis, 2009; Trist, 1981), interconnectivity to the wider world or *Gaia* (Lenton & van Oijen, 2002).

The primary work systems challenge the notion of managerial intentionality enacted through command and control and organisational hierarchy as the logical route for organisational design. Perhaps the best known early scholar in this area of thought is Galbraith who focused his attention on vertical and lateral organising using information processing as a proxy for the organisation itself rather than solely the manager as the key driving force (Galbraith, 1966, 1971, 1974). Instead, autonomous working groups, matrices and networks could lead to better outcomes for the organisation and the worker here the field is linked directly to the earlier work of Tavistock Institute (Trist, 1981). The logic of the research outcomes identified that those closest to the work were best placed to make improvements to processes and increase efficiency as a result of reduced information processing, the IPV, which also forms part of the bounded rationality argument (Galbraith, 1974; Goldman, 1959; Puranam et al., 2015). These viewpoints were popularised at different points within the 20th century with numerous scholars and thinkers challenging the normative managerial arrangements leading to the much hyped introduction of Holacracy to the USA online retailer Zappos (Bernstein, Bunch, Canner, & Lee, 2016; Galbraith, 2012; Robertson, 2015).

Galbraith (1974) suggests an interactive relationship and a continually shifting 'organisational form' as a result predicated on linear interpretations and quantification of data. The way in which the information is used enables organisations to:

"1) increase their ability to pre-plan, 2) increase their flexibility to adapt to their inability to pre-plan, or, 3) to decrease the level of performance required for continued viability" (Galbraith 1974, p.28).

In addition, modern OD is also assumed to be synonymous with 'Organisational Structure' (OS), the latter referring to specific constructs associated with managerial control within a hierarchical system (Raelin, 2010) connecting to strategy concepts, articulated by the Chandler studies (Chandler, 1977). This was added to by Jacques's work on stratified systems theory (SST) and requisite organization (RO) (Jaques, 2013). The SST links to levels of human consciousness is now highly questionable. The evidence for such a simplistic interpretation of human cognitive functioning has been challenged comprehensively by developments in biology management studies in terms of neuroscience and cognitive plasticity in recent times (Chamorro-Premuzic, 2013; Sarasvathy, Dew, Read, & Wiltbank, 2008). Whilst informative from an historical context of RO and SST, the nature of organising through structural lenses is essentially a reflection of a status quo rather than an improvement of systems of organising

The OS and OD approaches are embedded within organisational life with Functional, Divisional, Matrix, Network, and Cluster structures (Galbraith, 1971, 1983; Mintzberg, 1981; Stanford, 2007) being used as ways to depict managerial hierarchies. These ultimately assume centralised organisational control with the manager as the key architect in the delivery of organisational output. The discussion between structure and broader design is still a dominant argument in the field. Essentially it is the difference between those advocating strict managerial control and organisational processes over those advocating the alignment of abstract socially constructed concepts such as organisational purpose, strategy, (soft) systems, environmental context, leadership, work, resources and people (Dunbar & Starbuck, 2006; Galbraith, 1974, 1983; Nadler & Tushman, 1999; Weisbord, 1976). The latter is becoming the dominant

force within the paradigm due to flexible theoretical frameworks linked to systems theories in addition to the emergence of technology, which is challenging the notion of control in the traditional sense.

More recently, there has been an increase in the continuation of none-traditional organising, for example, the agent as free to choose their own path, such as in the '*gig economy*' (Horney, 2016) and loose collections of workers leveraging nomadic technology, and individual freedom. They are not geography constrained thus are challenging centralisation of control, as it is no longer always clear where power is nested (Horney, 2016). Whilst this is useful in many instances, for freedom and flexibility of the individual worker, it is without doubt disruptive to the status quo. Organisations are attempting to define freedom within their own bounded terms leading to challenges within a legalistic context of groups of workers, the highest profile of this being Uber taxi services as an example (BBC, 2016). None the less, the technology enables adaptability and appears to be moving at a quicker rate than the lawyers seeking to curtail these changes. This leads to questions about the changing environment and addressing the wider issues within organisations whereas structural forms are more rigid and less adaptable.

Wider system issues related to organisational culture, organisational purpose and how stakeholders influence are features of positive organisational performance, however these are considered as key when discussing the organisation as part of a system (Galbraith, 1977; Nadler & Tushman, 1999; Schein, 1990; Weisbord, 1976). The progression in thinking is starkly demonstrated in Duncan's seminal paper entitled: "What is the Right Organization Structure?" (Duncan 1979), which is then deliberately mirrored in "What is the Right Organization Design?" (Anand & Daft 2007). Anand and Daft (2007), making a deliberate statement as to the changes that have occurred. For structural debates to remain creditable within OD arguments they must include wider discussion points otherwise they are rendered inadequate.

The OD reality requires wider viewpoints. The design of the organisation is more than the management structure. A new levels of structure is identified by the introduction of 'Self-Organising' (Butler & Allen 2008), and 'Virtual, Life-form Structures' (Stanford 2007) within the literature. Butler and Allen (2008) make specific reference to self-organising organisations in relation to the macro level of design within

government. Given the nature of the case study in this research, the latter is an important contribution, the self-organising nature at the macro level suggests that organisational reality is part dedicated through external instruments and part self-defined through the response and intention of the organisation through bounded rationality enacted as a result of managerial intention.


2.3.2 Established Organisation Design Research and Practice

The construction of the organisation design field of enquiry is well established in both research and in practice. It falls within a clear set of theoretical parameters of mid-range theories linked to the manifestation of the organisation in terms of structural and amorphic concepts of organising (Gregor & Hevner, 2013). There are established theoretical contributions on each of the three levels (i.e., well-developed, nascent and situational artefact theories) identified by Gregor and Hevner (2013: 342). Level three (i.e., well-developed design theory) utilises generalised systems theory as the main theoretical parameters for explanation of the design of the organisation. Variations are held within level two (i.e., nascent design theory) where the individual constructs, methods, principles and models are debated (Gregor & Hevner, 2013). Level one is closest to the individual actors relating to organisational artefacts (i.e. situational implementation of artefact) and is less of a concern for this research. The main deviating point between scholars (e.g., Jaques, 2006 and Galbraith, 1974) is the *system-structuralist* and the *contingent-systemist*. Both sides of the academic debate lay claim to the Tavistock studies (Trist, 1981), i.e., the structural argument follows that form *is* the strategy with which to organise around and is embedded in much of the logic produced by Jaques (2006) who argued the case for SST. In short, a framework, which reduces cognitive functioning within a managerial context to seven institutional levels of capability or in simple terms, seven layers of management, this is covered in greater depth in section 2.5.5. This is counter to the *contingent-systemist* perspective where form follows function through the system which was added to by Chandler (Chandler, 1962). In other words, the design of the organisation is in response to a wide set of constructs of which structure (managerial) is part of the whole system rather than the only driving force. The latter is much more concerned with wider issues at play within the organisational system including the nature of the social system and how this interacts with the structural

design (Chandler, 1962; Galbraith, 1974; Trist, 1981). This research is concerned with the contingent-system theory as the main driver for explaining the organisation design features. In particular, Galbraith's (1974) position of the IPV is selected as the main theoretical vehicle for explanation within a wider arrangement of generalised systems theoretical frameworks including: sociotechnical systems; OD that is both the technical and the social system is required in order to be effective (Butler & Allen, 2008; Galbraith, 1974; Goldman, 1959; Trist, 1981).

Table 2.2 depicts the theoretical contribution types within the design science field. For the purpose of this research, contingent-systems is useful for the explanation of OD and sits at Design Science level 3, with IPV being located within level 2, and with level 1, covering the situational artefacts' within the organisational system (Galbraith, 1974; Gregor & Hevner, 2013). The OD field is less clear about implementation of artefacts and the implications on design and that is the area where this study is focused on. This is particularly the way in which agency utilises different organisational realities in order to both make sense and to enable activities leading to organisational performance. In chapters 4 and 5 the researcher explores the meaning of this through the lens of stability and fluidly behavioural constructs.

Table 2.2 - Design Science Levels

	Contribution Types	Example Artifacts
More abstract, complete, and mature knowledge  More specific, limited, and less mature knowledge	Level 3. Well-developed design theory about embedded phenomena	Design theories (mid-range and grand theories)
	Level 2. Nascent design theory—knowledge as operational principles/architecture	Constructs, methods, models, design principles, technological rules.
	Level 1. Situated implementation of artifact	Instantiations (software products or implemented processes)

Source: Gregor & Hevner (2013, p. 342)

2.4 Whole Systems Theory

OD is concerned with systems and contingency theories and achievement of 'equilibrium' (Rivkin & Siggelkow, 2003; Santos & Eisenhardt, 2005; Tushman & Reilly, 1996) between organisational constructs (Anand & Daft, 2007; Dunbar & Starbuck, 2006; Puranam, Raveendran, & Knudsen, 2012) linking into tangible discussions on conceptual organisation design based on data - the IPV (Goldman 1958; Galbraith 1974). The IPV is connected to the 'bounded rationality' perspective (Puranam et al., 2012, p. 419) of organisations themselves as interconnected systems whose purpose is to coordinate activity. This has an

appeal in its simplicity which allows for explanation of organisational behaviour. However, the IPV has been challenged frequently, in particular its empirical validation (Drazin & Van De Ven, 1985; Puranam et al., 2012). Puranam et al. (2012) suggest that its continued popularity relates to lack of alternative perspectives in explaining managerial intentionality within OD and also suggests that the organisation designer and manager knowledge are distinctly different types of organisational knowledge, 'architectural knowledge' and 'predictive knowledge' respectively (Puranam et al., 2012, p. 420). Barley goes further in suggesting that the evidence of IPV utility is 'confusing and contradictory' (Barley, 1986, p. 78).

This presents a difficulty in explaining organisational success within an OD context purely from an IPV perspective or an organisational knowledge type as it stands. It is argued that organisational success or advancement is also dependent on the congruence and alignment within organisational systems of socially constructed concepts (Zott and Amit, 2007). Puranam et al. (2012) make the case to suggest that alignment may not necessarily include interactional aspects between actors, and that task performance and connectivity (IPV) between actors are not necessarily interdependent. This leads to the conclusion that modification of actor interdependencies can occur even when task interdependencies cannot be adjusted. This view is a counter congruence perspective, which makes the case that alignment between contingent parts as critical for organisational success. The view taken by Puranam et al. (2012) is problematic particularly where task and actor interdependencies are closely related or are the same. This is relative to knowledge and service-based sectors, which includes the WOC. As such the actor interdependency, and the service provision is wholly dependent on the ability to communicate at multiple levels, and the alignment requirements are nested *within* the actor interconnectivity.

At the meso level, organisation design has tended to view organisational success as being contingent on managerial intentionality within a wider controllable environment (Zhou, 2012). It is the construction of hierarchy, divisions and control processes that lead to success (see Section 2.5.2 - 2.5.7). This logic is based on the 'Differentiation' of the work into 'subsystems' (Miner, 2005, p. 227), in layman's term - a separation of thinking and doing roles, manager and employee.

Differentiation requires direction from the top of the organisation, as workers can be subjugated to the whim of the manager in order that they are able to respond as the organisation changes shape in response to the wider environment. What follows is a downward cascading of smaller units of work being filtered by various managerial constructs, i.e. 'the middle manager' (Cascio, 2002). The purpose of the middle manager is to ensure that communication and direction are appropriately reinterpreted for the audience's intellectual capabilities and requirements for the work at each institutional layer (Jaques, 2006). This is done so in a narrowing context, where the strategic insight is held at higher levels and therefore the work of lower levels is by nature a subsection of subsections of larger *blocks* of work (Jaques, 2006).

The differentiation viewpoint aligns to Jacques (2013) 'requisite levels' perspective, however, there is a lack of peer-viewed publications related to the SST, which it is underpinned by. The evidence that divides thinking in such a way is reductionist in terms of the actor's ability to grow throughout their careers unless it is within a managerial context. Puranam et al.'s (2012) work highlights the flaws in this logic, management and worker knowledge are different types. A linear connection between ability and hierarchy is overly simplistic in terms of organisational success and OD. In addition, it assumes younger group members are less intellectually capable related to managerial intentionally by nature of their age alone connecting capability, experience and age (Jaques, 1989). None the less, organisations appear to have a tendency or bias towards organising for the sake of the manager knowledge as the primary concern. The historic reality of organising shapes the current reality and critically the future design and future organisational realities (Lewin & Volberda, 1999).

The organisational hierarchy literature (Jaques, 2006) suggests that the actors move through the organisation vertically, pausing at each level and building their knowledge leading to super beings at the top of the organisation. This approach leads to reliance on managerial direction reinforcing the notion that the worker is incapable of making decision choices leading to upward pressure and arguably an abdication of responsibility ending at the top of the organisation. Given the nature of the case organisation, this is an important issue of concern and forms part of the realities that individuals experience as part of the design.

The organisation thus becomes reliant on the information processing abilities of the system with the manager as the key controller (Galbraith, 1974). As organisational size increases, more activities are differentiated, the depth and breadth of the organisation increases, accordingly the managerial hierarchy increases to compensate. However, the line of sight is disrupted as distance between organisational functions has increased creating the problem of design and redesign in perpetuity depending on the changing nature of the organisation. For success to be achieved there are questions as to if or how the manager and worker relate to one another. In addition, if we pause for a moment to consider the wider context, technology is now challenging what it means to manage as a result of the *gig economy* and the *free agent* (Horney, 2016). This is particularly in terms of how value is or is not created within the organisation and by whom.

The main constructs of the differentiation view are four-fold: 'formalization of structure, orientation of members towards others, time orientation of members, and goal orientation of the subsystem (Miner, 2005). The formalization of structure is well used perspective and understood within organisations, but the other three are less so.

The orientation of organisational members towards others relates to the types of work activities. Individuals involved with 'social interpersonal orientations' activities are held in environments with less certainty than activities that require 'task-oriented interpersonal orientations' (Miner, 2005, p. 228). Essentially, those that like working closely with other people tend to work in environments that lend themselves to this and those that are less people orientated tend to work in occupations where task is given greater importance over people. The latter lends themselves towards environmental certainty and therefore formalization of structures to support this within the context of managerial intentionality. Essentially, uncertain environments require additional interaction between actors in order to navigate the complexities and not previously experienced. In a certainty OD context, the uncertainty has already previously been explored and the activities now being able to become uniform or repeatable. It is not that the certainty arrived by nature of the activity being certain by default, the certainty is a result of previous

experience and therefore unknowns become known, and quantities to be measured, managed and *leaned* (Pepper & Spedding, 2010).

What is interesting with this aspect of the theoretical framework is that there is provision for uncertainty which dominates much of the situations that an organisation today face. However, there is a continuation of the logic within organisation design approaches of a formulaic interpretation of the environments in order to make sense and offer a design. Other questions that arise from this part of the theoretical framework relate to the nature of what constitutes a valid design are the changing nature of technology and the implications on organisations, for example, the impact of big data on organisation design (Galbraith, 2012; McAfee & Brynjolfsson, 2012).

As the contingencies become ever more certain through data acquisition in *real time*, there is a question related to the extent to which the uncertainty will matter. The speed at which uncertain becomes certain is likely to increase. Will this therefore lead to organisation designs that require less flexibility or responsiveness to a variable environment because the ability to predict has become so potent or might it lead to further uncertainty of a different kind, the type which is yet to be fully understood? For example, if all organisations build their responses dependent on real time data gathering and analysis as in the case of big data (Galbraith, 2012), is the logical conclusion that competition is eradicated leading to regulatory intervention in order to protect the market? The real danger of big data approaches is that it could lead to it becoming monopolising factor of larger and better-resourced competition (Galbraith, 2012).

Related to the context of certainty is the time orientation of members, the understanding of feedback between the actors in order to complete the task(s) at hand. This construct is loose; it is contextually bound depending on the subsystem at play. It also links again into the conversation on IPV as a systematic imperative (Galbraith, 1974), the ability of the actors/objects to engage in information provision impacts on the speed at which the organisation's systems including subsystems respond to their environment. This also draws out questions related to structural of a hierarchical concern, i.e., if speed of response is

important, the way in which an organisational hierarchy conducts and constructs itself becomes a dependency within the contingency system.

The fourth construct of differentiation is that of goal orientation, in the context of this research, *organisational purpose* (Parrish, 2010) which hypothesises that each subsystem will be primarily concerned with the goal(s) of the primary system. This draws out issues of strategic alignment which other theories and concepts such as 'strategy', 'congruence' and 'learning systems' and are more closely associated with modern OD (Aldrich et al., 1984; Dunbar & Starbuck, 2006; Tushman et al., 1986).

Strategic alignment is important, as is integration, the latter is concerned with the implications of subsystems differentiation. As the scale of the organisation increases intention is more difficult to achieve without expressed activity in order to coordinate information and activities between lateral and vertical subsystems. The increase in differentiation suggests that the integration will be more difficult and that the external environment will be tertiary compared to primary subsystem, whole system if interpreted as within the organisational setting being secondary. This leads to questions about the usefulness of contingency in the construction of the organisation without other theoretical frameworks and questions if indeed organisation design can be explained by any of the current theories available in isolation.

In addition, the contingency view can be incorporated in process themselves as the organisation produces systems and processes where each part is contingent on the successful handoff of the previous holder/creator of artefacts. This is in order to develop or manipulate for the next part of the process be it others within the organisation or the end user, the customer.

Utilising the contingency theory in these ways essentially offers a lateral and vertical view of the organisation whereby there is a chain reaction of events that create success, producing outcomes. In itself, the theory does not sufficiently explain situations in particular where organisations and actors self-sustain or create their own success in isolation without dependency on others within the organisation. In this, they have become contingent on their own resources, but this becomes more difficult to explain solely by

the suggestion that it is the contingency that has allowed for organisational success or otherwise leading to one to consider additional theoretical frameworks. This view aligns with the position taken by Puranam et al. (2012). However, in taking this opinion we are left unclear as to the organising principles with which an organisation can utilise in order to make design decisions. That is without it being singular and actor driven, moving away from collectivism as part of OD and questions if OD can be part of Design Science at all.

2.5 Design Science

Organisation design is located within the design science sphere, and there is a suggestion that design thinking *has come of age*, OD being located here is also in a new age of growth and insight (Kolko, 2015). Design science theoretical frameworks assume that there are phenomena, rules, principles, architecture and artefacts that are constructed and controlled, and influenced by actors and instruments of change (Gregor & Hevner, 2013). Furthermore, it is acknowledged that the field has practical applications, 'This type of theory gives prescriptions for design and action: it says how to do something' (Gregor & Hevner, 2013, p. 339).

Table 2.2 (see Section 2.3.2) depicts the theoretical contribution types within the design science field. For the purpose of this research, contingency, systems and complexity theories are useful for the explanation of OD and sit at level 3, i.e., 'Well-developed design theory'.

It would be wrong not to acknowledge that one could take the view that the 'Chaos Theory' (Anderson, 1999) could be used as a framework to explain organisational phenomena and it is useful in part for this research as well. However, Chaos theory is inadequate in being useful to the researcher or organisations because it explains variables too easily as abstract without any notion of predictability for organisational success. The implications being that managerial intention and bounded rationality matter little if at all. However, it is also acknowledged that organisations cannot predict and control all aspects of their environment and therefore 'chaos theory' has important contributions to make,

particularly if one takes the position that organisations manifest themselves in more ways than that of their legal definition, i.e., that there are organic elements effecting organisation success irrespective of organisational intention (Hinrichs, 2009).

Scholars have suggested that high performing organisations operate at the ‘edge of chaos’ in order to take advantage of the known and/or unpredictable variables (Butler & Allen, 2008; Zammuto, Griffith, Majchrzak, Dougherty, & Faraj, 2007), suggesting that this creates competitive advantage through the ability of early adoption of new ideas, phenomena and unusual instances leading to organisational improvements. This viewpoint directly challenges notions of control and predictability, and essentially is the polar opposite of the structural viewpoint. OD research is both part predictable and unpredictable as a result of being part of a whole system with the ultimate world connectivity being *Gaia* (Lenton & van Oijen, 2002). The nature of organising is therefore design within an opaque setting within Design Science, some of which has more clarity than others. It is explainable through a collection of existing theories - systems, chaos, and arguably more tangible bounded rationality and managerial intentionality. The whole picture is important in order to understand the nature of organisational success, the detail is important to understanding how and why this occurs. This leads to the conclusion that the abstract holds utility for OD and leads us to the next section where the researcher discusses Morgan’s (2006) Organisations Metaphors.

2.5.1 Organisations Metaphors

Gareth Morgan’s ‘Images of Organizations’ (Morgan, 2006) concatenates on the opposing views - structural and organic, by suggesting a middle ground for OD. He extends the approach taken by Mintzberg (1980) related to organisational archetypes but raises the dialogue suggesting that in reality organisations tend to be a mix and match of organisational forms and therefore comes closer to the view taken by Doty and Glick (1993) in term of system *equifinality*.

Morgan (2006) adapts ideas from his earlier work “Paradigms, Metaphors, and Puzzle Solving in Organization Theory” (Morgan, 1980) and is therefore grounded in the middle of the developing debate on organisation design that occurred at the end of the 1970’s. This work brings together many of the different schools of thought of organisations into nine metaphors to explain the way in which organisations can be and are viewed using socially constructed concepts as a way of explaining organisational behaviour within a set of OD archetypes, all be it rather abstract. In doing so he combines Systems and Contingency Theories to explain this. The debate therefore has moved into the discussion related to the individual constructs that best represent the OD which in turn allow organisational diagnostic tools applicable within business via the OD practitioner commonly used by management consultancies (Stanford, 2007).

In addition to the more abstract metaphoric OD issues, the researcher must also pay attention to the structural view which is well embedded within HR practice and much of the academic literature as being OD (CIPD, 2016). Next, the researcher addresses the types of possible structures available aligned to an adapted table from Stanford (2007) beginning first with a brief overview of Galbraith’s IPV perspective which is a useful basis for much of the structural based discussions (Galbraith, 1974). This will assist understanding about the different issues each structural configuration holds, much of which relate to the realities of organisational life which is connected to the overall research aims (see section 1.3).

2.5.2 Structural Configurations of OD

Galbraith made significant contributions to the debates around structural organising. Building on earlier work of Goldman (1959), Galbraith identified the nature of OD through four key constructs of ‘slack resources, self-contained tasks, vertical systems and lateral relationships’ (Galbraith, 1974, p. 30). These constructs are of importance to OD as well as to the research questions in this thesis.

2.5.2.1 Slack Resources

In terms of information processing, the first construct Galbraith identifies is that of ‘creation of slack resources’. It is important because it explains the nature of prediction and control within organisations (Galbraith, 1974). Essentially, management of resources is important in order to control the flow of information and any variations at any given time. Galbraith (1974) explains this as capacity

management, i.e., time utility as a resource as well as labour. Where the organisation holds the future as uncertain it allows for a greater timespan in order to manage the possible variable events that it might experience within the timeline and therefore operational delivery of products and/or services. Others have since referred to this in the context of strategic planning, essentially the greater the uncertainty the longer the timespan allowed (Cascio, 2002). Similarly, in terms of labour resources, organisations manage peaks and flows of work and therefore information used to calculate variations of labour increases or decreases worker numbers depending on need and therefore construction and management of the slack resource(s). Others have later built on this work related to predict and control of resources through efficiency means such as Toyota Production System, Lean and Six Sigma (Jayamaha, Wagner, Grigg, Campbell-Allen, & Harvie, 2014; Pepper & Spedding, 2010). These latter additions view time and resources as something that should be managed closely in order to maximise outcomes from the least amount of resource allocation practical and are discussed in more detail in section 2.5.7.1, table 2.3.

2.5.2.2 Self-Contained Tasks

The next area Galbraith identified was the nature of bounded tasks, which he names as ‘self-contained tasks’. Here the nature of managerial hierarchy and structure enters the debate. The volume of information being processed is reduced through structural means leading to ‘self-containment’ of an activity (and therefore information flow) within units (Galbraith, 1974, p. 31). In doing so, Galbraith (1974) lays the groundwork for two variations of structure based on input and/or occupational categories for example skills or resources or, outputs or geographical location of the work.

The manifestation of self-contained tasks is to bound work into smaller manageable units, which are ordered hierarchically leading to the formation of managers and workers. This is the separation of thinking and doing which Taylor observed and for which Galbraith explains as part of a ‘vertical system’ of organising (Galbraith, 1974; Halpern et al., 1989). This leads to efficiencies as repeated activity becomes routine; group and individual learning accumulates meaning tasks require less cognitive effort and can be

done promptly leading to an activity increase. Galbraith (1974) follows the self-containment of tasks with the bounding of work.

2.5.2.3 Vertical Systems

The bounding of work is formed into vertical systems of operations. This is commonly known as functional and divisional organisational structures of work (Galbraith, 1974; Stanford, 2007). At its core, vertical systems take self-containment of tasks and organise into logical groupings, skills and or resources bases. This is often referred to as functional structures with output based or geographic arrangements commonly known as divisional. This then forms the bases of worker hierarchy and therefore managerial control, managerial intentionality within bounded rationality (Lewin & Volberda, 1999; Puranam et al., 2015). Workers are able to enact agency within bounded terms, firstly as individuals, then as a collective, commonly referred to as teams (Dimotakis, Davison, & Hollenbeck, 2012) and then as a function or divisional grouping. This approach to organising is predicated on predict and control, the assumption being that the information processing system (the organisation) is able to gather and utilise sufficient data from the environment in order to plan, create and execute activity through individual, team and group agency to meet the necessary demand being placed upon it. In taking this approach, the organisation is introducing a form of stability into what would otherwise be chaotic and antithetical of organising. However, this part of the system does not take account of the interconnectedness of the organisation in general. Galbraith explains the logic of the latter as 'Lateral relationships' whereby the information processed within the organisation is not merely within vertical terms, it is also cross-organisational, or cross functional (Galbraith, 1974, p. 32). This is analysed next.

2.5.2.4 Lateral Relationships

In IPV terms, information is processed vertically and laterally within an organisation. The former was covered above in section 2.5.2.3. However, arguably lateral relationships are just as important for a functioning organisational design as the vertical, although it is worth noting that generally it is the latter that is more often the subject of enquiry.

The premise of lateral relationships is that they account for cross-organisational information processing. Scholars have formalised these relationships as part of team making in the form of cross-functional and matrix organising (Galbraith, 1971; Stanford, 2007). However, the fundamental principle set forth by Galbraith remains the same, i.e., lateral organising is not only important, it is just as important as what we now understand to be managerial hierarchy or vertical organising (covered earlier in Section 2.5.2.3). It is essentially how to connect vertical organising with the rest of the organisation where there are multiple divisions/departments/functions. This shows that the shape of realities being expressed by Galbraith (1974) are two-dimensional, and this will later be added to as part of the outcomes of this research, where multi-realities will be identified and explored.

The nature of lateral organising is initially predicated on in person connectivity, i.e., actor-to-actor information processes in order to ensure cross organisational understanding of work problems and solutions as well as necessary social functioning between the vertical group designs. Here Galbraith (1974) created a framework, which manages stability of workflow as well as communication, in a sense this is the basic foundations of managerial stability and boundary management of work.

In holding the vertical and lateral relationships together, agency is both a manifestation of managerial intention within information processing as well as self-enacting actor agency through independent thought and action within and across work groups, a type of work fluidity (Goldman, 1959; Galbraith, 1974). This challenges more simplistic interpretations of OD, which will be covered later (in Section 2.5.5) where managerial hierarchy (or structure) is the only recognised vehicle available to manage and achieve agency activation. In the latter interpretation, agency is an outcome of managerial action, in the former, agency is an actor driven mechanism as well as part of managerial intention (Jelinek, Romme, & Boland, 2008). That is, there is an independent action and consequences open to the actor as part of the OD and decision-making and, ultimately organisational performance.

What is the *right* structure for an organisation is a perennial issue within OD thinking (Duncan, 1979). Some argue the need for organisational structure or 'organisational architecture' which are in some way

formulaic with others being more relaxed about the fundamental shape and more interested in a combination of structure with abstract concepts related to workforce, organisational behaviour and work psychology (Agarwal, Anand, Bercovitz, & Croson, 2012; Puranam et al., 2012).

There are standard forms which are found within business literature, such as functional, geographic, and divisional and these serve as a guide for leaders seeking particular traits of structure types in order to satisfy the demands of a particular set of business goals. Stanford (2007) analyses a number of these basic structural archetypes (see Table 2.3 – Organisational Structure Analysis), which enables comparison of different strengths and weaknesses of different structure approaches.

In the following section, the researcher briefly addresses the attributes of structure types as defined by Stanford (2007) in order to help the reader, consider the implications of structural approaches on wider systemic design issues.

2.5.3 Structural Comparison

The majority of organisations recognise three structure types - functional, divisional and matrix (Galbraith, 1971; Stanford, 2007). A further two others are less visible within organisations, namely, network and cluster. Although network and cluster structures are just as likely to be evident because of the nature of the organising methods within most organisations, for example the need to work with suppliers and contractors or have satellite departments at arm's reach within the organisation (Stanford, 2007).

Historically, organisations have used ridged HR systems which lend themselves to structural diagrams by function and division such as the German company *Systems, Applications and Products* (SAP), which focuses on the integrated Accountancy and HR based applications (SAP, 2016). This however is beginning to be disrupted by organisations such as OrgVue who leverage the power of a variety of constructs to depict organisations (OrgVue, 2016). This shift is important for the OD field because previously, irrespective of the nature of a design the fundamental depiction used as part of the organisational narrative has been constrained by the ability of organisational systems to reflect them. As yet HR systems

such as SAP tend to relate to hierarchical position types, which enable segmentation by level of structure (and pay grade) rather than the nature of the work. As such functional and divisional arrangements dominate the nature of organising for many organisations as a result of pragmatic approach to system selection and choices available as much as wider organisational design logic. Table 2.3 shows a comparison by Stanford (2007) of the different types of structures. The list is not exhaustive, but the table gives a clear delineation as to the way in which each type of structure works. The reality is that organisational structures of scale tend to be a mix of these archetypes rather than one or the other in order to cope with complexity.

Table 2.3– Organisational Structure Analysis

	Functional	Divisional	Matrix	Network	Cluster
Division of labor	By inputs	By outputs	By inputs and outputs	By knowledge	By skills and knowledge
Coordination mechanisms	Hierarchical, supervision, plans and procedures	Division general manager and corporate staff	Dual reporting relationships	Cross-functional teams	Centralized hub, coordinating partner organizations
Decision rights	Highly centralized	Separation of strategy and execution	Shared	High, decentralized	Within each contributing organization
Boundaries	Core/periphery	Internal/external markets	Multiple interfaces	Porous and changing	Multiple changing interfaces
Importance of informal structure	Low	Modest	Considerable	High	High (hub to partner organizations)
Politics	Inter-functional	Corporate division and interdivisional	Along matrix dimensions	Shifting coalitions	Depends on contact between members
Basis of authority	Positional and functional expertise	General management responsibility and resources	Negotiating skills and resources	Knowledge and resources	Expertise, resources, position in marketplace
Resource efficiency	Excellent	Poor	Moderate	Good	Excellent
Time efficiency	Poor	Good	Moderate	Excellent	Excellent
Adaptability	Poor	Good	Moderate	Good	Good
Accountability	Good	Excellent	Poor	Moderate	Good
Environment for which best suited	Stable	Heterogeneous	Complex with multiple demands	Volatile	Fast-paced
Strategy for which best suited	Focused/low cost	Diversified	Responsive	Innovative	Competitive

Source: (Stanford, 2007, p. 66)

Given the research context, Table 2.3 raises questions about the nature of organising in 2018 and aligns to the research questions specifically how authority is enacted within the WOC, the implications on performance and more generally how the IPV is affected within the WOC context. Or, how IPV affects the WOC design or not.

2.5.4 Organisational Structure Analysis Summary

Table 2.3 also highlights a level of simplicity in organising through such structures and offers what appears to be a formula for design. The research organisation is traditional in its use of such artefacts and is organised around the divisional lines with some matrix working. However, the researcher notes that such diagrams are insufficient in terms of how the work is achieved through peer cooperation. If taken literally, for example the divisional arrangements are essentially (if divided into two) two separately managed lateral entities with no horizontal linking mechanisms or 'vertical system' for joint working (Galbraith, 1974). As management tools to understand who has responsibility for which worker, for example, who authorises time off, they are useful from an authority perspective (Zott & Amit, 2007).

OD has been defined and continues to be defined by the structural arguments of organising (Puranam et al., 2013). Whilst metaphoric positions that explain behaviour within, it is the structure that appears to be the defining artefact used to ensure managerial intentionality is exerted. As already mentioned, this position is supported by HR systems and processes that essentially track who have authority to manage workers in particular positions. The domination of functional, divisional and matrix remains a central issue for the field as well as this research in terms of organisational behavioural implications. Whilst the focus of this research is wider than just structure, the impact of organising in a traditional way is an issue of concern, particularly with respect of the efficient and effective organisation, the *input/output* IPV argument. To this end, it is important that the researcher considers further the nature of hierarchy and mechanistic approaches of OD.

2.5.5 Hierarchy and Mechanistic Approaches

It is not possible to say when hierarchy was introduced into organising. Historically, one can argue that examples of large-scale military or religious based organisations were the earliest. One of the first examples in the literature has been drawn within the industry for the New York Railway in 1854 (Rosenthal, 2013). One can make the suggestion that such organisational formations date to the earliest collection of tribes or groups of human's configurations similar to those we still observe within modern day organisations and later identified and understood as scientific management by Fredrick Taylor (McMillan, 2002). At this point, the formal construction of the organisation begins to develop commencing with task

measurement and separation in order to achieve increased efficiencies, separation of thinking and doing (Galbraith, 1974). If there is more than one individual in an organisation, for example an owner and apprentice then you have the beginnings of managerial hierarchy (Mintzberg, 1980). The more complex thinking, the accumulative nature of work, is by design managed at the top of the hierarchy with the bottom given instructions and more routine aspects of work.

Modern progression of organisational hierarchy appears to have been an outcome of the need to reduce complexity and increase efficiency rather than a system designed in order to create managerial layers for the sake of it. As an outcome of Taylor's work (Halpern et al., 1989), the pyramid hierarchy has been located within normative managerial vernacular and operations. Such is the ubiquitous nature of this thinking permeating society and business that the lay-person (and in many organisational settings) considers OD and managerial hierarchy as one and the same thing. This is reinforced by the HR professional standards in the UK focusing on structure as the mainstay of OD (CIPD, 2016). In many ways they are inherently interconnected, at scale, for example large multinational or large governmental bodies have managerial structures based on hierarchy of some description in order to manage complexity, be they divisional, functional, matrix, geographic/locational.

One of the most significant movements within OD in terms of structural approaches and practice was the introduction of 'requisite organizing' (RO) based on Elliot Jaques above discussed SST (Jaques, 2013). These were discussed above (see Section 2.4), however within the context of hierarchy and mechanistic approaches it is an important viewpoint and is covered in more detail here.

The SST connects to systems theories and argues for explicit connectivity between the design of an organisational structural arrangements and levels of human consciousness, essentially across seven layers. It marks a departure from earlier work that Jaques was involved at the Tavistock institute and part of a division within the OD community, which continues until the present day. The SST and RO make the structure the central point of organising, which is found to be important in the earlier coalfield studies which Trist favoured as a central point of organising (Jaques, 2013; Trist, 1981). In a sense, RO within SST

was a reconfirmation of Scientific Management, and STS was the beginnings of more socially driven organising principles.

The SST is predicated on four overriding theoretical assumptions, firstly, human beings increase in capability during their lifetime, an incremental progression towards a form of enlightenment leading to a greater ability as you age to lead an organisation as a CEO. Secondly, the work of organisations is compartmentalised into basic work at the lower levels of the organisation with increasing complexity the further up the hierarchy again in incremental stages. Thirdly, the organisation should structure itself in alignment to the first and second assumptions therefore task complexity and individual capability. Fourthly, the processes should be designed aligning with accountability and consistency measures at each level (Jaques, 2013).

Further, the SST is included here because it is a comprehensive structural system with a large OD following at the practice level as a result of the Global Organization Design Society's influence (GlobalRO, 2016). In particular, it replicates structures, which are common in military settings, highly hierarchical segmentation of authority and control. However, it is problematic because of the lack of empirically grounded literature, specifically quality peer-reviewed, that supports the system linking levels human consciousness to the number of institutional layers in relation to work and accountability. Recent work related to neuroscience questions this premise strongly. These studies imply that human cognitive abilities are not layered in the way that RO suggests. In fact human abilities hold the potential for infinite plasticity which challenges the notion of structurally defining work in the way the RO does (McShea, 1991; Puranam et al., 2015).

As a theoretical frame, the researcher was unable to locate quality peer-reviewed academic papers that support SST. In many respects the system reflects a historic view of organising through the manager as the strategic thinker and the worker as an unthinking doer through the prism of levels of work thinking. It is a reflective methodology of the normative management arrangements which gained credibility *because* it reinforces traditional management-worker OD rather than as a result its ability to achieve performance improvements of the firm.

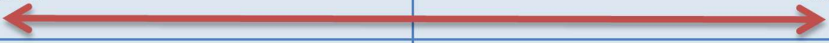
Therefore, the SST appears to be a theory designed to draw out a current type of organisational reality. Given the nature of technological advancement leading to the raise of network and cluster type structures and emerging view of organisational strategy, SST is fast losing any appeal it may have previously held. However, because of the historic nature of the research organisation and the nature of pyramid hierarchies within the researcher felt SST and RO offers some insight into the rational for design that such organisations, nested within historic bureaucratic OD such as the case study firm within this research. For example, issues of efficiency and effective organising are central points of RO and link directly to the attributes presented in table 2.3, such as time and resource efficiency and effectiveness of authority, i.e., the way institutional power is enacted. It is therefore useful to include as part of this review within an explanatory setting of why an organisation might have chosen a particular method of managerial layering. Following on, the researcher briefly discusses issues of spans within organising using Simons's (2005) view as a practical demonstration as to their utility. This is relevant to this research because it forms part of the control systems within which the organisation is able to enact agency and therefore construct managerial realities.

2.5.6 Spans of Control

Within managerial hierarchy and mechanistic thinking are notions of spans of control. Simons (2005), (see Figure 2.1) provides a useful contribution in defining spans across four key constructs - *span of control*, *span of accountability*, *span of influence* and *span of support* suggesting the ability to design and delineate between narrow and wide spans across each creating control across the four constructs. Doing so Simon's (2005) essentially forms part of the mechanistic OD view leading to the conclusion that managerial leavers (managerial intentionality) (here defined as across a continuum between narrow and wide), which is argued are responsible for setting and controlling organisational behaviour and direction in a similar way to that of a machine. Once this has been established, the organisation can only seek to improve on processes in order to increase efficiency and effective organisation design. Clearly this position is problematic because it does not allow for individual human variation and seeks to classify all actors within

a job role as the same in terms of core abilities to response to such managerial instruction (Chamorro-Premuzic, 2013; Sarasvathy et al., 2008).

Figure 2.1– The Four Spans of Managerial Oversight

THE FOUR SPANS		
Managers can adjust the spans of job design to create positions that are tuned for optimum performance		
SPAN	TO NARROW THE SPAN	TO WIDEN THE SPAN
	Narrow 	Wide
1) Span of control	Reduce resources allocated to specific positions or units.	Allocate more people, assets, and infrastructure.
2) Span of accountability	Standardized work by using measures (either financial, such as line-item budget expenses, or nonfinancial, such as head count) that allow few trade-offs.	Use nonfinancial measures (such as customer satisfaction) or broad financial measures (such as profit) that allow many trade-offs.
3) Span of influence	Require people to pay attention only to their own jobs; do not allocate costs across units; use single reporting lines; and reward individual performance.	Inject creative tensions through structures, systems, and goals - for example, cross-unit teams, dotted lines, matrix structures, stretch goals, cross-unit cost allocation, and transfer prices.
4) Span of support	Use leveraged, highly individualized rewards, and clearly single out winners and losers.	Build shared responsibilities through purpose and mission, group identification, trust, and equity-based incentive plans.

Source: Simons (2005, p. 57)

2.5.7 Process Improvement Methods

In the post war years, technology and manufacturing processes improved dramatically, much of the innovation and improvements came as a result of significant post war rebuilding aid from the West to West Germany and Japan. Japan became the second largest economy by the 1960's by leveraging the impact of international aid, state intervention in the market system and collaborative working known as 'keiretsu' (Metzler, 2013). In addition, this strategy was as a consequence of the USA's desire to maintain a foothold in the Pacific region in order to counter the rise of Communism.

Because of workforce collaboration and technical advances through 'The Toyota Way' or 'Toyota Production System', Toyota emerged as one of the largest and most successful car manufactures globally.

Toyota was experimenting with notions of cross-organisational collaboration (lateral design) and production improvement methods. In particular, iterative forms of improvement and the expectation of each worker being an integral part of the thinking machine. The expectation in the West was that the manager was the thinker; the worker did as they were told. In Japan this had changed with notions of equality in terms of contribution, the idea that on one level all workers were equal and integral in ensuring product quality (Jayamaha et al., 2014).

2.5.7.1 Toyota Production System (TPS)

The TPS is formed out of the Toyota Way (TW), which is understood as a cultural system, the way in which things are done generally. TPS is a socio-technical system in itself with direct links to TW, which will be discussed alongside other socio-technical systems and their origins later. The two main constructs of the system are based on 'continuous improvement' and 'respect for people' (Jayamaha et al., 2014). This is starkly contrasted with the older methodology of the division of labour where respect was a hierarchical issue and improvements were for the manager to define and the worker to implement.

Table 2.3 highlights the fourteen principles identified in TPS by Liker (2003), which are put under a set of four guidelines that appear to be important for strategy, process, respect and learning. Both strategy and process feature in earlier scholarly works (Chandler, 1977; Goldman, 1959; Klatzky, 1970), respect and learning are newer constructs with concepts of the learning organisation and positive workforce psychology adding to mainstream OD thinking in recent times (Edwards & Cable, 2009; Fisher, 2010; Romme & Witteloostuijn, 1999).

Table 2.4 - Toyota Production Systems Four Boxes

Strategy	Process
Taking a long-term perspective on management decisions Creation of smooth continuous flow by matching the customer demand rate and the production line; Relying on validated technology only;	Use of pull systems to avoid over production; Levelling out the workload (heijunka); Stopping the work (jidoka) to fix problems; Standardising the tasks;
Respect	Learning
Using visual controls and keeping workplace tidy; Respecting the partners in the value chain; Making decisions by consensus; Going to the place where 'real action' takes place (gemba) and 'thoroughly understanding the situation' (genchi genbutsu);	Grooming future leaders; Developing exceptional individuals and teams; Organisational learning through kaizen

Source: Adapted from Jayamaha et al. (2014, pp. 4334 – 4335)

The principles in table 2.3 are implicit and explicit within the TPS system. Given the success of TPS, we know there is usefulness for OD, in particular the nature of continuous improvement and the underlying approach to people resources, 'respect for people'. The research is concerned with emerging realities, the nature of organisational purpose and system issues of the new WOC, TPS offers a framework to locate these constructs. Next, the researcher discusses the two main constructs in turn which relate to the nature or authority and performance of the organisation, both of which hold importance to the research questions. Continuous improvement (CI) links with OD in terms of organisations as a learning, ever progressing entity. Similar to triple loop learning cycles circularity of OD (Romme & Endenburg, 2006; Romme & Witteloostuijn, 1999). Respect for people which links to organisational culture and values, which will be briefly covered later in this chapter but form important contributions to this research in terms of understanding and leveraging organisational capabilities.

2.5.7.1.1 Continuous Improvement (CI)

Continuous improvement is made up of three elements: 'challenge', 'kaizen' and 'genchi genbutsu' and moves us away from finality of design and builds towards iterative production. Here we can see linkages within progressive OD leading to 'agile methodologies', which have become popularised in recent times (Derby & Larsen, 2006; Org & Sutherland, 2016). The idea that there is always room for improvements as an organisation learns from activity. Firstly, CI relates to a longer-term view in terms of 'process-orientated thinking' contrasted by traditional 'results-orientated thinking', essentially focusing attention on improving process. This leads to overcoming challenges which then feed into the longer term vision of the organisations leadership (Jayamaha et al., 2014).

Secondly, 'kaizen', a concept made famous in the West by 'Imai' is the basis for small operational improvements by worker groups, for example 'quality circles' (Jayamaha et al., 2014). It is the notion that all workers are responsible for productivity improvement and quality of processes and outcomes. The third part is 'genchi genbutsu', i.e., locating where the real problems are, 'going to the shop floor' in order to understand at the point of manifestation. In this way, the combination of 'kaizen' and 'genchi genbutsu' demonstrates the key differentiator to normative pyramid hierarchical production methods. The manager integrates into the work of the workers when collaboration is required by the working group. Otherwise, the group has autonomy to resolve and improve.

2.5.7.1.2 Respect for People

Jayamaha et al. (2014) suggest that the second part of the Toyota system conceptual frame is the 'humanisation' of CI, respect for people (RP). Understanding and accepting humans are part of the machine means that due consideration of the issues effecting is important to the functioning of production. In the 1990s, when Japan was suffering its major down turn, it was Toyota that responded by integrating concerns of the workforce into key changes in the nature of work intensity, just in time (JIT) and design of the habitation (Jayamaha et al., 2014).

In addition to the CI and RP methods, is the underlying assumption of the coaching manager. Rather than dictatorial, the manager has thinking patterns and routines 'kata' which work on the basis of supporting

learning of the worker and working with them to improve and develop (Jayamaha et al., 2014). The researcher draws parallels here with a nurturing rather than a stoic parental figure found within TA (Berne, 1975, 2010).

The control of the organisation is centre stage within the research questions. This section has covered issues of control and also the nature of what is considered as good practice in the efficiency and effectiveness of organising through methodological means of driving up organisation performance. Again, this is important as part of the understanding for the research questions (see Section 1.3). Next, building on the performance improvement issue, the researcher discusses the more recent evolutions of such performance enhancing methods such as Six Sigma and Lean Six Sigma.

2.5.7.2 Six Sigma (SS) & Lean Six Sigma (LSS)

Six Sigma is a process improvement methodology, the removal of defects within business processes until perfection is achieved (Drohomeretski, Gouvea da Costa, Pinheiro de Lima, & Garbuio, 2014). The method was first utilised at Motorola and is created with providing a long-term competitive advantage during the 1980s and 1990s. Similar to TPS, it works on the basis of principles framing the methodology, these are:

- “an understanding of project expectations from the shop floor;
- leadership of top management;
- disciplined application of DMAIC (*Define, Measure, Analyse, Improve & Control*);
- fast application of the project (3–6 months);
- clear definition of results to be reached;
- supplying of infrastructure to implement improvements;
- focus on the consumer and the process; and
- focus on the statistical approach to improvement” (Drohomeretski et al., 2014).

DMAIC works on the assumption that an organisation’s strategy and operational reality is aligned without questioning if such realities align to the emerging purpose, as such Six Sigma (SS) and Lean Six Sigma (LSS) have limitations as tools rather than a complete OD change methodology. LSS takes SS further and integrates lean production systems and SS together in order to focus attention on reducing waste beginning with value stream mapping in order to map the processes at their current state. Once this is

done the process of leaning or removing processes and steps can begin (Pepper & Spedding, 2010). The combination of both is suggested to balance the two competing objectives as depicted in Figure 2.2.

Figure 2.2 - Six Sigma/Lean Cost/Value Benefit



Source: Pepper & Spedding (2010, p. 148)

2.5.8 Socio-Technical Systems (Humanistic Approach)

It is important to recognise that prior to Six Sigma and lean methodologies, socio-technical systems (STS) emerged within in the UK (Trist, 1981). The approach used data from the UK coal mining industry to put forward an alternative organisation design system predicated on the organisation as a social system. The importance of this section is the introduction of the humanistic approaches to OD. The researcher highlights here as a reminder as the importance linking process improvement approaches and the nature of the human reality within the system. STS focuses on the individuals *within* the organisation rather than the structural systems or decision-making process as the domain of managerial intention. In this way it bears similarities to TPS, SS and LSS in that it is leveraging the knowledge of the worker for process improvement. STS challenged conventional wisdom of the Tayloristic factory approach (Halpern et al., 1989) i.e., reducing the work to small individual pieces that each worker does repeatedly advocating instead for self-directed work groups.

One of the intriguing aspects of Trist and Emery's work on STS is that much of their predications related to organisations operating within an ever-increasing complex environment appear to have continued

unabated. This is interesting because of the continuation in general terms of thinking that OD of the firm is that of the static or stable environments, this is despite sociotec spurning a whole moment within OD circles. It is perhaps because focus as an OD issue, aka individual/organisational learning and development that the issues that Trist and Emery highlighted from a structural perspective have been largely ignored (Romme & Witteloostuijn, 1999; Romme, 2003; Romme & Endenburg, 2006; Trist, 1980).

2.5.9 Engagement Methodologies

Socio-tec is arguably a type of design engagement method; however, the notion that employees could be *engaged* in order to make a contribution is connected to managerial communication methods rather than organisation design. The field is an evolution of thinking related to customer and employee satisfaction as it is about collecting data about an issue or problem to be resolved (Hinrichs, 2009). This previous state tended to approach the customer and employees as recipients in need of information in order to make the correct decision related to purchasing or with regards to performing a task, related to the IPV of the organisation.

It is only in more recent times that we can see the merging of OD practice methodologies and managerial communication methods in the form of employee engagement linked to positive organisational behavioural knowledge and techniques (Bakker & Schaufeli, 2008). There are links here to the nature of management as a field, prior to the 1990s, the nature of management was related to command and control methods, the division of labour leading to the wise manager and the ignorant employee (Halpern et al., 1989; Zuboff, 1988). As the nature of the world shifted, particularly given the increased globalisation and technologically enabled workplace we can see managerial communication and OD adjusting. The former becoming 'engagement' and the latter widening scope away from structure to wider and often more abstract design choices and alternative organising methodologies.

Today employee engagement is an integrated part of HR functioning in terms of shaping organisational behaviour and part of the managers toolbox in terms of working with employees to achieve positive

outcomes for organisational success (Bakker & Schaufeli, 2008; Ulrich, 1997; Ulrich & Smallwood, 2004) and leads us into discussion about the sister research area of OD, OD and Culture.

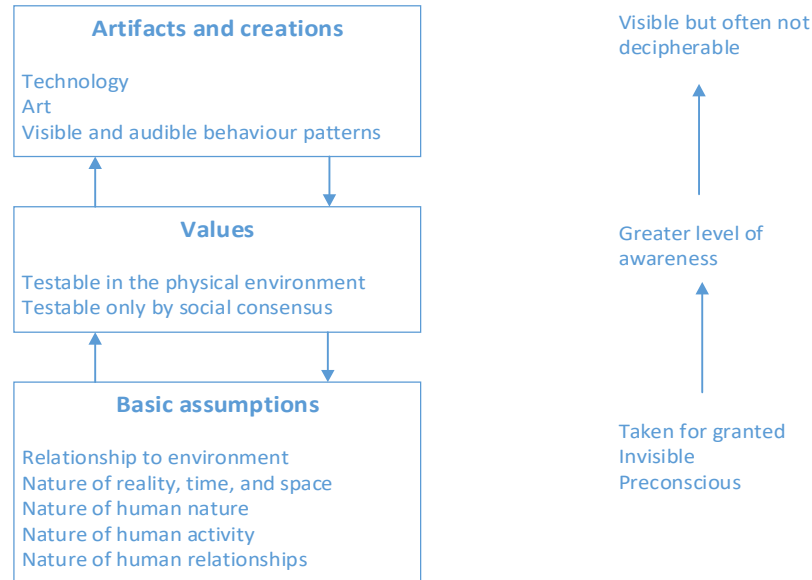
2.5.10 Organisation Development and Culture

An alternative viewpoint on OD located within managerial intentionality, is the organisation as a learning entity. Here, the experience of the worker within the system is revealed as an important aspect of OD. It includes work of Romme and colleagues (e.g., Romme & Witteloostuijn, 1999; Romme, 2003; Romme & Endenburg, 2006) who investigated OD as part of an organisational learning system which goes through iterative learning cycles in order to achieve improvements, referring to 'triple loop learning' (Romme & Witteloostuijn, 1999) as being the optimum for organisations to strive for. Parallels and connectively to this work can be drawn from much of the work conducted in the 1980's on Japanese management styles in the form of 'Quality Circles' (Munchus, 1983) which were arguably the antecedent of the Tavistock Institute work in the 1940's (Trist, 1981), organisational reality experienced through group meaning creation and improvements as a result. The work is based around the concept of involvement of workers and as such seeks to reduce potential negative effects of organisational hierarchy encouraging employee participation (Romme & Endenburg, 2006; Romme & Witteloostuijn, 1999). We can observe linkages to employee engagement as part of the way in which organisations choose to improve and iterate there developmental activities (Bakker & Schaufeli, 2008).

Schein's work on organisational culture (see Figure 2.4) originated within his process consulting work (Miner, 2005), and is relevant here within development as part of the organisational system. Therefore,

there are implications on how culture is used within enquiry with the experience of reality of the organisation and individual.

Figure 2.3 - Organisation Culture Levels



Source: Miner (2005, p. 338) original source Schein (1985, p.14)

The first box in figure 2.3 identifies artefacts and creations, these are the physical and virtual constructions within the organisation that an individual becomes aware of. Awareness in this context is not necessarily 'decipherable' (Miner, 2005, p. 338), i.e., not necessarily understood or acknowledged as the nature of reality may be taken for granted and therefore there is no need to question or notice many of the instances for example a ringing telephone or the colour of the carpet on the floor. The key for this construct is that there are visible, tangible to the audience and actors both in terms of physical artefacts but also in terms of the nature of behaviour of the actors in response.

The creations include those, which have been derived from the organisations' actors and those, which have been brought in from other sources. The important point is that the creations once within the organisation are part of the mutual understanding of the normative environment (Miner, 2005; Schein, 2010), which is tangible to those experiencing it. For example, seemingly innate objects without a

recognisable reason for existence take on, recreate and reaffirm meaning within the organisation through the organisational actors and through additional complimentary objects.

At the next level within figure 2.3, Schein suggests that values, 'testable in the physical environment' and those that can only be tested through 'social consensus' (Miner, 2005) receive a greater level of awareness than the basic assumptions (discussed later). In further work, Schein clarifies that at this level the values may or may not be congruent with the basic assumptions, *cognitive dissonance*, that is there is the possibility for distance between what people believe and how they behave, or there 'espoused' and 'taken-for-granted' values (Schein, 2010, p. 24). The issue is related to testability and continues to be bound-up in the nature of reality for those within the cultural setting. It becomes extremely difficult to measure the true meaning and validity of the constructed values of a given group because meaning is collectively constructed and reinforced or rather requires 'social validation' (Schein, 2004, p. 29).

Moreover, the normative assumptions lead groups to reinforce validity and superiority allowing of distinction and differentiation (Schein, 2004). Where group members fall outside of the normative assumption they risk 'excommunication – of being thrown out of the group' (Schein, 2004, p. 29). Within the research setting this is an important issue reality to how the employees experience a shifting reality where the value system(s) are also changing.

Both artefacts and creations and values (espoused) are built upon the very underlying collective belief systems, those within the organisation hold. Schein's (2010) theorising suggests that as a collective, organisational group holds collective belief systems, which enable the construction or emergence of the value systems and the tangible artefacts and creations within the organisation. Without a *collective* view, the organisation would not exist as an organisation irrespective of the nature of the legal or financial definition because there would be nothing to organise around.

This then leads to the question of culture and bureaucracy, if culture is anti-bureaucracy, the latter being 'ineffective' (Miner, 2005, p. 334) does this lead to the conclusion that normative pyramid hierarchies,

which optimise the formation of the bureaucratic organisation, are also ineffective? What is meant when using the term bureaucracy?

Weber (1968) suggests that “bureaucratic administration means fundamentally domination through knowledge. This is feature makes it specifically rational” (Schroeder, 1992, p. 115 original found in Weber, 1968, p.225) and also makes the point that “bureaucracy is among those social structures which are hardest to destroy [it] is practically indestructible” (Schroeder, 1992, p. 115 original found in Weber, 1968, p.987).

The latter point holds particular resonance where an organisation derived from a traditional local government departmental structure such as the WOC within this research is seeking to change towards more innovative and dynamic operations in context with a commercial direction.

At this point, it is worth noting that pyramid hierarchy is not one homogeneous organisational form, but it is an oversimplification of a number of possible organisational shapes such as those found within Mintzberg’s work (Kaufmann & Seidman, 1970; Mintzberg, 1979). In this sense, pyramid organising is a proxy for bureaucracy, information processing and control of knowledge.

Mintzberg demonstrates this within ‘the adhocracy’ (Mintzberg, 1979, p. 443), where at a conceptual level there is a clear assumption of the organisation’s shape not necessarily being neatly pyramidal. The assumption of neatness and organisational shape is often assumed to bear some relevance in how an organisation should achieve efficiency and effectiveness.

It is ironic that much focus remains on the notion that bureaucracy as negatively deviant to the modern organisation. Attention still focuses within contemporary business and many academic quarters installing the virtues of the underlying principles of bureaucratic organisation structures. One such example falls within Mintzberg’s seminal work organisation structure, ‘the machine bureaucracy’ (Mintzberg, 1979, p. 314), which observes the organisational shape and is often used in association with cumbersome and ineffective organisational forms. It is worth highlighting that in the assumed world reality, Mintzberg’s work is describing is predicated on stability and predictability of the environmental and therefore

organisational system, rather than a structural archetype in isolation of its environment. It is contextual and a Tayloristic notion without acknowledging that the complexity may not necessarily be with the tangible work and work instruments.

Complexity therefore should include a whole host of organic dynamics (Hinrichs, 2009; Tushman & Nadler, 1978) and therefore is inseparable from the form of organising taken and needs to be factored in as an intrinsic part of the formal. Schien's work is much closer to an environment which is not necessarily predictable or stable and therefore the suggestion that culture is anti-bureaucracy as to avoid or mitigate against ineffectiveness appears to have some validity and certainly in today's environment much closer to the reality that organisations face. A reality grounded in fast moving, dynamic markets, which are difficult to predict and are problematic to rigid organisation design.

Standard organisational forms continue to be required in order to satisfy legal and regulatory requirements which leads one back to the assumption of the pyramid (Duddington, 2007). This is not necessarily logical or formed using empirical evidence beyond that which is self-reinforcing of a pre-existing organisational design paradigm and therefore demonstrating the imperviousness of the bureaucracy highlighted by Weber (1968).

This is not to suggest that positive results in utilising formulaic designs are implausible. Both manufacturing and services where the production/ service is repeatable and linear forms are cases in point. However, the as the world makes moves towards products and services which have the expectation of customisability and individuality (Zuboff, 2010). The research focus in this thesis (see section 1.3) relates to authority, actor experience of the emergent context and critically the system that underpins this. This leads to questions as to the underlying logic of the designed organisation in 2018 and therefore, newer methods of OD approaches such as Agile (Derby & Larsen, 2006).

2.5.11 Emergence of Agile

This area of thought was highlighted in the mid 1980's as awareness of previously explanation of organisational change proved to be insufficient in understanding the OD (Aldrich et al., 1984). Previous

manifestations of organisations and the context with which they operated within had been static and slow-moving leaving opportunity to organise with intention, prediction and the assumption of systematic strategic planning at the core of operations.

However, a series of shocks and disruptive elements in the late 1970's highlighted the fragility in this orthodox thinking leading to reconsidering the management strategy and organisational change issues. In addition, we can see the computerisation of business within the UK becoming more prominent leading to efficiency gains of automation and digital technology (Campbell-Kelly, Aspray, Ensmenger, & Yost, 2004).

The term agile is a collection of design and project management methodologies founded within the software industry as a medium to simultaneously deploy and develop emerging products to the consumer. It is counter traditional research and developmental and project management approaches because these tend to rely on concepts of product testing and finality of design before the customer interacts with it. Agile is a dynamic approach to meeting customer need. However, to suggest that the traditional linear production model is redundant, would be missing the potential of both. Whilst agile appears useful it is far from a holistic organising method of the organisation in its entirety.

The term agile has been around for some time it is only in more recent past that formalisation as a broader project methodology began. In around 2001 a small group convened to create the agile manifesto:

- "Individuals and interaction over process and tools,
 - Working software over comprehensive documentation,
 - Customer collaboration over contract negotiation, and
 - Responding to change over following a plan"
- (Cohen, Lindvall, & Costa, 2004, p. 8)

The formation of the manifesto was a response to view the 'Agile' methods were somehow anti-methodology which had been a critic of the methods leading up to then. Agile approaches shift the nature of the relationship closer to organisational collaboration than customer/client relational, here we continue to observe linkages to STS however with extensions to the customer (Ahimbisibwe, Cavana, & Daellenbach, 2015; Hines, Holweg, Rich, Browaeys, & Fisser, 2012). The customer is not sold a finished

product as such, more a relationship with a provider where the customer themselves become part of the developmental team providing data and highlighting defeats to the provider.

Agile has merit in organising, it does not appear to be transferable to all OD related endeavours and has its limits just like all other organising methods do, for example, where the customer is seeking a 'one off' purchase or service that does not demand any future improvements.

The field of OD remains complex with those that advocate predefined formula and those that take a more 'organic' view (Adjer, 1999). Doty and Glick (1993) furthered this debate by proposing that optimal organisation design is not necessarily dependent on a specific organisational archetype as proposed by Mintzberg (1981). Moreover, the reality is more vague and that it is the relationship between the contingent parts that is a predicator of organisational effectiveness (Doty & Glick, 1993). At best, OD can be described as fuzzy for some with others being clear that it is managerial intention through the lens of structural intervention (Anand & Daft, 2007). Whilst Mintzberg (1981) allows for some flexibility it can essentially be seen as two distinct but potentially overlapping views of organisation design, one predicated on more 'organic' design (Adjer, 1999) through to those that believe that there is stability within the system and therefore there are standard organisational structures which are visually represented by structural hierarchical diagrams.

However, the structural view makes the assumption that there are a limited number of organisational forms (Mintzberg, 1980). The more progressive thought is that OD is more fluid to be successful because of the shifting nature of the environment and therefore cannot be completely rigid irrespective of the formal or structural iteration of the organisation (Winby & Worley, 2014). The way in which the employee experiences reality is through the tangible and intangible, these are important issues for this research (Schein, 2010). Important, not only in terms of the employee's experience, but also in terms of authority and performance of the organisation (Santos & Eisenhardt, 2005). Essentially, the informal is a structure in itself, is hidden and more varied utilising a wider range of constructs such as purpose, culture and stakeholder(s) directly linked to the aims of this research. Just as important is the formal and informal into

systems that allow the organisation designer to analysis and scope the environment to be remedied. Such as is being suggested within this enquiry, essentially the organisational system implications required for the OD of the case study organisation.

2.5.12 Habitation Realities

Organisational (physical and virtual) space, termed as habitation realities within this thesis denoting the environment that the actor finds himself in, has become an important part of organisational studies, in particular the nature of physical workspace design and psychological safety of the actor (Oseland, 2009). However, habitations have seldom featured within peer-reviewed publications within an OD context. Where they have featured it has been as part of a passing reference such as the actors' location generally rather than the nature of the design itself and alignment or not to the work processes. The acceptance to this has been in the manufacturing settings where much of the early work commenced (Jayamaha et al., 2014; Lawrence, 2010). This is curious, as much of the vernacular of architectural design and organisation design are similar, for example structure, boundaries, blueprint, position(s), efficiency and so on and so forth. The researcher's experience of attempting to introduce habitations into this study draws out the difficulties of observing service-based work processes compared to a production line where each activity is explicitly observable. In addition, habitation that actors occupy is now a combination of virtual spaces (Cascio, 2000) as well as the physical, the latter need not be collocation or have any geographically design principles related to the organisation other than the requirement to have an internet connection. Again, much has been written about this but it appears limited in particular within whole systems organisation design context given the major contributions were published between 1950 and throughout the 1970's (Child, 1972; Galbraith, 1971, 1977; Goldman, 1959; Jaques, 1951; Weisbord, 1976).

The prevailing direction is that work will continue to be done within virtual work spaces and increasingly so and brings together other issues of concern for this study that is the post 2008 context. With physical space at a premium and the Western world heading into the worst financial recession in modern history organisation design has once again become an important theme, the next part of this chapter will focus on the Research Context and recap of the problem this research addresses.

2.6 Research Context and Problem Recap

As briefed in chapter 1, the public sector political and financial environment in the UK has changed leading to stressors on the organisation system. With this change in context comes the need to address the way in which such organisations manifest themselves. To consider the rules or design principles of the organisations, what systems will determine success and what do success mean in this changed context? Furthermore, how will the pre-existing organisational culture of the organisations interface with the new reality? If the purpose has changed, has the significance of this penetrated with the individuals affected? The PO in this research context created a WOC from two former construction orientated departments in order to seek out new revenue streams to replace those that had been lost from central government. The research investigates the implications of the organisation design related to efficient and effective operations within a theoretical framework of whole systems. Further background information related to the research context and problem can be located in Appendix I which covers some of the important technical and legal issues related to the case study organisations.

2.6.1 Operational Research Model/Framework

Figure 6.1 (see section 6.1) depicts the model constructed by the researcher for the purpose of analysing the data (although it is worth noting that the formation of the model was iterative in conjunction with the data analysis rather than a linear process). Formed as a result of the ethnographic phase of the research it created a lens for which to view OD in the context of a WOC. Prior systems models were unable to give depth of understanding, in particular the nature of dual realities, stability and fluidity conditions for interpreting organisational behaviour within an OD context.

2.7 Summary

This chapter has considered the key OD literature. The previous OD dividing lines within the case study context where not just legislatively bound, there were also underlying cultural and ideological assumptions of the individuals working within the local government to consider. These prevailing winds not only interfere with previous structural norms; they have implications on individual realities and the nature of

organisational purpose(s). In particular this literature review has covered topics necessary to investigate the nature of the research questions including the nature of the emerging ex public sector context, the experiences of employees within this context, issues related to organisational realities such as purpose, culture and stakeholder involvement and influence and issues of systemic organisation design for modern OD. Within the research organisation, the nature of structure is embedded within the approach to organising differentiation based along historic lines, which are uncovered and analysed in chapters 4, 5 and 6. The research includes the structural debate within the literature review because of the historic importance of the managerial intention, enacting of power and the organic debate within OD, which influence the nature of organising in the case WOC.

The researcher therefore stresses the importance of investigating the organising conditions of an ex public sector enterprise, the implications on the actors and also notions of performance such as those that are raised as research questions in section 1.3. Given there are changes to the underlying purpose of such an organisation and given the other research issues related to authority and habitation there is also an importance of questioning the systemic alignment and underlying issues also raised in section 1.3.

In order to address the issues related to OD and the case study organisation the researcher has highlighted modern OD, whole systems, and design science and addressed the historic, academic and practical issues at hand related to OD, OS, efficient and effective organising within the context of managerial intention and bounded rationality. In the latter part of the chapter, the researcher covered the emergence of Agile methods as well as the nature of habitation.

In the next chapter, the researcher will provide information regarding the methodology chosen to investigate the research issues including the underlying philosophical issues at hand, data collection and analysis methods and how the data has been verified and validated.

3. Methodology

3.1 Introduction

In chapter 2, the researcher addressed the underlying conceptual, theoretical and policy literature contributions that have been made to modern OD. This chapter begins by explaining how the researcher justified the methodology selected, his underlying philosophical position which frames the methodology including the rationale for selecting qualitative methods as the research tools for collecting and analysing the data. In addition, the researcher gives an overview of the research design, including acknowledging himself as part of the research process. The penultimate part of the chapter is devoted to the methods of data collection, the ethical considerations made. Finally, the last sections of the chapter deal with the analysis approach used including the secondary level developed for this study ending with a summary of the whole chapter.

3.2 Research Paradigm

As shared in chapter 1, this research was supported by an ESRC case study award (ESRC, 2010) with a focus on a WOC. The unusual and unprecedented changes occurring within the public sector at the time meant that selecting a single WOC which was undergoing change and in particular related to OD within the local government as a case study offered a unique opportunity to conduct this research. Accordingly, the research context shaped the need to investigate the research questions from an interpretative position of social constructionism (Bryman, 2008; Corbin & Strauss, 2008; Lee & Lings, 2008). Given the uniqueness of the situation, approaching the study from an interpretative perspective allows the researcher to uncover and explore social meaning in an emerging WOC OD environment that would have proven difficult to achieve using quantitative methods.

In particular, interpretivism allows the researcher to gain insight into the 'inner experience of participants, to determine how meanings are formed through culture, and to discover rather than test variables' (Corbin & Strauss, 2008, p. 12). The focus of this research allowed the researcher to investigate collective behavioural responses to a dynamic and unclear environment.

Lee and Lings (2008) highlight that 'research questions and sampling methods will also influence later analysis'. As previously suggested (see Section 1.3), the aim of the research is to create an understanding of the changing nature of the public sector through the lens of a newly formed company established as a WOC.

In order to discuss the methodology, we must first consider the nature of research and research paradigm suitable to address underlying research questions (see section 1.3). The work of Kuhn was critical in identifying paradigms as 'a cluster of beliefs and dictates which for scientists in a particular discipline influence what should be studied, [and] how research should be done, [and] how results should be interpreted' (Bryman, 2008, p. 630 quoting Bryman 1988). A paradigm sets the context for research to occur and therefore there is an inherent link between selection of methodology and the research paradigm this work is nested.

A research paradigm is held together through connected logic of an ontology 'the nature of reality... a set of beliefs about *what* the world we are studying actually is', epistemology 'the study of what we can know about reality' for example objective or subjective possibilities, axiology 'in essence about the 'aims' of the research...explain and predictor seeking to understand' and finally methodology 'how you are going to go about your research' (Lee & Lings, 2008, p. 11).

3.2.1 Positivism and Constructionism

There are a number of dominant research paradigms. These include positivist and constructionism with critical realism holds a type of middle ground. Positivist paradigm is 'the *standard view* of western science, by both its supporters and opponents' (Lee & Lings, 2008, p. 31). In order to explain and predict the world, positivists believe that phenomena should be observable directly in order to justify its existence. Therefore, methodological approaches to empiricism in this context require quantitative tools and verifiability through deductive reasoning ascribed by Poper (Duberley, Johnson, & Cassell, 2012). In essence, positivists believe in *objective* reality that can be observed independent and without being influence by the researcher and research subjects. This view is derived from natural sciences of laboratory

testing, experimentation and falsification logic, a proposition (theory) is true until tested through empirical means and found to be false (Bryman, 2008; Lee & Lings, 2008).

Methodologically, this is achieved as a result of hypothesis testing, deductive logic, the proposal of theoretical problems and positions, which are then tested and found to be true or false. Within social science research this would typically be achieved through quantitative methods such as survey's and experimentation (Bryman, 2008). Positivism is thus rejected for this study on the basis that it is unable to address issues of human experience and meaning creation in the way that constructionism and inductive logic can (Bryman, 2008).

For this study it is important to understand the actors and meaning creation through their lived experience (Bryman, 2008). The research questions for this study require methods which draw out meaning in order to understand and use local context in order to frame conclusions. The ultimate aim of positivism is to predict and explain and create general laws achieved through standardisation of method (Lee & Lings, 2008).

3.2.2 Critical Realism

The nature of this research and aims for this study are to understand a single case study phenomena (Bryman, 2008; ESRC, 2010). As such the researcher opted to employ methods, which allowed for variation and exploration of the research subjects. This was achieved through probing and questioning such as those found within ethnography and semi-structured interviews *towards* a constructionist ontology. However, in reality the research was nested within critical realism situated between the two polar extremes of positivism and relativism due to the reliance on constructs that utilise positive and relativist positions depending on the context (Bryman, 2008; Lee & Lings, 2008). The researcher draws on Bhaskar's view that in reality critical realism addresses the inadequacies of realism by highlighting the importance of human experience within academic research and therefore ensuring that subjectivity is a legitimate part of academic enquiry (Roberts, 2014). Bhasker (2010) challenges contemporary research ontology by highlighting the implicit uniformity within philosophy of science, suggesting that:

“...the revindication of ontology, or the philosophical study of being, as distinct from and irreducible to epistemology, or the philosophical study of knowledge; and, on the other hand,

for a new radically non-Humean ontology allowing for structure, difference and change in the world, as distinct from the flat uniform ontology implicit in the Humean theory of causal laws as constant conjunctions of atomistic events or invariant empirical regularities – a theory which underpins the doctrines of almost all orthodox philosophy of science” (Bhaskar, 2016:1)

This research therefore adopts the philosophical position between constructivism, interpretivism and critical realism (Bhaskar, 2016; Lee & Lings, 2008; Roberts, 2014). It is the researcher’s view that reality is experienced subjectively and socially constructed (Bryman & Bell, 2011). The theoretical frameworks utilised draw upon socially constructed concepts such as ‘culture, strategy, systems, processes, purpose, leadership, values’ found in historic OD literature (Burke & Litwin, 1992; Galbraith, 1974; Nadler & Tushman, 1999; Weisbord, 1976). Utilising socially constructed concepts create OD models that allow the researcher to create data drawing out meaning of actors within organisations.

The research uses subjectivity as part of the enquiry; the meaning creation of the researcher is also an important aspect of the study. This approach leverages the past experiences and deep insight the researcher has within the organisation at the centre of the data collection.

Critical realists believe that there is an objective reality that one can point towards in order to make assumptions about a phenomenon that is being explored, however in doing this reality is not in itself the only interpretation of that reality, there is no single reality waiting to be discovered (Lee & Lings, 2008). The reasons for approaching this research from a critical realist perspective are primarily pragmatic, as it enabled the researcher the ability to address issues of measurement within the organisation, for example financial imperatives, as well as more abstract issues related to actor lived experiences accepting that latter is not necessarily the only interpretation that could be formed. In doing so, the researcher is aware of ‘paradigm incommensurability’ of the position taken and accepts this is a tautology without an answer (Lee & Lings, 2008, p. 370).

In the next section, the researcher discusses the rationale for choosing qualitative methods for this research. He elaborates further on the research design nested within qualitative methods in order to link it to the research paradigm covered in section 3.3.2.

3.3 Rationale for Qualitative Enquiry

Qualitative research methods are inductive in nature, concerned with theory generation (Bryman, 2008).

The researcher is concerned with understanding the social world and therefore required methods that would enable access to this data. This research is principally concerned with exploring actor meaning creation and understanding of the changes effecting the organisation they are situated in. The alternative approach would be to utilise quantitative methods, however these would have been insufficient in extracting the type of rich context specific data and 'thick descriptions' required (Miles & Huberman, 1994, p. 10). In particular qualitative methods have an 'emphasis on people's lived experience as well suited for locating meanings people place on the events, processes and structure of their lives' (Miles & Huberman, 1994, p. 10). This is important because the three sets of research questions (see Section 1.3) relate to actor meaning creation through OD habitations, wider constructs and systems used to enact reality.

3.4 Research Design

The research design used Neuman's qualitative research framework (see Figure 3.1) to consider and construct the approach taken within this research design. The methodology is qualitative, in order to address issues of meaning creation through interpretation of the actors' experiences nested within the workplace setting. The design approach began with the research acknowledging himself as a research instrument within the research in order to adopt his own philosophical perspective and position. Following on from this, he was able to design his study, collect and then analyse data in order to interpret it. It is worth bearing in mind however, that the process was not as linear as detailed in Figure 3.1, instead steps 4 – 6 are iterative in nature (Miles & Huberman, 1994) each informing one another and building towards a particular viewpoint of the case study with steps 1 and 2 contextualising and supporting the interpretation and therefore findings.

Figure 3.1 - Research Design Approach



Source: Neuman (2005, p.15)

As already mentioned, Figure 3.1 suggests a linear process of research deployment, in reality the method applied was less clear in particular at stages 4, 5 and 6. This is because of the nature of qualitative analysis where the researcher is within the data. This means that it is inevitable that analysis and interpretation occurred concurrently as the collection happened. This was more apparent during the ethnographic part of the collection where the researcher immersed himself within the organisation in order to understand the nature of reality from the organisational actor's perspective on a day-to-day basis. The research process was iterative rather than linear, this is difficult for a model such as Figure 3.1 to explain. Hence, the research spent time going back and forth from stages 4, 5 and 6 adjusting and reforming as he progressed with his research. Reflection and observation were happening simultaneously and separately, often it was not clear when observation ended as the researcher constructed his own reality from his observations.

3.4.1 Acknowledge Social Self

The underlying purpose of the research is to be of practical use to the organisation where the research is taking place, along with making robust theoretical contributions. In addition, the researcher was an employee of the parent organisation. He commenced employment in May 2001 working in a number of area's including Social Services and a number of junior, middle and senior HR positions until voluntary

cessation of his employment through redundancy in August 2015. This inevitably leads to questions of conflict of interest and ethical concerns of confidentiality, certainly perceptions if not reality, the latter being much more controllable than the former. In addition, it highlights that the researcher has an intrinsic and unbreakable previous situational and cognitive relationship with the organisation leading to questions of objectivity and bias.

Nonetheless, each of the potential barriers and conflicts also has advantages in the form of insight into the underlying constructs within the organisation that might not be apparent without this previous historical lens. In addition, this context enabled swifter access to the data than might have been the case in an organisation that was not so familiar and therefore trusting of the researcher. Irrespective of the philosophical and methodological approach chosen, the issues described here would affect the research. However it is felt, drawing on the literature that the chosen perspective and methods are not only appropriate, but in fact offer a unique vantage point using the researchers relationship to the advantage of the research, namely the *advantages* of subjectivity (Bryman & Bell, 2011; Lee & Lings, 2008) rather than something that requires mitigation to disadvantage or impede.

3.4.2 Design Study

The design of the study enabled the researcher to get into the research, to become integrated within both the methods and as a research instrument for data collection and extraction. In this way, concepts of objective reality are difficult to maintain if not impossible. This is because of the intrinsic relationships of the researchers underlying philosophic position and subsequent methodology choices as well as the history that the researcher found himself in terms of prior employment within the research PO.

Considering all this, the study focused on data extraction using ethnographic and interviews as the main data collection methods. A focus group element was considered; however, this was discounted because it did not add to the data collection enough to justify the time constraints it would impose as the research progress. In addition, given the case study research it was felt that it would be difficult to guarantee confidentiality of the respondents in. Utilising ethnography, the research subjects whilst potentially being

indirectly influenced were less likely to change the *nature* of the work that was undertaken (Bryman, 2008; Lee & Lings, 2008), which is the primary concern of OD based research.

Following this logic, the interview questions were based on the prior ethnographic observations, therefore whilst introducing subjectivity and influence into the conversations this was done utilising prior data collected rather than simply the whim of the researcher's personal biases, accepting of course that it is impossible to completely mitigate this.

Inductive in nature, the research adopts a modified 'Grounded Theory Approach' to theoretical development (Bryant & Charmaz, 2007; Corbin & Strauss, 2008; Neuman, 2005) in order to build the theoretical framework. It attempts to avoid making presumptions about the research phenomena in order to allow the data collection and analysis to inform and create the basis for the theoretical discussion. However, whilst this is true, it is also true that the researcher has been influenced by experience and through research methods and readings within the field, which therefore means that there are assumptions of systems theories within the background of the work. It is impossible to remove prior understanding through his work experiences and detailed understanding of the OD field and therefore the work has these biases within. Due consideration is made to these theories in appropriate places (Bryman, 2008), the researcher feels given the nature and status of OD research this was both appropriate and necessary.

3.4.3 Researcher's Context

It is the researcher's position that the organisation is made up of physical and virtual constructs, i.e., the ontology. The nature of reality is dynamic with co-dependent constructions in the form of complex adaptive systems and subsystems (Lee & Lings, 2008; Romme, 2003). The researcher is of the view that each actor constructs meaning within the environment that they find themselves. This meaning is malleable depending on an unquantifiable number of variables, open to interpretation and therefore subjective epistemologically speaking (Lee & Lings, 2008).

Each actor has been shaped by perspectives that shift and move as time progress with few (if any) constants in order to benchmark their own existence. Despite this, the researcher believes that knowledge and understanding can be built through an axiology to achieve *understanding* of the existence of the individual in the world that they operate in (Lee & Lings, 2008). Within the WOC, the individual actors were experiencing emerging realities therefore understanding those realities was critical for this research. In approaching this way, the researcher adopted a constructionist ontology deriving *meaning creation* from the actor's own words and experiences as well as his own observations within this context (Lee & Lings, 2008). The direction of the research is shaped by the need to derive meaning that actors place on and within organisations, the epistemology, as worlds of sense making and where much of individual agency occurs (Knight & Haslam, 2010; Lee & Lings, 2008; Puranam et al., 2013) leading to conclusion about the nature of reality within an OD sense is built through the collective lenses and experiences of the actors within the WOC. This approach is contra to those that would seek 'unbiased' and 'generalisable' knowledge, the latter is useful in comparative studies where there is the ability to compare like with like (Lee & Lings, 2008:11). In a single case study, particularly one that has OD as its focus it is problematic to approach from a structuralist perspective and much of the actors lived experiences would potentially be lost.

Working from the ethnographic position, the human experience is culturally constructed (Lemke, 2011) and the study concentrates on the actors' experiences of changes in the working environment to contribute to the OD theory. Specifically, when moving from a large traditional organisational form to a new OD of a much smaller scale.

A key concept that this work will use as the centre point for the addressing organisation design is 'purpose', identified as 'the reason for existence' (Parrish, 2010; Weisbord, 1976). Burke and Litwin (1992) identify that employees understanding and having access to the central purpose of the organisation is critical for success. Here the research is concerned with reality as experienced within a post local government setting. The WOC organisation was no longer within the boundaries of previous organisational realities meaning the actors within are needed to construct new realities in order to explain and give legitimacy to their

existence. The researcher draws on Parrish (2010), offering a frame to view not for profit enterprises, he found that purpose driven organisations rely on a wide range of drivers that enable success. The latter being amorphous and therefore organisationally specific. Given the nature of the organisation within the case study is part of a wider purpose driven entity, the researcher believes that organisational purpose forms an important implicit and explicit issue of concern within this research. This is particularly so given the problematic financial constraints and pressures identified in Chapter 2.

3.5 Selecting Case Study

As the research is supported by a CASE Award (ESRC, 2010), meaning part of the selection was dictated or 'opportunistic' (Gobo, 2008, p. 102). As shared earlier (see Section 1.1), the parent organisation in question is extremely large leaving many options and possibilities in terms of where the enquiry might have been located. Of primary consideration was the relationship that the researcher had with the organisation in question. Efforts were taken to avoid areas of the organisation that the researcher had previously worked closely as an employee, although it is worth noting that because of the nature of the researchers' previous positions it was difficult to locate a research area that he had not previously had some involvement in that also met the wider conditions related to what is new or emergent in the sector. The researcher took the view that focus for selecting the organisation should be based on the potential to produce new or interesting outcomes (Bartunek, Ireland, & Texas, 2006). The organisation that was eventually chosen had previously been involved with another successful CASE Award research and were open to the research process. What made them interesting for the purpose of research with OD at the centre of it was the nature of the construction of the legal entity of the organisation. Whilst it remained related to the parent organisation, it had become a newly formed company with a single shareholder - the CASE Award organisation. The legal construction of the organisation in question is discussed elsewhere in this document (Appendix I) and is specifically of interest to the wider organisation design conditions and findings.

3.5.1 Workforce Sample

The intention of the researcher was to use 'stratified sampling' (Brewerton, 2011) to create a representative sample of the workforce for the second data collection phase, the semi-structured interviews (Bryman, 2012). This was initially felt would allow for a variety of experiences across the organisation, however, in reality a more selective approach was taken as a result of the secondary data collected later which gave insights into the age and tenure of the key organisational actors. Nonetheless, the primary criterion for selection was based on length of service (highest and lowest, followed by those with 21-29, 1-10, 30-43 and 11-20 years within the WOC). More details about the informants' selection criteria is available in Appendix B. The initial criteria placed the length of service as primary because it was felt that this was likely to be an area of interest in terms of how meaning is constructed by the participants related to the success of the organisation. The participants had individually and collectively learned experiences across a number of organisational generations in addition to an average length of service of over 25 years.

The third criterion was a separation of the two legal entities of the organisation. As previously discussed, the research firm is legally linked to two different organisations (Departments A & Department B), which known collectively as a WOC, which in turn is owned by a public sector organisation – the PO. The construction of the two legal entities reflects previous departmental lines of the owner organisation rather than built on logic related to organisational success. Whilst proportionately the size of the organisations was around 3/4 and 1/4 respectively, the researcher changed the proportion of the selected employees to around 1/3 and 2/3. This was to pay attention to outcomes of the ethnographic research, which highlighted a common theme that one part of the organisation was *more commercial* than the other. The researcher wanted to investigate that if this was endemic and therefore required sufficient representation in order to allow for rigorous analysis later on.

Following this, a pay grade criterion was overlaid in order to attempt to have representative of each of the seven grades plus additional executive grades across the organisation. Again, the thinking behind this was that status and or position might have an influence on meaning construction and how reality manifests

itself. The fourth and final aspect of the informants' selection was gender, the proportion of male to female employees was 2/3 and 1/3 respectively, and the research attempted to use this as a guiding principle. Although, this was not a priority concern, as the research had not identified gender relations as a specific issue for enquiry during the ethnographic stage.

3.5.2 Sample and Interview Themes

The target sample size for interviews (Phase 2) commenced at 40 participants with an assumption that not all of those selected would wish to or be able to participate. This proved correct and the total number of those interviewed was 32. As the nature of the research was qualitative and the method of analysis uses a combination of thematic and Organisational Transactional Analysis (OTA) (Bowen & Nath, 1975; Mountain & Davidson, 2015), it is deemed that this number is appropriate and legitimate (Potter & Wetherell, 1987). In hindsight, the researcher felt overwhelmed and in reality, feels the total number of interviews and length of time for each could have been reduced without detrimental effects on the findings. Both data sets (ethnographic and interview data) were uploaded in NVIVO for the purposes of coding and analysis. The research questions used are available in Appendix A. These included the themes of Tenure/Status, Identity, Work (design and flow), Space (habitation of environment, physical and virtual) and Organisational Climate. These themes form the basis of the model presented in Chapter 6 (see Figure 6.1) which is a dual reality model depicting two types of organisation realities occurring simultaneously.

3.5.3 Research Phases

The research questions were designed to explore the participants views about the change nature of the authority, habitation, impact on the work and the wider systemic issues that this therefore raises. The research utilised both interview and observational data in combination, and the observations within the ethnographic phase (Phase 1) and structured and semi-structured interviews in order to address the research questions. More details are located next in section 3.6.

3.6 Data Collection Methods

3.6.1 Ethnographic (Phase 1)

The initial phase of the research commenced with an ethnography, and in particular a ‘focused ethnography’ (Knoblauch, 2005) taking advantage of the researchers own insights and knowledge of the wider organisational context. The rationale for using ethnography was to explore the research field, to observe ‘...people’s daily lives for an extended period of time, watching what happens, listening to what is said, asking questions – in fact, collecting whatever data are available to throw light on the issues...’ (Hammersley & Atkinson, 1995, p. 1). This initial phase then laid the ground-work for decision making on the detail of semi-structured interviews, which would delve deeper into the emerging issues as important during the ethnographic phase.

3.6.2 Semi-Structured Interviews (Phase 2)

Phase 2 proceeded three months following phase 1 in the form of semi-structured interviews (Bryman, 2008). The time period between the two phases allowed the researcher to delve into the data recorded in phase 1, coded within NVIVO, perform an initial thematic analysis and data reduction (Bryman, 2008; Miles & Huberman, 1994). This was critical in designing the interview phase for which the questions were *grounded* in the data collected over a three-month period identified from the observations.

3.6.3 Research Timeline

The total time period from commencement of the ethnography through to final interview (including a three-month gap for the initial data analysis, coding and interview design) was around nine months.

3.6.4 Ethnography

3.6.4.1 Focused Ethnography

It was an important principle for the researcher to immerse himself within the research environment (Hammersley & Atkinson, 1995). This enabled building meaning and understanding of the actor’s situations, social processes, and how the agency was enacted (Lee & Lings, 2008; Leung & Wang, 2015). The researcher utilised personal insights and experience of his own relationship with the PO to assist in

understanding of the research environment in order to draw out additional ethnographic data. In doing so, he was able to draw on contextual information of the wider environment, such as common vernacular used, existing policy positions and organisational strategy in order to commence a focused period of detailed observation in situ.

The ethnographic approach took the position that the researcher is situated within the organisation operating as a 'minimally participating observer' (Bryman, 2008, p. 443). In total, the ethnographic field-work lasted for a period of three months. This time frame created the ability to observe and build understanding of the day-to-day manifestation of the environment of agency in action.

3.6.4.2 Observation Design

The format of the observations was a total of three calendar months comprising of four working days a week for the researcher in the research setting. This was collecting data in an intensive way rather than approaching with less frequency of field interaction over an extended period. This approach is becoming common within ethnographic research which can be justified by the need to avoid 'going native' (Bryman, 2008, p. 445). In addition, the researcher drew upon prior knowledge of the environment enabling swifter learning of the local context. The data collected was for the purposes of initial axial coding and open coding and deeper investigations feeding into the interview phase. There was a sense of circularity of the process rather than a linear reality of collection, analysis and interpretation. The fifth day was used for reflectivity in order to consolidate the week's events in the mind of the researcher. Doing so allowed for initial analysis and axial coding of the weekly research diaries rather than attempting this at the end of the field-work. This approach and timescales are consistent with focused ethnography (Corbin & Strauss, 2008; Knoblauch, 2005).

The majority of observations were conducted at the WOC's office environment including general work habitation, meeting room locations and rest facilities. As a 'minimally participating observer' (Bryman, 2008, p. 443), the researcher observed core activities, however did not become a member of any team. This was a practical issue as much as it was by design. The researcher's prior knowledge and position in

the wider PO meant it was all but impossible to be an observer in the purest sense. He was drawn into HR related discussions from time to time, in particular within management meetings; whilst he avoided committing to professional opinion as much as possible it proved difficult to remain neutral. The work of the WOC was highly skilled and professional in nature requiring a great deal of practical knowledge to operate within the building design and construction environment. As such it was of the type of knowledge that would have been impossible to achieve within the time scales of the research period for the researcher to be incorporated into daily work tasks of the actors in the WOC itself. For example, designing a building, assessing the costing models of a remedial building work or technical electronic diagrams. However, this does not detract from the data collected. The researcher found a great deal of value in the observations which allowed to develop the basis for initial axial and open coding and analysis which critically formed the basis of the interview schedule design (Bryman, 2008; Corbin & Strauss, 2008).

On each day of attendance, the researcher wrote a 'research dairy' from 'field notes' to record events and activities that he has experienced during the day which helped to later 'identify and develop...the most appropriate categories' (Bryman, 2008, p. 240; Hammersley & Atkinson, 1995, p. 175) for analysis. In addition, this medium provided opportunity to demonstrate the construction of meaning within the work environment as the researcher experienced it.

The main recording tool used to make field notes was noting down instances post conversation on an iphone/ipad note pad, which was later used as the basis for the more detailed written diary. This tool proved to be less invasive than a paper note book. Tactically, the researcher hoped it less likely that subjects would adjust their behaviour away from the norm. It's impossible to say if this did or did not have an impact, however it is mentioned here in order to demonstrate the lengths and consideration that the researcher took in order to embed himself into the organisation. In addition, the use of this technology provided an automated backup of the notes sending an automated e-mail to the researcher's e-mail account each time a note was written including the added security measure of password protection and accuracy of a date and time stamp within the e-mail.

As described above, the recording of the research diary was twofold: 1) ad-hoc, during the day, field notes as and when events happen, and 2) at the end of each day a more formal recording was made once the researcher had left the research setting.

It was initially hoped that the coding could begin as and when the diaries were being written, however this proved impractical as the data and meaning remained 'fuzzy' for some time following each day. The researcher himself needed reflection time to consider the issues presented, therefore he employed criterial questions that came to him as a result of the writing which could be incorporated or discounted at point of further analysis and coding. Essentially, time and distance were required in order to regain clarity, formal coding of research diaries followed the ethnography rather than during the observations. Although the researcher had built deep understanding during the observations, meaning initial analysis had begun, formal axial and open coding commenced towards the end of the ethnographic period. This process was able to draw on the researchers' insights and experiences as well as the written field notes, diaries and documentation (Bryman, 2008; Corbin & Strauss, 2008).

The first level of observation was of the work place environment or *physical habitation*, the description of the building from the outside, how it's decorated and its state of repair and a sense of its presentation of the building is an important issue for the organisation (Greene & Myerson, 2011). This formed the initial impression of the research subject; as to highlight about the nature of the habitation that the respondents entered daily would be an interesting finding.

The second level of observation took place within the office habitation or 'space' (physical habitation) at the work place (Greene & Myerson, 2011). Similar to the first level, what was the state of repair, for example, had it been decorated in recent years. What cultural artefacts were on display, for example awards or achievements celebrating success (Schein, 2010). These early observations proved useful in framing an initial impression of questions and issues that should be focus of subsequent research. These included questions such as 'What other artefacts were on show, information boards, warning signs, descriptions and maps?', 'How was the work environment arranged, was the status of the individuals obvious?', 'Were there differences in the work area's that demarked who did what and what status they

were?'. Internalised questions of this type held by the researcher were useful in the initial observations and data recording to build a picture of the normative arrangements within the organisation (Hammersley & Atkinson, 1995).

The third level of observation was that of the actors. These included the employees and managers within the work place as well as any consultants or contractors. The researcher would focus his observations on physical work clothing, for example, what was the office/actor norm, did they wear a uniform, if not was there an unwritten code related to dress, for example did the men wear a suit, did the woman wear trousers or skirts. Further, did the employees dress as individuals or do they keep within a boundary of some description? Was status indicated by how the individuals dress? Did they wear identity badges, and for whose benefit was this? Moving on, how did they engage with each other, was it formal, informal, setting dependent, for example was language spoken different for meetings than in the office environment? Were they friendly towards one another, can tension be identified, was there an in-group(s), are there any loners (individuals who appeared to be left out of informal or formal discussions), were there any divisions within the groups? The researcher kept these types of questions and issues as a guide, frame of reference to the underlying organisational behavioural issues within the organisation.

This approach assisted the creation of data on the "Artefacts and Creations", "Values" and "Basic Assumptions" (Miner, 2005, p. 338), which were often implicit within the organisation, essentially the organisational normative arrangements and value systems. In concentrating on these cultural constructs, the ethnography built a picture that contributed to the construction of the interview questions, which delved deeper into many of the issues that had been observed by the researcher.

Once the initial room observations had been completed each day, attention was diverted towards the written documentation that the organisation was using to make sense of the formal operations. The researcher utilised documentation such as reports, website, policy, procedure, guidance, floor plans and his own knowledge of the pay and hierarchal arrangements in combination with the participant data in order to understand the formal organisation. In advancing this approach, the organisational systems relating to organisational performance become apparent as well as legacy arrangements such as the way

in which authority exists and administration arrangements are based on previous organisational incarnations.

Similar to the recording of the observations, documentation was coded with axial and open coding (Emerson, Fretz, & Shaw, 2001; Gobo, 2008; Hammersley & Atkinson, 1995). An example of this is available in Appendix G.

3.6.4.3 Researcher Participation Design

The researcher was known to the participants of the organisation, however not personally, and this served dual purposes. Firstly, it was useful as part of informed consent (discussed in Section 3.8) as the respondents were already familiar with his name and therefore his legitimacy in the organisational spaces generally, and secondly in order to introduce a relative stranger to habitation of the participants without drawing unnecessary questions of legitimacy. The office design was open plan and therefore the provision of an explanation was needed in order to identify the research as having legitimacy within the space. As the researcher was an employee of PO (see Section 3.5.3) and therefore his name was known within his capacity of a Senior HR Manager. Hence, it was necessary to provide context for his inclusion into the work space which was done as part of the introductory letter/email and again later at the beginning of each interview. Example of this is provided in Appendices E and F.

Whilst the researcher was transparent in why he was in the environment, he also took steps to distance himself from association of his HR professional capacity. In particular, the equipment he used was his own personal laptop, ipad, iphone and audio recorder (the latter used within interviews only). This was a deliberate departure from normative PO policy, where equipment is provided by the employer and is easily identifiable in terms of the brand of laptop and the security asset tags which highlight ownership as PO's computer services provider. Additionally, the researcher choose to wear student type clothing normally consisting of jeans, t-shirt, hoodie and trainers, a departure from the normal office wear of males within the PO of shirt and trousers (and sometimes neck ties and suits). Approaching this way provided a visual differentiation between the researcher and the research participants within the various settings

available and minimised (although not fully excluding) his inclusion as part of the work in any context not related to the research. This was reinforced by the type of semi-structured interviews (see Section 3.7.2) in that these were completely separate to that of a normal workplace interaction that the actors and researcher might have.

3.6.4.4 Data Collection (Observations and Research Dairies)

The collection through observations was recorded in daily research dairies. Throughout the day the researcher noted instances and thoughts about the activities on his iphone (which also acted as a secure backup facility in an automated e-mailing of notes to his e-mail account).

This worked to address salient points as and when they occurred without drawing attention to the researcher as might be the case when using note paper and pens. The researcher appeared to be texting on his phone rather than making notes thus avoiding bring in additional distractions to the work place, a student using their phone would not be considered out of the ordinary.

The research dairies consisted of thoughts and observations that the researcher had experience during the day. Typically, he raised questions as well as noting apparent routines and participant behaviour. Therefore, the research dairies served as the beginning of the iterative data analysis as well as the basis for later coding.

3.7 Ethical Matters

The nature of qualitative research means the researcher was in close contact with the research participants. Whilst the research itself was OD related, there was potential for the participants to be adversely affected by the research outcomes if adequate protections had not been put in place by the researcher. In particular, issues related to informed consent, confidentiality and anonymity and the assurance that the participants would be protected from harm. Each of these issues are taken in turn.

3.7.1 Informed Consent

The research had two main phases both of which required transparency towards the participants. Ideally, each participant of the ethnographic phase would have been given a consent form directly from the researcher (Bryman, 2008, p. 139). However, whilst the organisation was comparably small (180 employees) it was large enough to mean approaching each *potential* participant in this way would have been prohibitively time consuming and unnecessary. Also, it would have proved to be impractical and disruptive to the workforce (Bryman, 2008, p. 139).

The researcher therefore opted to have an introductory email and information (Appendix F) sent to the whole workforce explaining the nature of the research. The researcher's own identity and the option to opt out of any observations should the participants feel uneasy was included. The email route was via the Director's secretary and was a normal way for important information to be disseminated across the organisation.

The participants were able to contact the researcher or the researchers supervising team independent of the WOC's management therefore reducing the potential that they would choose to participate through coercion or feelings of managerial pressure to do so (Bryman, 2008). In the end, no participants opted out of the ethnographic phase.

During the interview phase, the selected participants were given a second opportunity to opt out of the research. As part of the introduction to the interview, the researcher read verbatim a predesigned script informing the participants of the context, the researcher's position within the research (and Parent Organisation) as well as highlighting that at any point the participant could withdraw from the study. At the end of this, there was a consent form (Appendix D), which all participants were asked to sign in order to confirm that they understand and consented to participation of the research (Bryman, 2008).

3.7.2 Confidentially and Anonymity

All efforts were made to ensure, where reasonably practical that the respondents' confidentiality and anonymity were maintained (Bryman, 2008). In addition to the information provided as part of informed

consent, each of the respondents were reminded at the beginning of each interview that their confidentiality and anonymity would be respected.

It should be noted that within the semi-structured interviews the researcher was asked to switch off the tape-recording device by two different respondents. On both occasions (and one in particular the tape was switched off five times) the respondents were fearful of a verbal record of the issues they were highlighting.

In addition to the two respondents who would not go on audio record two further participants withdrew permission to allow their data to be used when it became apparent that the interview scripts would be transcribed by a third party. The data they gave in interviews is not included in this research and will remain confidential.

3.8 Interview Process (Phase 2)

The researcher used the WOC Director's secretary as the main conduit for communication to send information pertaining to the research. For example, who the researcher was, why he was conducting the study, the importance of the study as well as the employees right to refuse to participate if they so wished. The approach taken to short list participants and location selection, creating the interview guide, recording and interviewing methods are discussed below.

3.8.1 Participant Selection

The researcher selected potential participants on the basis of 'stratified random sampling' using the criteria set out in Appendix B which breaks down the selection of participants based on length of service, age, grade, race, division and position (Bryman, 2008, p. 192). The main focus of sampling was divisional, hierarchical and tenure based. The researcher had a list of all the employees within the chosen organisation and then selected initial potential participants based on 2/3 selection of participants of Department B and 1/3 Department A. There was a higher proportion of participants from Department A than would be the case if a direct like for like proportion had been chosen. However, the researcher took the view that a main point of differentiation during the ethnographic period had been a theme between

the two sides of the organisation related to the term *commerciality*. Therefore, he wanted to ensure that the sample size of Department A was large enough to explore this and any other points of difference that became apparent during the interview period.

3.8.2 Location Selection

The interviews were conducted in a range of settings and was designed to assist the respondents in giving them a sense of control and also allowing them to select a location that they would be most at ease with. The researcher initially explored with the notion of block booking cellular office space, however was keen to avoid the formality of such settings as much as possible in order to free the respondents from shifting into organisational speak or narratives (Potter & Wetherell, 1987). The rationale for this was that he was keen to access the data of meaning creation at the individual actor level in order to build a picture of the group social interactions and was keen to avoid potentially scripted responses that he'd observed in other parts of the PO in similar settings. This tactic appears to have been worthwhile as the researcher felt that his respondents were open and frank with a few exceptions.

3.8.3 Developing the Interview Guide

The 'interview guide' was developed using the themes identified in from the ethnographic phase (Bryman, 2008, p. 476). Once the initial guide had been constructed the supervising team assisted in refining and improving the detail to ensure that it met the needs of a 'semi-structured interview' guide within the context of OD, specifically ensuring that it contained different types of questions to probe, address specifics as well as indirect questioning (Bryman, 2008).

3.8.4 Audio Recording

Each interview was audio recorded using a professional recording device to ensure sound quality and good general performance of being able to transfer data between the device and the computer system for transcription (Bryman, 2008).

3.8.5 Interview Method

The interviews built upon the earlier ethnographic phase in order to construct the interview scripts themselves (Bryman & Bell, 2010). The approach taken to the design was firstly to highlight transparency; therefore an initial explanatory script was included in addition to the 'interview guide' (Bryman, 2008, p. 471). The script included highlighting issues of relevance for the participants as to the researcher's identity and the role that he was playing within the room and generally as the researcher. This was important because the researcher's role within the PO would be known to some of the participants as a result of the ethnographic stage and also in recognition of the potential for rumour and speculation within any organisation facing changes. Therefore, each and every interview commenced with full explanation of the process, the researcher's role and the rights of the participant within the process. This happened irrespective of who the participant was ensuring consistency. Evidence of the information the respondents received, and the authorisation used can be found Appendices D and F.

The second part of the interview construction was opening questions as to the length of service and pay grade of the participant, 'specifying questions' (Bryman, 2008, p. 478). It was approached in this way on two levels, firstly because this was key 'contextual information' related to the data that would be collected within the interview (Bryman, 2008, p. 473). Secondly to ensure that the respondents could answer the first round of questioning with relative ease (Bryman, 2008). The latter helped make the environment more comfortable for any participants who might find the circumstances of the process unnerving. In addition to this design the participants were all offered the opportunity to decide where the interview would take place. This was deliberate providing control of the location to the respondents give a sense of ownership and every opportunity to feel comfortable in the environment (Bryman, 2008; Bryman & Bell, 2011). The alternative might have been for the researcher to choose the location; however, this would have created a sense of formality in the arrangements that the researcher was keen to avoid as much as was practical.

It was felt that the greater that formality the greater the chance would be that the respondents would default to organisational talk or scripts rather than saying what was really on their mind. In doing so the

researcher was aware of the potential for the setting to be disruptive to the process. For example, some respondents choose settings in cafes which were noisy and could have led to the interviews being overheard (Bryman, 2008, p. 473). Whilst this was true by giving control of the location setting to the respondent the researcher was able to create a sense of trust in the process whilst ensuring that positions within such settings did not undermine confidentiality (for example seating in corner locations away from others where the respondent could observe any one entering the setting).

In reality the researcher found the majority of respondents to be open and frank in their exchanges, in fact the times when he sensed respondents had reservation related to content being spoken not because of the location setting. The researcher notes that the times when this was most prevalent included situations whereby the respondents had selected private interview rooms and café locations.

Table 3.2 details the selected participants that choose to take part in the study. Whereas table 3.1 explains the relevance of the identification coding in to assist the reader in the following sections.

Table 3.1 - Explanation of Coding Used to Identify the Type of Respondent in the Dataset

Table References	Description/Meaning
Reference	Sequence number, followed by AH – Ad-hoc or PI – Planned interview
Role Type	Type and level of work the respondent performed clustered into groups consisting of ‘employee’, ‘contractor employee’, ‘Manager’, ‘Senior Manager’ and ‘Executive Manager’.
Grade	Numbering 1-7, 1 being lowest grade, 7 being highest below DIR standing for Director and above level
Section	DEPARTMENT B – Section B AC – None specific department role DEPARTMENT A – Section A DEPARTMENT AC – PO role (working closely with the WOC)
Gender	M for Male, F for Female
Tenure	Length of service in years with Parent Organisation
Interview Type	Ad-hoc, those that had not been pre-planned and therefore did not have an interview guide Planned, those that had been pre-planned and followed a semi-structured interview guide
Interview Duration	Indicated in table 3.2, minimum length was 1 hour, majority however were scheduled to last 2 hours and generally did so (usually with a 5 minute comfort break in the middle).

Table 3.2 - Type of Workers within the Dataset

Reference	Role Type	Grade	Section	Gender	Tenure	Interview Type	Interview Duration
001AH	Manager	GR6	DEPARTMENT B	M		Ad-hoc	2hrs
002AH	Manager	GR6	AC	M		Ad-hoc	2hrs
003PI	Senior Manager	GR7	DEPARTMENT B	M	20	Planned	2.5hrs
004PI	Manager	GR6	DEPARTMENT A	M	31	Planned	2hrs
005PI	Executive Manager	DIR	DEPARTMENT AC	M	2months	Planned	1hrs
007PI	Manager	GR6	DEPARTMENT B	M	40	Planned	2.5hrs
008PI	Senior Manager	GR7	DEPARTMENT A	M	40	Planned	2hrs
009AH	Executive Manager	DIR	AC	M		Ad-hoc	2hrs
010PI	Employee	GR4	ACSUP	M	20	Planned	2hrs
011PI	Contractor Employee	N/A	DEPARTMENT B	M	5.5	Planned	1.5hrs
012PI	Manager	GR6	DEPARTMENT B	F	5	Planned	2hrs
013AH	Advisory	GR7	DEPARTMENT AC	M		Ad-hoc	2hrs
014PI	Manager	GR7	DEPARTMENT B	M	7	Planned	2hrs
015PI	Employee		DEPARTMENT B	F		Planned	2hrs
016PI	Employee	GR5	DEPARTMENT B	M	5	Planned	2hrs
017PI	Advisory	GR5	DEPARTMENT AC	F	12	Planned	1.5hrs
019PI	Senior Manager	GR7	DEPARTMENT A	M	11	Planned	2hrs
021PI	Employee	GR3	ACSUP	F	24	Planned	2hrs
022PI	Employee	GR5	DEPARTMENT B	F	20	Planned	2hrs
023PI	Employee	GR3	ACSUP	F	34	Planned	2hrs
025PI	Senior Manager	GR7	ACSUP	F	27	Planned	2hrs
026PI	Manager	GR6	DEPARTMENT A	M	29	Planned	2hrs
029PI	Employee	GR5	DEPARTMENT B	M	10	Planned	2hrs
030PI	Employee	GR5	DEPARTMENT B	M	35	Planned	2hrs
031PI	Employee	GR1	DEPARTMENT B	M	4	Planned	2hrs
032PI	Employee	GR5	DEPARTMENT B	M	28	Planned	

3.9 Analysis Approach

The researcher had the option of selecting a range of methods to analyse the data. He took steps to identify and narrow down the potential analysis methods and then compared four that he felt closely aligned to the nature of the research questions. Below is a brief investigation of the potential methods.

Table 3.4 provides a short overview of the chosen data collection and analysis method.

3.9.1 Organisational Transaction Analysis (OTA)

The analysis approach chosen was OTA (Berne, 1975, 2010; Mountain & Davidson, 2015) as it provided flexibility in order to investigate the organisation at three institutional levels while allowing enough structure to frame within a logic that was congruent with the type of data extracted.

The OTA allows the researcher to dive deep into the research phenomena in order to explain behaviour based on established psychiatric practice and theory, which was first developed by Berne in the 1960's (Berne, 2010). Its key features relate to levels of social interaction and meaning making through the use

of adult, parent and child constructions arguing that humans draw on each for different circumstances in order to justify and respond to the world. Using the adaption for organisations, the researcher was able to view the actors within three institutional levels and three response types offering a clear perspective as to the behavioural drivers operating within the organisation. The rationale for this was that the relationships and behaviours were beyond any possible binary measure of either or and the researcher wanted to ensure the complexity of the behaviours within an OD setting could be highlighted.

Table 3.3 offers an overview on how OTA terms are utilised within this thesis including highlighting the type of decision logic that each transaction type accesses in order to make responses to others.

Table 3.3 - OTA Description and Decision Logic

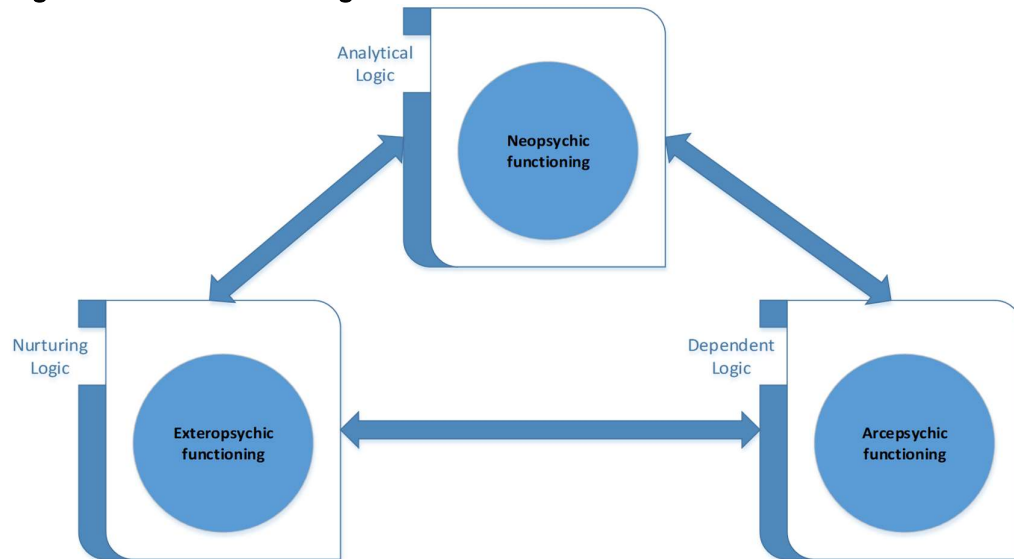
Transaction Type	OTA term	Description	Decision logic
Child	Archeopsychic	Involuntary responses and delusions – ‘emotionally driven’	Dependency driven
Adult	Neopsychic	Reality-tested – ‘objective’ data driven	Analytical driven
Parent	Exteropsychic	Socially programmed – rituals ‘the way things are around here’ – historically driven.	Nurturing driven

Table 3.3 reports the forms of logic that are in use within the different functioning levels as ‘exteropsychic’ ‘nurturing’ logic (a combination of the controlling and nurturing TA parent). This logic is designed to look after another individual or body for its own protection through nurturing or controlling behaviour. The neopsychic analytical logic is that of a rational adult is seeking to make decisions using empirical and perceived unbiased data. Finally, the dependent logic (arcepsychic functioning) of the child is seeking to maintain a position of safety and/or security at the expense of others (Berne, 2010; Stewart & Joines, 2012).

Within an organisational setting, the analytic logic holds a dominant space, depicted below as the top of an equally balanced hierarchy where exteropsychic and arcepsychic functioning are held as the same level. The latter require each other to operate otherwise either can be considered redundant. The Neopsychic

is able to operate independently of the others, the data does not necessarily require a logic of nurturing or dependency. However, critically extero psychic and or archaeo psychic can be used within an OTA setting to influence or create the lens with which to view decision making based on *objective* data. Hence, within figure 3.2, the researcher highlights the continued interconnectivity between the three transaction types which offers a useful insight into behaviour within an organisational setting.

Figure 3.2 - OTA Decision logic



3.9.1.1 Organisational Transaction Analysis - Strengths

The OTA works on the premise that organisational realities are often justified using neopsychic arguments, however, drawing on archaeo psychic and extro psychic responses and logic nested within those arguments with connectivity to organisational culture arrangements (Berne, 2010, p. 163; Schein, 2004). The structure of the method allows the researcher to classify collective behaviours and transactions, neopsychic, archaeo psychic and extro psychic in particular, locating inconsistencies and crossed transactions where communication is somehow contaminated as a result of latent behaviour. It is a therapeutic method used within counselling settings and is well accepted as a method of analysis of individual human behaviour and in terms of organisational group dynamics and structures (Berne, 1975; Bowen & Nath, 1975).

3.9.1.2 Transaction Analysis (Organisational) - Limitations

The origins of study and design of TA are predicated on individual psychiatry and have received limited attention in application within wider work group settings in recent times. In particular the design of TA is made up of four phases, ego states, transactions (games), life spans and scripts and lastly TA in practice (Berne, 1975, 2010; Dusay & Dusay, 1989).

The utilisation of TA in this research focuses on organisational ego states as the main lens to approach three organisational levels (Macro, Meso and Micro). Principally this is because the nature of the study is focused at the institutional level not individual actor. Whilst the three other TA phases might draw out additional insight this would fall outside the boundaries of the research and would not add to the overall scheme sufficiently to justify potential invasions of privacy and anonymity (Lee & Lings, 2008).

In combination through 'triangulation' with thematic analysis the researcher argues that organisational TA (OTA) becomes a powerful and useful method to view collective behaviour (Berne, 1975; Bowen & Nath, 1978; Lee & Lings, 2008).

3.9.2 Analysis Method Comparisons

In order to understand the justification of the researchers chosen methodological approach the researcher will address four key qualitative methods here. The purpose is to demonstrate the researcher's wider knowledge of the potential analysis options and supports his assertion that given the context the correct or best fit was eventually selected. Initially each one is taken in turn considering their strengths and weaknesses in context with the research direction. At the end of this section the researcher collects the salient point within comparison table which details and compares each of the methods with the research questions (Table 3.4).

3.9.2.1 Discourse Analysis (DA) - Strengths

Discourse analysis is focused on subjective reality moving away from positivism and realism, it views the world through lenses that may not be apparent to the actors shedding light on previously unknown phenomena or issues which might have been discounted as not important without approaching objects

as discourse (Bryman, 2008; Lee & Lings, 2008; Potter & Wetherell, 1987). It is a broad field with many variations, however its usefulness generally relates to actor to actor communication, types of speak, 'the ways they talk to each other' (Taylor, 2001, p. 311). Research with a focus on organisational speak, styles of communication and individual actor versions of reality would typically use such approaches. The method 'is constructionist...emphasis is placed on the *versions* of reality' (Bryman, 2008, p. 529) and is therefore useful in developing detailed understanding of the world *realities* that exists within an organisation rather than the suggestion of a single objective reality individually or collectively.

3.9.2.2 Discourse Analysis (DA) - Limitations

DA can be vague and is 'fundamentally opposed to the idea of independent reality' (Lee & Lings, 2008, p. 255). It is 'anti-realist' (Bryman, 2008, p. 529) and therefore problematic in the ability of the researcher to claim consistency in interpretation. There is always potentially different viewpoints of individuals and social norms of the interpreter. DA interpretations can shift legitimately depending on the context leading to a variety of conclusions. This makes it difficult to name phenomena because of opposition to independent reality. Research is therefore problematic when seeking to locate criteria or standards such as those within OD. In particular, the researcher felt there were difficulties for this research because of the need to reference data points and meaning derived from objective reality such as what constitutes organisational performance, efficiency and effectiveness. These being examples of social construction that could be interpreted in perpetuity, multi-layered and multifaceted through a discursive lens.

3.9.2.3 Narrative Analysis (NA) - Strengths

NA allows for deep investigation of individual actor level 'stories' that are used in order to 'understand and explain the world and their place in it' (Lee & Lings, 2008, p. 256). Is therefore useful in meaning creation identification and how individuals view their own position within an organisation making sense of 'how do people make sense of what happened' away from 'what actually happened' (Bryman, 2008, p. 582).

3.9.2.4 Narrative Analysis (NA) - Limitations

NA however is based on the premise that individual meaning creation is central to debates away from notions of objectivity. Can be problematic because of the argument that individual actors will present themselves in a positive light within a research setting leading to difficulties in the ability to analyse critically (Lee & Lings, 2008).

3.9.2.5 Thematic Analysis (ThN) - Strengths

Thematic analysis allows collective phenomena and patterns to be investigated collected and coded into themes and subthemes, named and analysed from 'data corpus' and 'data sets' (Braun & Clarke, 2006, p. 79). It is useful at the beginning process of qualitative analysis in creating starting points for deeper dives into subject areas. The method is flexible allowing for a wide variety of themes to be catalogued within a single data corpus for combined analysis or in order to separate to delve into at deeper levels within individual data sets (Braun & Clarke, 2006; Bryman, 2008). It is used commonly within qualitative research and is the basis for which other methods are derived in terms of coding and interpretation.

3.9.2.6 Thematic Analysis (ThN) - Limitations

Thematic analysis can be vague and it is easy for it to be accused as part of the 'anything' goes qualitative analysis leading to criticism of it being none scientific (Braun & Clarke, 2006, p. 78). These can be overcome using additional analysis and going deeper using a pre-constructed lens such as Transactional Analysis where coding from themes can be further interpreted and utilised to draw out actor meaning creation following an established route.

3.9.3 Analysis Approach Conclusions

The researcher chose OTA combined with thematic analysis for a number of reasons. These include practical utility of OTA as well as the flexibility. Table 3.4 presents the research questions (high level questions, 1, 2 and 3) to demonstrate the relative strengths of OTA against the other possible analysis methods.

Table 3.4 - Question and Analysis Method Justification

Research Questions	Thematic Analysis	Organisational TA
What are the stability conditions which enable an emerging ex public sector enterprise to exist?	Creates broad themes for investigation, too vague without support of additional method(s)	Viewing through ego-states and life scripts assumptions about the design (and the actors position within them) are brought out at a granular level. In combination with thematic creates clarity.
Are there other conditions which enable an emerging ex public sector enterprise to exist that have not previously been explored?	Creates broad themes for investigation, too vague without support of additional method(s) however leaves scope to introduce meaning creation.	Creates clarity, brings out at a granular level. In combination with thematic creates clarity.
The systems that are apparent in the new or emergent organisation that contribute to effect performance and the outcome to the citizen.	Creates broad themes for investigation, too vague without support of additional method(s) however leaves scope to introduce meaning creation.	Viewing through ego-states and life scripts assumptions about the design (and the actors position within them) are brought out at a granular level. In combination with thematic creates clarity.

The combination of thematic and transactional analysis creates an appropriate combination of high-level views of the organisational design issues whilst enabling a deeper dive into areas of interest using the nature of the relationships between PO and the WOC and different hierarchical levels within the WOC and the two defining sections of organising Department A and Department B.

Thematic analysis is a common qualitative analysis method, a way of clustering concepts and constructs together in order to interpret an actor's meaning (Bryman, 2008; Miles & Huberman, 1994). The approach initially employed in the early coding stages in order to construct the interview themes and therefore questions. Following on from this, the constructs of the model design have used themes derived from the coded interview scripts.

Whereas OTA was used for the structure of the analysis, especially at the three relationship levels rather than attempting to identify the individual ego state behaviours (Berne, 1975; Bowen & Nath, 1975). This is simply because the nature of the study and data collection methods was in order to understand the nature of the organisational reality, not to dissect the individual behaviours of specific respondents. To do so would have meant approaching the interview transcription process differently and would have changed the nature of what the study was aiming to achieve as well as having ethical implications on the

nature of consent given. Whilst this may leave questions unanswered at specific individual actor level, the researcher did not seek that data in the first place.

The researcher framed the ego states using Berne's (2010) original definitions. These are 'arcepsychic functioning', behaviours that are 'internally programmed', or the *inner child*, 'neopsychic functioning', behaviours that are 'reality tested', the *adult* and 'exteropsychic functioning', behaviours that are 'socially programmed', or that of the parent (Berne, 2010, p. 163; Bowen & Nath, 1975; Mountain & Davidson, 2015; Stewart & Joines, 2012). The researcher divided these and analysed across three organisational levels, macro, enterprise wide (the relationship between Parent Organisation and WOC), meso, departmental levels within the WOC and micro, the nature of manager/employee relationships.

Having drawn attention to the rationale and logic driving the combination of OTA and thematic analysis for the purposes of data analysis the research will now highlight how the data was collected within the ethnographic phases of the research.

3.9.4 Building the Interview Schedule

The construction of the interview schedule was created using the initial coding and analysis within NVIVO as well as drawing from the contextual information the research held within.

3.9.4.1 Drawing on Coded Themes

The themes identified in the initial open coding round formed the basis for the interview schedule. From here the researcher re-examined the data using the following themes as a guide to construct pertinent questions utilising open-ended, intermediate and closed questioning techniques (Bryman, 2008; Corbin & Strauss, 2008). The interview schedule is available in Appendix A.

The themes below were used as the basis for the interviews and enabled the researcher to work with the respondents within the interviews to investigate each in turn at breadth and depth.

- 1) Tenure/Status
- 2) Identity
- 3) Work (design and flow)

- 4) Space (habitation of environment, physical and virtual)
- 5) Organisational Climate

3.10 Secondary Coding and Analysis

3.10.1 Interview Transcripts

In order to analyse the data, it first needed to be transformed into a format that would be useful to the researcher. The decision was taken to have the audio recordings of the interviews transcribed verbatim by a separate administration service within the Parent Organisation known to the researcher. In order to give due consideration to 'informed consent' and 'confidentiality' principles (Bryman, 2008) the researcher wrote to the participants of the research explaining the need to have administrative support in the transcribing of the audio recordings (Appendix E) reminding them of the option to withdraw from the study at any time. As a result, two participants did in fact withdraw from the study and their audio recordings were not transcribed or passed onto the administrative support.

3.10.2 Initial Interview Script Coding

Once the interviews had been completed and transcribed the researcher analysed each instance and began the open and axial coding process (Corbin & Strauss, 2008). In doing so, the original coding structure used for the ethnographic data was built upon continuing consistency of the researcher and the research subject(s) being inexplicably linked and integrated within the methodology.

The highest grossing node within the total dataset was 'Org Design'. Within this, 'work' came as second and then subcategories of this node as detailed in table 3.3. The data was divided into three levels, beginning with the macro level as Org Design, meso level being Work and micro level being the remaining as part of Work.

Table 3.5 - Levels of Coding Analysis

Level 1	Org Design at 2337		
Level 2		Work at 1372	
Level 3			Org Coordination at 928 Performance at 239 Meetings at 169 Work Design at 149 Decision making at 131 Communication at 124 Change Management at 91 Talent at 14 WOC relationships at 9

Table 3.5 holds the themes identified within the research process. Level one is the highest theme level which is Organisation Design. Within this is level two, the work the occurs within the organisation and finally, level three the sub-sections of the work of the organisation.

3.10.3 Highest Volume Themes

Table 3.5 is separated into three levels with level one holding the other two within it. Whilst the above was interesting, the researcher identified that in actual fact many of the instances of the nodes coded were repeat of the same data set, that an individual within an interview may have spoken at length about a particular phenomenon therefore leading to an increased number of coding counts. At the individual psychological level this holds potential for much data mining, however for the purpose of this research design it would not be sufficient. Therefore, the researcher took a further approach and investigated nodes which held the highest number of individual sources in order to understand what held interest across the population. These are as follows:

- Org Design at 41
- Identity at 37
- Space at 36

This approach proved to be useful in identifying three main areas of concern. The highest node collection, Org Design was identified as consisting of conditions of institutional stability for example legislative arguments about the construction of the organisation and issues of strategic importance with connectivity

to organisational structure. From here the researcher identifies that in fact these constructions are issues of stability for the organisation, slower moving than issues associated to the individual actors, they hold the organisation with a sense of permanency which is enabling agency.

It is worth noting that the term 'stability' refers to slow moving and or infrequent change rather than stable in a permanent sense. To the actor, the world reality is permanent, for example The Local Government Act (DCLG, 2000) whilst has experienced incremental changes over the period of existence of the organisation it is used as a permanency vehicle holding the organisational reality in a particular paradigm. Effectively, the actor experiences the existence of Local Government as a permanent construction whilst in reality it is ever changing and adjusting albeit at a slower moving pace than issues directly affecting the daily reality of the actor.

The third node - 'Space', also holds importance for the sense of stability and is particularly interesting for organisation design as it has been treated as a distinctly separate issue within the literature in prior investigations (Greene & Myerson, 2011). Here the data shows linkages to the OD and effects on agency. Space is treated in three ways, firstly at the higher macro level, the building that the actors occupy, followed in turn by the internal departmental locality of the two main sections of the WOC and then we focus on the reality experienced by the researcher within the habitation and supporting data through observation and interview of the participants, this forms the micro level investigation of the habitation.

The second highest node was *Identity*. At this point the research shifts the focus of attention away from stability to fluidity, a sense in which multiple realities manifest to shape the identity of the organisation. Fluidity may give an appearance of stability, however is actually a fallacy which instability dominating the dataset. This is particularly important given the nature of change within the organisation at the point when the research was undertaken.

In order to make sense of the data analysis, it is presented firstly using the 'Habitation' realities (Bates & Marquit, 2011, p. 519). Upon reflection of the world of the organisation it appears that this holds more stability than socially constructed realities of legislative, strategic and or organisational structure. The organisation in all of its forms has occupied the building it currently resides in for decades. In terms of

organisational realities, it seems that this is as permanent as it gets and therefore of all of the phenomena identified it is key in terms of the actor and organisational experience of organisation design.

The next level of analysis focuses on the other stability conditions - organisational and actor, legal, strategic and structural manifestations.

The third level is the first of the fluidity set of constructions, here the researcher considers the actors as collectives (for example team, department, organisation). Here professional status, tenure, age, social capital and the role function play a part in the way the actors utilise the stability conditions to make meaning and enable agency.

The final level of analysis approaches what constitutes performance within the organisation design. Here the researcher focuses on the meaning outcomes that the actors construct within the dataset rather than a predefined set of conditions. The researcher utilises the research questions as the basis for justifying introducing 'performance' within the project rather than the node count as 'performance' was often inferred by proxy of particular constructs such as the PDR or financial benchmarks without these being identified as specific organisational performance issue from the actor's perspective.

3.10.4 Data Verification and Validation of Research Quality

Verification and concepts of validity can be problematic within qualitative research because of the potential for the suggestion of a singular reality implied within positivist axiology (Lee & Lings, 2008).

Corbin and Strauss (2008) argue that perhaps measurement of quality in qualitative research should be closer to artist endeavours and question if it possible at all that 'one set of criteria apply to all forms of qualitative research?' (Corbin & Strauss, 2008, p. 297). However, they go on to suggest that good quality research consists of 'artistic, scientific as well as creative' elements (Corbin & Strauss, 2008, p. 297).

Hammersley and Atkinson (1995) highlight two main area's that verification and validation of research quality can be assessed against. Using the respondents to confirm findings or through various forms of data triangulation.

Using the respondents to confirm the validity has its appeal. The interaction with the data subjects and findings enables verification with the sources of data and therefore is potentially useful in assessing the quality of ones findings or truths (Hammersley & Atkinson, 1995; Silverman, 2011). However, social psychology based research draws out 'subconscious social action' and may not be recognised by the respondents whose 'social positions' and perceptions of the research process may not align with the researchers own perspectives (Hammersley & Atkinson, 1995, p. 229).

The researcher believes it would have been problematic to use the respondents in validating the research findings because the findings are critical of the current organisational behaviour and challenge perceptions of established reality grounded within their own historic context. The alternative approach is to use triangulation in order to 'judge the validity of claims on the basis of the adequacy of the evidence offered in support of them' (Hammersley, 1992, p. 69). To this end, the researcher employed a wide variety of data collection material including, research diaries, field notes, acts of parliament/statute and EU case law, internal policy documentation, internal reports, photography and interviews with a wide variety of respondents rather than a particular 'type'. In addition, he employed 'reflexive triangulation' (Hammersley & Atkinson, 1995, p. 232) thorough out the research process, challenging his own assumptions time and again in order to search out his own latent bias'.

3.11 Summary

This chapter addressed the methodology used to investigate the nature of OD in an emerging WOC of an historic Local Authority. The research adopted an interpretivist approach leading to qualitative methodology of data extraction and demonstrated both the applicability and appropriateness of doing so in this chapter.

The design was inductive based on a single case study example across two data collection phases. The focus was on the underlying workforce psychology implications of the new OD model of the WOC. The first phase employed ethnographic approaches, including the creation of field notes, research dairies, documentation, photography and primary legalisation and EU case law. The second delved deeper into

areas of concern utilising semi-structured interviews designed from the analysis and coding of the data that rose from the ethnographic.

In the next chapter the researcher investigates the core findings of the study. The approach taken leverages OTA and thematic analysis to provide a lens to view the organisation design. In particular, the researcher findings draw on systems theory creating an OD model based on a circular design of change iteration.

4. Findings 1 – Stability Conditions

4.1 Introduction

This chapter highlights the nature of OD components of the WOC. As reported in the methodology chapter (see Section 3.6), the findings are based on three months of ethnographic data and 32 semi-structured interviews. In combination, these consist of field notes, research diaries, internal documentation, photography and interview transcriptions, all of which are used to address core research issues (see research questions presented in Section 1.3). These include the nature of organisation realities that the actors were experiencing, nature of the experiences for these actors and how the established OD constructs featured, and how this played out when viewed through a systemic lens. Where needed, within the reporting of the key findings, the researcher also provides brief rationale for the emergence of such findings. The following section builds towards a new model of organising the TRODM (see Section 6.2) and built upon the three institutional levels of analysis, Macro, Meso and Micro levels of organisation identified in section 3.9.

4.1.1 Habitation Realities (Stability)

The first section of the findings cover the nature of the environment that the actors within the WOC inhabit (i.e., the habitation). This relates to questions 1 focusing on the ‘stability conditions’ in terms of habitation realities and the way authority is enacted (see Section 1.3). It covers both the physical reality of day-to-day working and it also the nature of virtual working.

The organisation had recently moved into a newly refurbished office environment. The location of the office environment had symbolic importance; both sides of the WOC had been situated there for a number of decades before the refurbishment. The context is that the organisation was now in an extensively refurbished office environment as highlighted by respondent 029 (see Table 3.2 in Section 3.8.5).

“Well I would say it's friendly, it's vibrant, it's a nice building inside. I think it's a nice modern open space, facilities are quite good it's getting better. Easy transport for all that, location of it is really good (029PI).”

The office building had been designed along brutalist lines (the iconic 1950-1970's style based on box like concert construction designs), similar to many other buildings of the 1960's. Metaphorically, one can draw parallels between the status of the city the WOC is located in and the nature of its actor's realities. It quickly became passé, that the *new* brutalist architecture of the city had become a byword for poor thought-out planning and an offensive blot on the city.

To be an employee of the PO was held in high regard when many of the WOC employees entered the workforce, it was a byword for security and stability. The view of security and stability is mirrored in the nature of the building occupied which cuts an imposing view, the brutalist underpinnings are clear, dominating giving a sense in which the building itself is highly robust, strong and unapologetic for what it is. The researcher passed comment on this within his first day of observations:

"The exterior of the building is c1960 build, stark, in your face affair" (Diary Day 1)

In prior years, employees could derive much satisfaction from their personal and organisational status in making important contributions to the society and the government. A respondent (001AH, see Section 4.1.1.1) passed a comment as to the historic and symbolic importance of the roles for which the WOC occupies. There was a sense in which the past symbolised a high-level power and influence not just on the city, but beyond. This is an important context particularly so for professionals whose life-path has been so heavily influenced by PO through investments in training and development. It is clear within the interview data that many of the employees owe much to the fact that the PO previously funded graduate and post graduate qualifications of employees enabling individuals to progress internally. The habitation realities of the past organisation have heavily influenced the current state with actors acutely aware of the past and current state divergence such as identified by respondent 007PI.

*"...Training's stopped unless it's, I mean there's no career development like there **used** to be with the (Parent Organisation), which is a shame really because originally when we were (Parent Organisation) the career structure's so people were going and people were put on courses, upskilled, it's all stopped... (007PI)"*

In the following sections, the researcher will detail the findings related to different levels of habitation realities, here the researcher is linking back to the initial research questions related to the nature of realities and experiences of organisational actors. He attends to the virtual realities towards the end of this section.

4.1.1.1 Physical Habitation - Macro level

It's a worthy reminder that the nature of buildings was part and parcel of the work that the actors undertook. The location and nature of the office environment held particular significance to the workforce, many of whom were involved in the redesign and maintenance of the location they now found themselves prior to the creation of the WOC (Parent Organisation, 2013). The implications in subsequent years appear to be a workforce uncomfortable and defensive with their current position with the building itself forming a permanent reminder.

By design, the WOC was structurally at an arm's length, no longer included as a department of the PO for the purposes of direct service integration and managerial oversight. Within the actors, there was a sense in which accountability for the current state was always someone else's fault. There was an externalising critic as politically motivated being among the typical narratives within the dialogue. This was both observed and experienced by the researcher during the interview process with the term 'conspiracy' being logged 34 times within the combined dataset. For example, one respondent suggested that they were part of an experiment being watched:

"and you know you could almost feel you know like the psychological experiments where people do they put them in rooms Big Brother etcetera" (002AH)

The current state of the habitation (located at the edge of the city) had become a proxy and a visceral symbol for loss of status and influence as the research organisation had moved very much to the periphery of the PO.

There was an underlying sense of resentment, at the collective level, whilst the rational, analytical actor (neopsychic) has the ability to make sense through the variety of available data such as the socio-political-financial drivers. There was a dominating arcepsychic functioning that was unable to access this thinking and responded with resentment of the *bad* extero-psychic figure. In this case it is the PO, mistreating or

punishing a once *golden* child who the actors as collectives felt was previously held in high regard. An example of this previous position can be located in the very fabric of the PO's main building with the two key positions of the current WOC's Chef Architect and Chief Building Surveyor (now with titles of 'Head of' but operating as symbolic figure heads with links to the past) being craved in to the artefacts of building itself as respondent 001AH explains (a full list and detail of the interviews is provided in Section 3.8.5).

*"...you know even if you go up to the parent organisation main building today and you pull down a couple of them chairs in the chamber at the front it says Chief Building Surveyor...Chief Architect and it was almost like the power of these people who had the would tell other elements of the parent organisation this is what you're build we're building this...because we're the Chief Architect and we're building this **because** we're the Chief Surveyor" (001AH)*

The permanency of historic artefacts held within the PO buildings created a sense of entitlement of those, which held the positions related to building surveying and architects. This alongside a grandiose nature of history had created a distorted world-view of the importance that the WOC should now play within the world of modern public sector work. A heavy shadow has been left by the previous occupants of the roles within the organisation on the remaining actors as highlighted by respondent 001AH above. The nature of power was nested within the ability to affect the physical reality of the organisation with the two key positions now held within the WOC holding significant influence mentioned in respondent 001AH. This view appears to have contributed to blinding the possibilities of the future, any future in which the WOC is not held closely to the PO's operational and strategic deployment of resources. At the same time, there is an inherent contradiction of dislike and resentment of the PO itself from within the WOC.

Historically grounded, the dominant belief is that the current status should be one of equality with the other PO departments. These departments consist of both comparative parental figures to benchmark against and also competing siblings in the form of resources distributed by other parental figures. These include powerful individuals on key positions and organisations internal to the PO such as the head of paid service (a role with responsibility for cross organisational financial affairs) and executive and political leaders internally and external national governmental funding bodies.

With the legal structural changes, the PO had begun to distance itself from the WOC, however much of the operational framework, for example HR policies, financial ties are pertinent to this section, the building and working resources were dictated to the WOC. This was a consistent point of frustration with the interviewees and was clearly observable in a number of areas within the dataset. One such example was the contractual obligation to use the PO computer services for technology (covering all digital computing capacity). Here the parent is demonstrating a form of dictatorial power (i.e., *you will do as I say and do*) at the psychological level with the receiver (the WOC) feeling aggrieved. This is particularly pertinent given the historical power position of the roles of previous (now the WOC) leaders within the PO. If viewed purely from the legal contractual status, one would make the assumption that these are rational decisions based on the available evidence - Neopsychic functioning. However, much as the adult can rationalise the situation, there was underlying resentment as to the position that the WOC had found itself. At the collective, it was rationalised as being *hoodwinked* or sold as a bad deal, a sense in which there were games being played out (Berne, 2010).

Figure 4.1 shows the crossed nature of the communication related to habitation at the macro level, which the shift in power positions over the years has led to resentment from within the WOC. In the past, the departments as they were would have argued for parity at the social level with the psychological level playing out with synchronicity against other departments of the PO. As the organisation has moved away from the centre, there was a greater reliance on contractual arrangements to enforce control over the WOC (governing the nature of resources the WOC uses), with the resulting tension being played out as conspiratorial game playing and a sense of victimisation from the WOC actors. As highlighted earlier in this section, it was observed 34 times in separate incidents within the dataset in terms of the specific word 'conspiracy' being used by the actors within the WOC. This phenomenon appeared consistently throughout the dataset, however the researcher was more aware of the overt nature of such feelings at the middle manager level and above.

The WOC now had a reduced say in many of the ways in which they occupy the world whilst having a need to operate differently in order to survive in a competitive environment. In addition, they no longer held the same level of influence towards previously defined sibling departments (socially and psychologically) that was previously the case, and therefore could not make arguments of parity as easily as they might have done in the past (i.e., *he has it therefore I should too*). This environment is a direct result of the legislative framework authority placed upon them; and there is a sense from many of the actors that the PO had constructed a situation without fully understanding the implications of this. This was compounded by the level of involvement of previous (and current) WOC employees in the formation of this environment, many had been complicit in the creation of a situation that they did not fully understand the consequences until it was too late. This leads to a form of collective amnesia at the macro-meso level with the arguments of convenience against the PO are used to justify ill feelings or identification of wrong doing against the WOC. In fact, the very same participants putting forward such arguments were involved in the design of the organisation that they now felt is unjust. This was observed during the ethnographic phase as well as specific interviews with respondents 003PI, 008PI and 019PI, all of whom held the senior management positions pre and post creation of the WOC. For example, 0019PI below discusses being in control of their own destiny, however contradicts this position later by suggesting that the work and measures that part of the organisation is using is the same now as previously was the case.

“So (WOC) has managed to (...) stake a claim and allow to be this wholly owned company where we're not forced down a route that we don't want to go...yes there are cut backs in our budgets, all sorts of things not dis-similar to the (PO) ... we are in charge of our own destiny.” (0019PI)

“and the (Department B) side less so... generally speaking most of the work for the old (Department) now the (Department B) came from the city and they're having to externalise and compete and benchmark a lot more in that environment than we have had to in (Department A). So I think for me it hasn't been a big change...” (0019PI)

At the micro level (see Section 4.1.1.3), a separation of the individual actor and the organisational group(s) has evolved where the individual rationalises the current state more comfortably in terms of their own individual contributory effect on the design of the organisation whilst being able to hold a contradictory position that it is the other siblings and bad parent that are at fault for the current predicament. This was

a consistent narrative that the researcher both observed himself within the research diaries as well as throughout the interview datasets. Specifically, this relates to the Berlin Wall issue highlighted by 001AH (see Section 4.1.1.2) located in the next section.

Figure 4.1 - Macro Level Habitation OTA

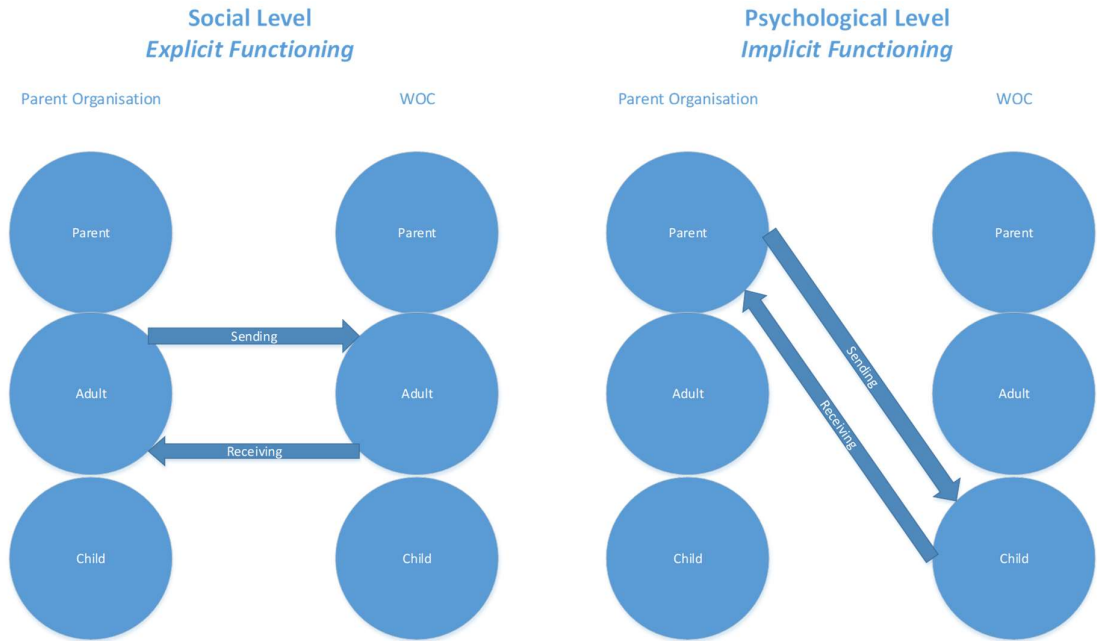


Figure 4.1 depicts the crossed nature of the transactions observed within the research diaries and the interview transcripts. It demonstrates that at the highest level observed, the OTA is Adult functioning with underlying Parent-Child cross functioning at the psychological level. The nature of the perceived parental intervention is seen as interference, intervening in order to keep the WOC safe as a parent would when they sense a child has the possibility of making a mistake (Mountain & Davidson, 2015). The legal framework of technical obstacles and obligations related to the resources governing habitation constitute a form of interference. Ironically, whilst the research participants often view the design issues as part of a conspiratorial agenda. For example, Respondent 009PI by suggesting that it is too much of a conspiracy is, offering their own view that nothing has changed and therefore the WOC is in itself a conspiracy for the status quo.

"You wouldn't get that, doing this only 18 months. All this stuff is going on and that just seems to me a bit too much of a conspiracy theory. ... they just think they're

still in (Parent Organisation) (Department B) and nothing's changed for 30 years, and none of it will change now.” (009PI)

The researcher's observations noted and as a result of the documentation reviewed that the design principles related to control and exercising of power were actually clear and blatant. For example, the nature of spending and delegated authority had not changed as highlighted in the research diaries:

“...He then explained the issues around control delegated authority and budget spending ... control which is designed to stop the individual doing one thing and making them do something else and the games that people play.” (Research Dairy 8)

It seems that the actors' construction and managerial narrative around this was in order to suit the workforce, in that it was the right direction to take (the formation of the WOC) related to freedom to trade and reduction of control from the parent. This situation had essentially been self-imposed and constructed in clear terms. There did not appear to be any evidence that the PO ever wanted the WOC to have much freedom at all and therefore one could argue the design of the environment and continuation of the WOC within this is perfectly logical as the PO continued to want to control and protect a strategic asset. This is highlighted in the original report setting the operating framework of the WOC detailed in excerpt below:

*The Company will be established as a company that is wholly owned and **controlled** by the (Parent Organisation) (otherwise known as a Teckel company) ... be exempt for the purposes of E.U. procurement regulations (OJEU) as long as all but a de minimus proportion of its work is for the public sector. (Parent Organisation, 2011)*

The protection at the PO level was twofold, primarily in order to preserve an organisational asset (the WOC), and secondarily being a supportive manoeuvre in order to shield the naive and vulnerable new company from the evils of the world - the metaphoric child. The strategy of the PO was set out in a decision report at the inception of the WOC (Parent Organisation, 2011). On the latter, the researcher observed linkages to an inherent organisational philosophy of the *virtuous* public sector and the *deviant* private sector. For example, the excerpt below from a key Parent Organisation report prior to the WOC's creation highlights protecting the public service ethos, suggesting that this is more important than alternative operating model (for example outsourcing or contracting for services):

*Members, in looking at alternative proposals for innovative service delivery, that would transform the business, whilst protecting the **public sector ethos** and respond to the fiscal challenges facing*

the (Parent Organisation), The initial proposal was to explore this option for (Department B) and (Department A). (Parent Organisation, 2011)

The same twofold viewpoint can be used from the WOC's perspective, however when done so, the protection of the asset becomes hindrance, and supporting transfers into interference. The irony of the situation was that the neopsychic functioning would take the view that the PO is attempting to pursue the 'I'm ok, you're ok' approach (Berne, 2010), and they are only doing what they believe is in the WOC's best interests. However, in doing so the PO operates a form of institutional paternalism and therefore leverages extero psychic functioning to achieve this (e.g., Berne, 2010; Munchus, 1983). For example, there was no new money set aside to form the new company, resources from existing budgets were used, the intention was the protection of the PO first and foremost including the reduction of any liabilities:

"... financial governance arrangements are set out in the Full Business Case in the private report on the agenda...The establishment of a wholly owned holding company will be carried out using existing resources within the Development Directorate, with the objective of improving efficiency and reducing costs to the (PO)." (Parent Organisation, 2011)

Beyond the macro level habitation reality is the meso level. The researcher next investigates the nature of the relationships between the two sides of the WOC.

4.1.1.2 Physical Habitation - Meso level

The transactions of the WOC between the PO and itself provide insights into the constraining residual physical environment that has been imprinted upon the new organisation. These have implications on the next level of transitions, as does the legacy of former PO's organisational structure, which sets the boundaries of the present day WOC. The researcher will now detail findings related to the meso-level physical habitations transactions within the WOC. Here the research continues to uncover issues related to questions 1 (see Section 1.3).

There is an inherent sibling rivalry between the two parts of the WOC Department A and Department B at the meso level leading to psychological disruptive engagement between the two areas. This manifests itself as normative extero psychic transaction upon sending messages to the other section with an assumed arcepsychic functioning response of the receiving agent playing out.

0016PI	<i>"It will depend on the type of projects and there is a bit of a has been traditionally a bit of a divide between that side and (inaudible)."</i>
Researcher	<i>"Yes, someone described this as the Berlin wall (laughter)"</i>
0016PI	<i>"That's a, I've not heard that one before, but yes pretty much (laughter)"</i>
Researcher	<i>"So you are waiting for the Berlin Wall to come down?"</i>
0016PI	<i>"Yes, in a way"</i>

This finding relates to the analysis of the separating of the two sections the organisation - Department B and Department A, and the respondents in table 3.2 (see Section 3.8.5).

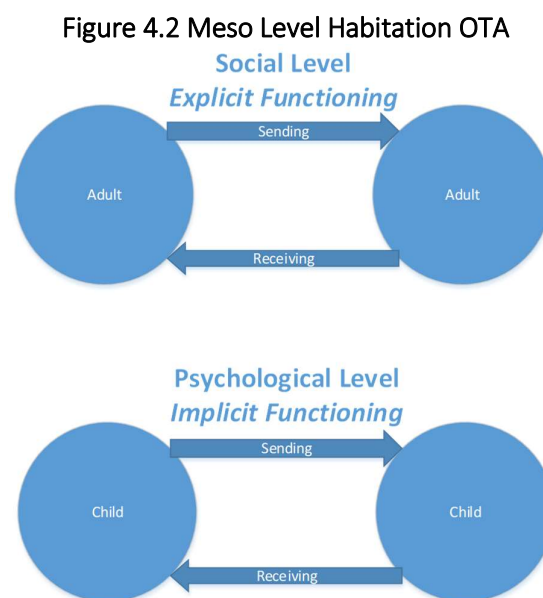


Figure 4.2 reveals a duality of reality in the way in which the two sides of the WOC coexist as siblings playing for the parent. There was a sense of the panoptical within the observed behaviour, the respondents acted in accordance to the unseen self-regulatory concept of control and power (Wheeler, Valchopoulos, & Cope, 2012). At this level, the parent is undoubtedly the Director of the organisation, at the time of the data collection, the Director had been promoted from within Department A and was viewed with suspicion by many of the respondents from the Department B. The design of the habitation plays into this psychology, firstly in terms of the macro level habitat as one responded pointed out:

"...if they actually said, look you are not part of the (PO,) you're over there in another office, that might actually make you think, ooh ok, right, scary, we'll all together in this now, it might actually pull together..." (012PI)

The WOC and within this the two sibling departments were bound to a PO building. The suggestion by respondent 012PI along with the earlier quotation from Respondent 0016PI and Respondent 001AH on the next page is that this contributed to psychological divisions within the organisation. This was part of the narrative punctuated throughout the dataset, at the time of interviews there had been limited material changes to differentiate the new organisation from the old. In addition, the floor space was divided physically along functional structure lines. Appendix B shows that there is a physical block of cellular meeting spaces down the centre of the office. This divide was termed as the '*Berlin wall*' by one respondent (001AH), referencing the cold war artefact of a divided East and West Germany. It is well known that this wall was impenetrable by the local population of Berlin, heavily controlled marking the physical and symbolic divides between the democratic society in Western Europe and the communist East.

*"Architects and quantity surveyors sort of that side... I heard one person erm you know to use terms that you can throw in there I heard one person call this line "here's the **berlin wall**" ... But (.) sometimes when you hear little nuggets like that there's underlying elements beneath those comments ..." (001AH)*

This respondent (001AH) is making inference to the nature of the way of working, in that there was a clear structural divide (physical and organisational) between the two sides of the company, the point at which they would meet to work, would be in the meeting rooms, kitchen and photocopy area in the centre. There was limited need to physically interact as a result of work (or social) processes until the conversation reached senior management level as a result of functional structural design in where the two heads of service for Department B and Department A respectively reported to the Director.

The design was historically grounded as they had distinctly different PO departments prior to the creation of the WOC with different aims and objectives and somewhat different organisational cultures. The design was also heavily influenced by historic normative business structures as a result of Taylorism design thinking, the separation of labour and thinking.

“...if we spoke about the big and the little and then if you go into the big and the little because they both got it because I have been in both camps now so I have seen both they have a them and us within there and them and us in the big bigger element the Department B side is the facility managers side and the project side (001AH)”

On the surface, the office design was a pragmatic response to the physical parameters of the location - the design of the building. However, there are some key points to investigate here, the business had external pressures of commerciality to respond too. It was no longer two separate departments competing for the affections (resources, attention, ‘strokes’) of more senior figures/bodies (e.g., Berne, 2010). Below the Parent Organisation details how the WOC was envisaged in terms of acting on as one organisation with all of the associated assets of the Parent Organisation Transferred to it:

“By setting up a Parent Organisation wholly owned company, the authority has the flexibility to operate it in a variety of ways.

Model 2 - Transfer all current resources and assets into a new company and trade in an ‘arm’s length’ capacity to the authority.

It is anticipated that Model 2 would be adopted, i.e. transferring resources and assets into the new company.

In order to ensure transparency and competitiveness with the private sector and, importantly, not breaching the rules in relation to State Aid, the company must not be subsidized by the authority. This means that the authority must recover the costs of any accommodation (albeit this could be negotiated at peppercorn rates), goods, services, employees or any other support it supplies to the company.” (Parent Organisation 2011)

The advantages of the two businesses include the intellectual capital and collective labour resources, however, leveraging these was problematic because of work design processes which were predicated on differentiated business models with historic underpinnings which were set out in the report which commissioned the creation of the WOC (Parent Organisation, 2011).

The nature of the relationships between the competing sides of the WOC politicised what should have been clear business conclusions in terms of what was logical, rational and data driven - Neopsyche. A prime example of arcepsychic interference was ‘BIM’ (Building Information Management), which is a new standard in building design, construction and maintenance, which at the time of data collection, the WOC were on the cusp of being market leaders. Defined as a special, separate project, BIM appeared to be a

side issue of limited relevance in the changing nature of the organisation design of the WOC. The researcher interprets this as similar to letting the children play while the adults do the *real* work. In commercial reality, the researcher felt, during his interactions with those involved with BIM (Specifically, commented by Respondent 0012PI, who was a project manager overseeing the implementation of BIM) that a golden opportunity to redesign the whole organisation and create a compelling commercial unique selling point related to bidding for work, maintaining and growing market share appeared to be slipping through the organisation's fingers in plain sight. BIM would not only give the organisation a new radically different design platform to perform the work, it was also an opportunity to revisit the whole OD with the distinct possibility of reshaping the two historically grounded organisations into one more efficient, more connected with the ability to more quickly respond to the customer needs. The respondents below highlight the key changes that the project could bring as well as some of the difficulties of the current OD:

"If you've got the model of the building, ... you can physically see the services going through the building and follow them, it could potentially save you having to crawl up duct...I don't think it will have an immediate effect on the way we work because we do maintenance. It has an immediate effect on the way the design people work." (0032PI)

"...(Sigh) It could be improved but only, (sigh) it's going to have to evolve because BIM's going to come in, in 2016 and what I do with the drawings is put attributes on them. As I said, I do the drawing, put the layers on and put the attributes on. Now if BIM, Building Information Modelling 'inaudible' and the management which comes in that as well," (0031PI)

"theoretical benefits of having all your data but I've been there before as well in that, in other industry kind of (...) initiatives that (...) inaudible do this kind of thing um, so I'm not quite sure how it'll go, something you've got to see, um, it's relatively new...There's a push to use BIM and people say it has advantages ... you have to wait and see whether it actually works or not" (0029PI)

In order to make *rational* decisions, one would expect an organisation to default to analytical decision making with nurturing and dependent logic being co-dependent constructs of equal value used to support the *rational* and *objective* decisions. Essentially, decisions that can be shown to hold consistency within time bounded periods or operation and applicable across the organisation such as those that Simon (2005) identifies. This is in related to spans of control, accountability, influence and support in addition to those located within normative accountancy arrangements. For example, financial performance and in particular profitability. The latter of which appeared to be a particularly difficult concept for the organisational

respondents in terms of practical legitimacy within the organisational space (which is in line with Conner & Prahalad, 1996; Simons, 2005). A good example of this logic and frustration was highlighted through of a one senior managerial respondent (003AH), where he suggests that finances related to performance are unconnected to organisational purpose in the WOC.

“...You go out there and most people wouldn't even know what the financial position is, but if you work in a private sector everyone knows exactly. I say, people's performance, their pay, their performance, everything is related back to that, that one single target, and making money. We don't have that same clarity of purpose...” (003AH)

In addition to the interviews, the lack of urgency related to financial performance was also something that the researcher himself observed. During a senior management meeting, the Directors personal frustration at the lack of response from his management colleagues to a foreboding financial issue was extremely apparent (see the below quote in this regard). The focus on agency workers and smaller expenditure such as postage appeared to ignore the obvious issues that agency workers were an inherent and deliberate part of the strategic mix of workforce without which the organisation would be unable to fill its operational requirements and, that the ancillary spends were a preverbal drop in the ocean. The strategy appeared to be incoherent and without alignment to the existing business model.

“005PI asks that finance is brought forward as important issue before he has to go. Current £266k deficit likely to be £500k deficit by end of the year due to a change in the primary schools building which has reduced by £1million...Agency staff, will need to be reviewed, Time is limited, half way through the year. Need to be decisive, 005PI doesn't want to get into a downward spiral...Things like printing, post?...” (Research Diary, Week 10)

Within the BIM situation, the dependent and nurturing logic out rank the analytical, this drove the project away from mainstream activities to the periphery of the organisation. The nurturing logic is seeking to address the need of the project to *feel* important by giving it the outward status of an experienced respected highly accredited project lead, resources to meet regularly and other symbolic artefacts such as listing on the agenda of senior meetings. The dependency of those involved in the project was to show their importance much like a child seeking affirmation from the parent and therefore go along with the illusion that something important would emerge from the work. In this way, both were complicit in the

knowledge but in reality, the project had no real status in the *real* world of the organisation, it was for show. The researcher found many instances where the respondents would highlight the likely benefits of BIM, however it did not feature in the conversations or meeting agenda's that the research observed. The project was missing from key meetings about the future of the organisation. Below the respondents discuss the importance of the project:

That's what they're saying but we've got one architect that's very keen to use BIM. So we're working with him It could revolutionise the industry. (008PI)

Researcher *"Do you believe it will change the way you work (BIM)?*
0026PI *"In my opinion BIM will be the most useful thing that has ever been implemented It wise."*

Those people who don't do BIM won't be there in 5 years' time. That's why I say it's important to them, it's such a missed opportunity to be ahead of the game. (007PI)

The use of technology was shifting from static based modelling of buildings to virtual and dynamic cloud based approaches (BIM Task Group, 2013). BIM required a different approach to building design through cloud based collaborative software. There were clear and obvious OD change issues emerging as a result. The important issue to note here is that the opportunities from BIM were cross-organisational covering all the major work that was undertaken in a way that would bring together the collective interests.

"Definitely, yeah it will become, because everyone will have to, for it to work properly people will have to become more collaborative and stop working within their own little nest, ...they will have to start speaking to each other, There is no way of avoiding that and at the moment people just work within their own little tunnels ...and don't bother coming to you if they don't have to."(0015PI)

What's interesting here is that there was an apparent reluctance to utilise or recognise BIM as an opportunity for redesign. There was a special project group created with a very experienced and highly respected engineer leading with a national profile. However, the group had come from the wrong side of the *Berlin wall*. The project lead was clearly of the Department B origins, the researcher spent a number of days observing this individual (007PI), the sense of frustration was palpable. It was immediately obvious

to the researcher that the content of BIM was both exciting and held tremendous organisational change possibilities in terms of commercial success and industry leading innovation. But it was also obvious that the project was not being taken seriously. It appeared to have been side-lined in favour of change work which focused on workshops, team building and generic workforce engagement activities with no emphasis on the work design processes and the opportunities that BIM could undoubtedly offer. In terms of change management, it was a golden opportunity to introduce fundamental, tangible and needed OD changes without artificially fabricating a burning platform (Conner, 1998). Below, respondents 0015PI and 030PI highlight the change management presentations and perceived lack of leadership around the actual work of the WOC. In combination with the prior comments related to BIM there was a mismatch between the work of the organisation moving forward and what was actually being presented to the actors in the organisation:

“Like bringing us up to the (PO) house to tell us what was happening with (WOC) and where was it going forward.

And they would do presentations to us with the change managers to say what was changing.” (0015PI)

“Currently, its demoralising at the moment. Probably due to changes, lack of leadership, lack of work, lack of decent work...” (030PI)

4.1.1.3 Physical Habitation - Micro level(s)

The design of the new office environment was sparse and somewhat clinical punctuated with large pictures of the City in places towards the exits. An example of this can be seen in figure 4.3. It was difficult to identify any uniqueness between the floor that the WOC were placed. This was brought home to the researcher starkly when he found himself on the wrong floor on one morning without realising it. In this incident, the researcher walked the length of the office towards the rear facing windows before he realised that he was one floor above where he should be. The researcher’s presence went unnoticed by the other occupants of the floor. This was particularly interesting because he had chosen to dress as a student (jeans, t-shirt, hoodie) for the duration of the field research period in order to present as different and less threatening than blending in through office dress which might have been associated with authority positions. He was not challenged or even noticed at all despite the office being fully staffed. The

interpretation of this relates to the diversity of individuals within the building (including housing and social work staff) who would dress appropriately when meeting vulnerable people who fear authority.

Figure 4.3 - WOC Example of Office Environment



Several notable changes came as a result of their occupation of the new office environment. Firstly, a number of respondents mentioned that the Director needed to move from a location, which was as close to a cellular office as could be. Appendix C – The WOC Floor Plan shows that the bottom left hand side of the page is the area that the Director had originally chosen to be his location (effectively a corner office divided by tall filing cabinets rather than walls). In the top centre left of the same diagram, we can see the area where the Director and his senior management team were located at the time of the research. This is no longer held within a walled environment; but divided instead by significant space between them and the rest of the organisation. In addition, they were positioned as such so that if an employee needed to converse they potentially had to walk the length of the office to do so, a potential psychological barrier to engaging face to face on a regular basis, as well as the diagram in appendix C this is also highlighted by Respondent 0020PI below

“Um, (...) I think one of the things that has changed (...) fairly recently is, for, and I understand all the rationale and the reasons, is the fact, SMT Senior Managers have moved down to the back end of the office” (0020PI)

In the subsequent reorganisation, the senior management were located towards the rear of the office - essentially the furthest point from the entrance and closest to natural light. The direct impact of this is that senior managers have no choice but to walk past as many of the employees as is possible before

arriving at their desks. It also however meant that there was a stark physical disconnect between the day-to-day running of the organisation and the strategic leaders. Linked to performance (see Section 5.3), we can see a logic related to shifting behavioural change, moving away from close parenting operational environments to self-determination of the workforce through decision making. However, symbolically this approach caused difficulty and was interpreted as a metaphoric ivory tower 'us and them', 'you're (they) are ok, we're not ok' (Berne, 2010). It led to a sense in which the workforce felt abandoned by the parents rather than empowered. This was certainly the criticism; the managerial shift was an attempt to demonstrate new behaviours of empowerment and trust; it was often interpreted as abandonment of responsibility and lack of accountability. The respondents below articulate differing opinions and views on the leadership, however it is clear that the leadership style and practice were being questioned:

"Mainly due to changes, lack of leadership... it's just feels decimated." Respondent 0030PI

"...It was, very directive, very top down. There was no devolved means of making decisions to taking responsibility it was all, even the simplest decisions were all pushed up prior to the head of service no one made a decision and since XX. came in he's turned that on its head and pushed down, devolved responsibility of decision making as much as possible, that's very alien." (0014PI)

"...essentially, you've got a leadership team that you think are fairly unlikely in their respect to be able to get in to these roles because of past performance" (009PI)

"not a lot of decision making, it's more sort of changes that have been made over the last couple of months via XX leadership with all consultancies working with...all these systems are being put in place to sort of check people, by the look of it, don't trust which isn't very nice is it." (022PI)

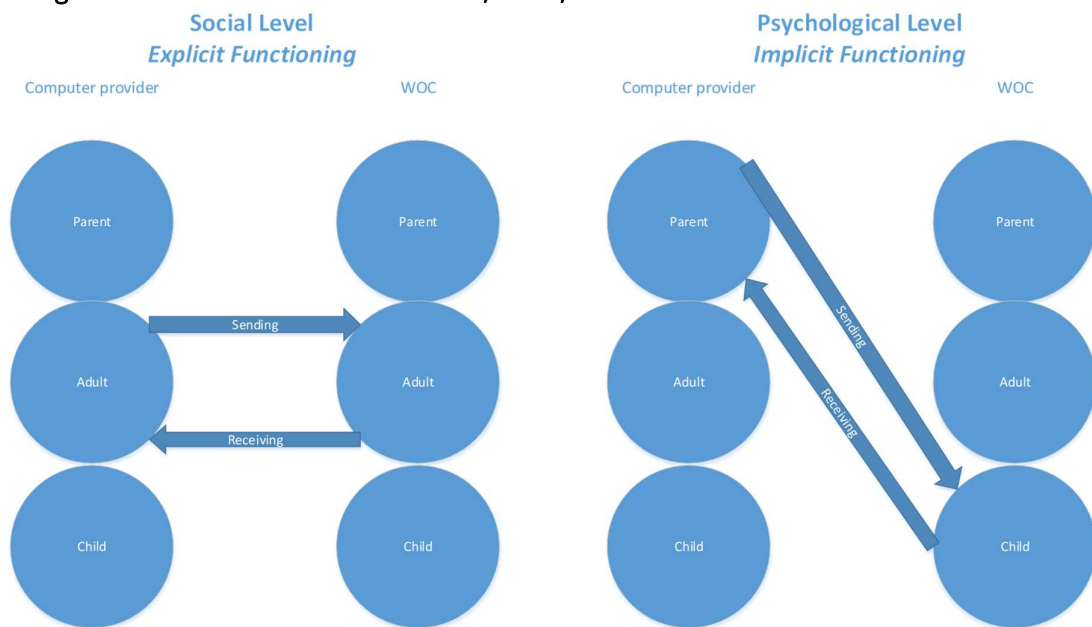
Further evidence of change resistance was evident from how the space was utilised, which was observed in the research dairies. Much of the environment was cluttered with stacks of paperwork forming barriers around desk spaces similar to a cellular office design. In addition, this behaviour decreased visibility of individuals through visual barriers compounding the effect of the senior managements' location. This is evident in Appendix C as well as the following excerpt from the research dairies.

"The way that space is used appears to reinforce barriers between teams and groups within the organisation. Moving managers away from their teams may have helped bring the managers together, however I wonder how communication is fairing now." (Research Dairy week 7)

4.1.1.4 Virtual Habitation - Macro/Meso/Micro levels

The nature of the relationship between PO's technology service provider and the PO itself holds significance for the WOC. In many respects, the relationship is one of self-imposed confinement in an age of rapid digital expansion. The PO appears to have agreed strict parameters in the form of contractual arrangements in the past, which served to control and restrict activity of the organisation. It is an extension of wider PO policies which serve to control and protect the employees from *misusing* technology for non-work-related activities - nurturing and protecting parental intervention. Figure 4.4 demonstrates the observed nature of the social and psychological realities of the virtual habitations.

Figure 4.4 - Virtual Habitation - Macro/Meso/Micro OTA



The psychology of the WOC employees was embedded within an assumption that using technology for communication was an either/or activity rather than as might be the case, a useful addition, an enhancement to daily functioning of the organisation. This is evidenced from 015PI comments, which highlights the utility of instant messaging services in a previous organisation but then converts the current situation into a positive health benefit related to exercise opportunities.

"Seriously, and I remember before, in my old office there was that [same] time with the screen but I think that's policy of probably wasting time. People would see it as, but it's quite good

actually if you want to ask someone a quick question and, you know someone sitting up at the other end of the office and you don't want to bother to get up and go over...I see it as like exercise nowadays just to get up and talk to them (015PI)."

The organisational restrictions on such technology serves as a reminder of the lack of institutional trust leading to reduced efficiency opportunities in the form of time and in terms of unknown opportunity costs. For example, introduction of BIM and associated changes to work practices as highlighted below, as observed by 003PI as part of a discussion related to identity making.

"...if we'd have grabbed that by the horns ... we're going to use BIM to drive forward separate ident, by the way, we, we process all of our information, the way we desire information, the way we exchange between the different disciplines, the way we exchange inaudible contractors and the clients er the design process the construction process and the hand-over process...(003PI)".

Apart from e-mails, face-to-face and standard telephone communication, the only other notable form of virtual habitation was teleconferencing. The utility of this was found in virtual communication with external contractors rather than meeting in physical spaces. The reason given was related to cost reduction, the evidence from the respondents appeared to suggest that it would be the contractors/suppliers that would suggest this method, not the WOC actors. As the WOC's history is embedded with the PO's, the provision of services was geographically bound, communication could be a face to face process. With the creation of the WOC, the context had changed, but the institutional systems and needed flexibility hadn't. There was evidence of a desire to increase the profile of the organisation beyond the city borders as respondent 0020PI suggests below.

"as a brand to win more work across the (City) region, across the (County) region, across the country internationally whatever we can do to win work ... just become this commercial monster that does anything for money" (0020PI)

In the first week of the ethnographic phase, the researcher witnessed that the organisation had been shortlisted for an award in the Far East. More locally, there were projects that the organisation was interested in bidding for in Scotland where communication technology would be useful in time and cost savings.

"We were asked to go to a meeting on, this Thursday in Scotland, so I emailed them back and asked them if we could do a conference call" (0020PI)

At the transactional level, the neopsychic logic of the social interactions (*the policy is, and therefore we follow this rule*), in many ways is the simplest logic but possibly dangerous approach to people management. This is particularly so given the psychological space is occupied by exteropsychic logic. Dominated by top down control and justified through parental concern, both become problematic in terms of cultural status and the ability of actors to challenge managerial decision making or where the rule does not cover the exact situation at hand. The underlying design of the PO was based on democratic ideals, the elected official having responsibility for operational activities, however in reality these are structures that assume managerial dictatorial power (Parent Organisation, 2011; Anand & Daft, 2007).

The (Parent Organisation) will set up a wholly owned holding company with a series of Special Purpose Vehicles (SPV's). These will operate a range of services for Department A but operating at arm's length to (Parent Organisation)...To incorporate and manage the phased integration of staff and other internal PO services, for example, (Department B) into the wholly owned company and respective SPV's, managed as subsidiary limited companies to the wholly owned (holding) company." (Parent Organisation, 2011)

Such structural thinking had fed into the WOC and as a result, its' governance structure. The question has to be asked, who and how then can anyone in either organisation ever truly challenge and change the status quo? Respondent 0032PI highlights the difficulties of leaders with history in the PO having difficulty in managing a commercial entity:

"If you want my honest opinion I don't think the management of (WOC) know how to run a private company. They panda to the (PO), they won't stand up for themselves" (032PI)

The notional top of the organisation was the Director of the WOC. However, he reported to the senior most officer of the PO who in turn reported to a complex executive governance structure within the PO. The senior most officer of the PO in addition was looking after the WOC's siblings and had an organisational context which relied on 'perpetual reasoning' (Parrish, 2010, p. 517). Movement away from the PO normative arrangements, appears within the WOC structural setting to have been an impossible dream. The normative arrangements were within a cultural and operational context, which held the PO to account related to the purpose of public good; utilising resources on the basis of longevity and fairness. The WOC

was in a setting whereby the expectation was that they must create profit, implicitly at the expense of others (aka competitors), they needed to assume design principles of 'exploitative reasoning' against the grain of an organisation who were designed to do the opposite (Parrish, 2010, p. 517). Respondent 029PI highlights the shift related to the customer below:

"customer is still important but actually trying to get like definitely markets again new work. And that's possibly a greater emphasis on the profitability and cost" (029PI)

The use of technology and virtual habitation was a central issue for the WOC and linked directly into organisations as an information processing unit, the IPV (highlighted in the research diary). Without embracing newer forms of information processing the organisation remains nested within the PO environment of control. Below the researcher highlights the linkages between the WOC's then state and information processing.

"Essentially organisation IPV comes to mind. The objective is to share information as the design happens. The organisation exists in a virtual environment. Once it goes to physical build the organisation then moves into physical spaces..." (Research Diary week 9)

In this section, the researcher has highlighted the nature of the habitation realities within the WOC in an attempt to address research questions 1 (see Section 1.3). The next section focuses on the other stability condition, 'authority', essentially the way formal power is used and utilised within the organisation.

4.1.2 Authority, Organisational and Individual (Stability)

4.1.2.1 Macro Level Authority Framework

Below we can see the frustration expressed by respondent 008PI. Referring to the nature of the relationship between PO managers and the WOC, he makes the suggestion of a 'danger' of strangulation of the WOC by legal intervention of the PO owners. In this sense, there is a procedural right that the PO owners have over the WOC, which we interpret here as the right to exercise power over the controlled entity. This is socially acceptable through neopsychic functioning, the relationship between the two is the accepted and legal authority of a dictatorial nature of the larger owner of the smaller weaker owned. This latter point is both a legal and procedural issue. There is legal ownership and through this the PO is enacting procedural rights and interpretations of control for its own purposes not necessarily for the good

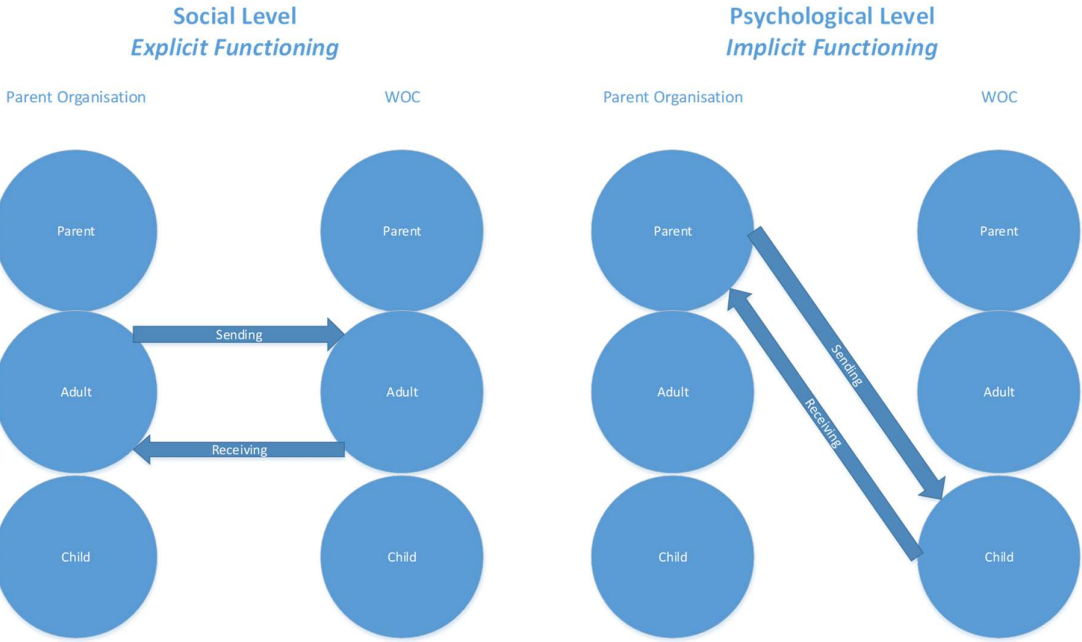
of the WOC’s own organisational purpose as highlighted in the excerpt from a commissioning report prior to the creation of the WOC:

“This report sets out a proposal to establish a (Parent Company) wholly owned company to deliver a range of services currently delivered in house. It will also allow trading and provision of services to other public sector and private organisations” (Parent Organisation, 2011)

Psychologically, this forms part of the extero psychic to arcepsychic relationship, rather violently described by respondent 008PI, the WOC bending (possibly breaking) to the will of PO owners, ‘you will do or else’ parent viewed through a legal procurement perspective of the European ‘teckal’ caselaw (Barrow, 2011; Local Government Association, 2012). From the psychological and social perspective there is two different realities playing out demonstrated by Figure 4.5 with crossed transactions as a result (Berne, 2010).

*“I think there is a danger that The WOC is **strangled** by the PO. It's a teckal company so it must have control as a teckal criteria, cause you know teckal is about procurement.....I'm not sure if anyone's ever sat down with X. and said, "you are a teckal company, but we're trying to give you as much freedom as possible, let's talk about those areas". (008PI).*

Figure 4.5 - Macro Level Legislative OTA



Whilst the nature of the caselaw being referred to by respondent 008PI and Respondent 002PI relates to what is permissible under EU procurement rules, there is an underlying sense of frustration and critic of

the PO's interpretation of the teckal case logic. This was something the researcher noted in the excerpt from the LGA (2012) below:

"it could be a case of they continue to want us to be a teckal company and (...) we continue on that basis where only 10% can be traded externally." (002PI)

"current governance model and the options for incorporating the undertaking by way of a 'Teckal exempt' in-house trading vehicle" (LGA, 2012)

It is clear that this respondent does not feel that this conversation between the PO and the WOC is occurring or is likely to at the current time leading to a conclusion here that the WOC is part of a subjugated (psychologically) control and dominance from the PO. The absence of discussion as to what more freedom might be possible is the point of frustration as much as the sense that the PO is a direct and dominant force against progress of the WOC. Progress being greater freedom leading to increase commercial behaviour. In focusing on what is not possible, the PO extracts additional power over any possibility that is not a new status quo of control by the PO. The nature of the relationship within the boundaries of legal frameworks has shifted from the WOC as the PO departments within the nuclear family and holding a degree of internal influence to a distancing, a sense of being under greater control but having less influence within the wider family.

Whilst *rational* objectivism might view the relationship as logical and legally justified, the controlled (The WOC) view the relationship through psychological prison; that the construction of the legal framework is self-serving in favour of the PO whilst simultaneously hindering the ability of the WOC to be what the actors deem is possible. This leads to frustration of the aim of the PO that the WOC will operate more commercially and is therefore a form of self-destructive behaviour. This links to other comments found elsewhere in the findings where the actors suggest a conspiratorial environment highlighted earlier related to the 34 separate incidents of 'conspiracy' being used within the dataset (see Section 4.1.1.1). Alternative organisational structures allowing the WOC to operate autonomously would likely lead to a reduction of control of the PO. In parental terms, it would mean letting go.

A further example is highlighted below again by respondent 008PI, here we can observe the panacea for the ills of the organisation to be within the private sector. Respondent 008PI is articulating the desire for speed over complacency of institutional process and legal frameworks. There is an attempt to suggest that the needs of the WOC should be paramount against the needs of the PO. On one level this is a logical conclusion of a new organisation wishing to be successful. However, within the legal realities constructed it is a moot point if not bordering on absurd. The absurdity is not that the actor makes a ridiculous argument; it is that the argument is redundant within the context; it's a pointless discussion both socially and psychologically because there is no possibility to change the reality as things stood. Control and protection of the larger body (the PO itself) is the overriding priority of the PO. Not only this, but also the reality being played out was a construction that the actors were dependent upon for agency. Put simply, it enabled the workers to operate in a reality they understood.

"If it had its own HR, which was brought in from the private sector, brought our legal services, someone who came in from the private sector, very different way of looking at things...Mm, what you have is someone in HR who is saying, better look at the city's rules. That's what you should do. ... that's fantastic but they don't move very quickly. That's what you have to do in the private sector, cause you miss the boat (008PI)."

*"The Company will be established as a company that is **wholly owned** and **controlled** by the Council (otherwise known as a Teckel company) and, therefore, be exempt for the purposes of E.U. procurement regulations (OJEU)" (Parent Organisation, 2011)*

4.1.2.2 Meso Level Authority Framework

The next level down within the legal framework is that of the organisation self-constructs within its own boundaries and the policies and procedures of the operating environment. Here, within the legal boundaries of the WOC, the expectation might be one of self-determination. However, the meso level is split into two parts. The first is a mirror image of the macro level (see Figure 4.5), because, whilst the legal construction of the company is that it is an independent entity(ies), it is in fact three legal companies being managed as one. It is owned by the PO and therefore subject to wide-ranging policies, many of which the PO itself has little autonomy over such as equality provisions enshrined in the UK and the EU law. The WOC governance and design was transferred directly from the PO as can be seen from the excerpt below.

The Council has powers to provide the Building and Consultancy Services under the Building Act 1984. Under section 111 of the Local Government Act the Council has the power to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions. The Council's interest in a company limited by guarantee is regulated by Part V of the Local Government & Housing Act 1989. The Transfer of Undertakings (Protection of Employment) Regulations 2006, (TUPE) regulations will apply to Council staff that transfer to the new company. (Parent Organisation, 2011)

In particular, employment arrangements and precedents are impacted within the WOC. These govern how, when and why an individual may act in a particular way within the working environment and critically, the behaviour of the organisation towards those actors enacted through managerial agency. As observed at the macro level legal of analysis, the outcome of the relationship is an underlying sense of frustration of the child and the controlling parent. The parent appears to not be content in controlling the wider environment, they are in fact integrated further into the detail of the operating environment rationalised by the legal frame. The adult social level discussion is “*of course we have every right to be involved in this, it says here we should*” with the psychological level feeling further subjugation of the dominant parent, which is nested within the earlier findings (see Section 4.1.1.2) connected to the TA framework that Berne (2010) developed.

The second part of the authority/legislative OTA shifts away from the nature of the PO/the WOC relationship to internally focused arrangements. In particular, the relationship between the Director as an ultimate authority over operations and his two businesses – the Department A and Department B.

As can be seen from figure 4.6, there are forms of crossed transaction occurring within the relationships. The Director appears throughout the dataset as the rational neopsychic figure demonstrating the new path for the archaeopsychic dependents. The narration observed by the researcher from the subordinates was a form of crossed transaction where the Director's assumption was an expectation of neopsychic to neopsychic relationship and reciprocal transactions but received crossed transactional responses with the subordinates operating as psychologically dependent archaeopsychics. At the same time, the subordinates gave the illusion of neopsychicness leveraging procedural rights. For example, I am unable to action this without authority because I am at a lower organisational position. Essentially, utilising the rational in order

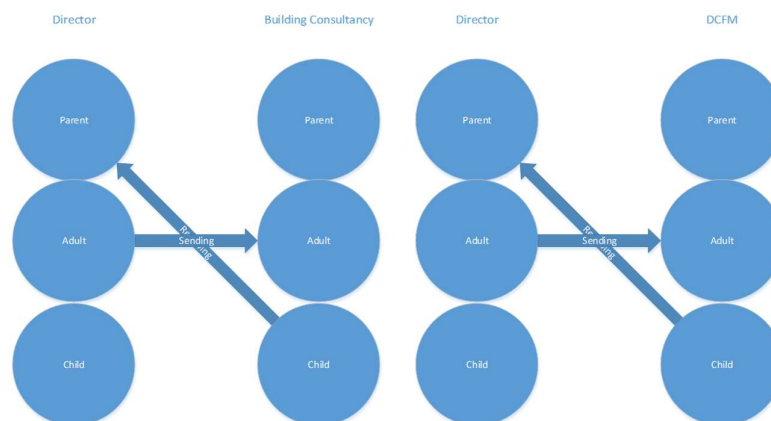
to justify the childish position of powerlessness, or simply avoidance of difficult decision making. In this way, the Director becomes the parental figure not as a result of *his* actions, but because of the conditioning context and structural design the subordinates have historically been grounded in. The managerial structure was grounded in the history of the funding arrangements as respondent 003PI highlights and Respondent 004PI suggests that they no longer felt included or able to contribute. Similarly, respondent 012PI did not apply for the permanent position they had occupied as reported below:

"... I think, there's a restructure took place and the instruction that we were given was that erm we had to reorganise the divisions based upon the city council's capital programme for the next 3 years. And we made the argument, that's wrong because we, historically for the last 20 years have always had 40 to 50% additional income coming from other sources" (003PI)

"but my involvement in the development of the back-office structure and the design concept was limited, so I didn't feel confident in applying for head of service over a structure that I'd had no part in. That I didn't agree with." (004PI)

ok, we've lost all the managers, you know I've been doing part of it for something like, would you mind caretaking the role as you are for the next sort of three months, till we go through the proper process ... oh we have to follow HR, we have to do all these things. I said, "I'm not bitter cause I did go for it, I didn't get the job, but I understand the reasons why" (012PI)

Figure 4.6 - Meso Level Legislative OTA
Meso Organisational Levels



At the meso level, there is a subtle shift in the nature of the relationship and expectations. The researcher spent much time with the Director throughout the research period. It was clear that he was attempting to change the nature of the relationships and style of organisational leadership towards one of coaching.

Numerous times his frustration with his direct reports was evident both in terms of direct observation by the researcher and as part of the interview discussions with the Director, as is highlighted in the following quotes:

"I've seen inability to manage deadlines or even, you know, even discuss the deadline. If deadlines come out and, there no good actually giving them an unrealistic deadline can we have a look at it. It's just, nothing happens, and they just don't meet the deadline... I've seen that, how can that be a good demonstration of good behaviours, are they organising my work, etc, how I interact with others, what, you know, all the kind of, it isn't, is it?" (009AH)

"but bad but I have got a big problem I don't know what to do with the coaching bit, ok let's have a look what would you do have you thought about this and sort it... grade 7 you should have a solution and 9 times out of 10 ... it is just you know that that what you just said now explains a lot to me" (009AH)

Figure 4.6 shows that the dialog he attempts is adult to adult, what he receives back is child to parent. The researcher did not investigate the detail of any one particular line management relationship, depicted here is the nature of senior management to the Director rather than any particular individual within the WOC, as a collective, there was a degree of consistency of senior managerial behaviour. The differences in organisational performance appeared to be related more to the context of the business environments of the two main areas of operation than the style of leadership adopted.

It is somewhat ironic that the Director commencing with an adult agenda subsequently receives juvenile responses manifesting themselves as both adolescent and also submissive will bidding depending on the nature of the conversation.

"actually it's that transactional analysis here's what I did but of course it a completely different (inaudible) it's that parent child bit" (009AH)

In figure 4.7, we can see the outcome of such behaviour defaulting to a co-dependency parental relationship at both the social and psychological levels. Socially, because the managerial hierarchy is a pyramid with the Director at the top, which leads to questions about if or weather the nature of relationships between manager and his subordinates can ever ultimately be anything other than co-

dependent in the parental sense. Psychologically, because of organisational legal frameworks which make the actors psychologically dependent on the will of the Director. The outcomes of explicit authority of this type is the implicit nature of the psychological relationship which is ultimately one of dependency and capitulation behaviours of the actors within, in short, the authority frameworks lead to archaeopsychic dependency.

Where the Director (or any manager within this organisation) is not prescriptive with his/her instructions and therefore dictated, they leave the actors searching for the *right* answer designed to satisfy the co-dependency of the manager and the actor (for example the stalemate and subsequent frustration of the Director related to budgetary deficit highlighted in Section 4.1.2.1). In a sense for this group of individuals within the framework that they operate, it is highly psychologically disruptive to have neopsychic to neopsychic relationships because the ultimate expectation is that orders will be dictated, and the reality is, that the manager defaults to this type of instruction when all else fails. This is explicitly the case, the organisation by virtue of this structural reality is explicit in the expectation of parental co-dependency both socially and psychologically. The organisation is then attempting to undermine this approach through tailoring and changing the nature of key performance processes such as the Performance Development Review (PDR) which is heavily influenced by language of objective neopsychic to neopsychic relationships nested within the assumption of exteropsychic structures (see Appendix H). This is also a point of frustration with many in the WOC, we will later investigate the implications of the PDR on the organisation design at the micro level.

Figure 4.7 - Meso Legislative OTA



4.1.2.3 Micro Level Authority Framework

Within the authority to act are a set of instructions or objectives which all employees are expected to adhere too, this forms part of the contractual obligations both explicit (i.e., those that are found within the contract of employment and associated documentation such as a job description) and implicit (such as the expectation of employee following reasonable instruction) (Duddington, 2007).

The work-flow design of the WOC was primarily twofold: the annual PDR and day-to-day manager to worker operational narrative, an example of which is located in Appendix H as well as the PO's report detailing the organisational structural configuration (Parent Organisation, 2011). The latter was made up of a range of face-to-face group meetings and interventions that the manager orchestrated. The former was a corporate initiative defined by the PO with key bi-annual milestones outside of the control of the WOC linking back to the macro view of OD. The researcher approaches these in turn beginning with the PDR system.

Within the data set, it is an area of much contention and confusion with the actors. Contention in that there is a long-standing level of resentment for historic performance systems imposed by the PO on all of its departments prior to the creation of the WOC. There was confusion, because of the interpretation of its application and critically the meaning attached to this by the workforce, for example in both

Department B and Department A the meaning attached relates to the middling and overbearing parent. In this case, the PO is imposing an inappropriate and unhelpful system of compliance and regulation in the face of the need to become commercial. Within the latter point, commercial is a fuzzy term, the researcher could locate no consistency in understanding and therefore collective meaning creation around this term despite it being used frequently and extensively within the data.

The performance management system constituted of two parts. Firstly, objective setting and tracking progress over the past year against set objectives. The WOC process appeared unremarkable in terms of being a standard approach that many other organisations of a similar scale would recognise (Crawshaw, Budhwar, & Davis, 2014). Secondly, there was a behavioural framework, which constituted the *how* an individual delivered against their objectives attempting to define a rather granular level individual behaviour expectations; this is referred to as 'the behavioural way' (BW), (title adjusted by the researcher to protect confidentiality) (see Appendix H). The name itself was contentious in the WOC because of the linkages to the PO and the nature of their own professional status as identified by respondent 003PI.

"...A lot of the BW type of things (..) I know staff on the professional side found quite offensive that they felt that they had to put evidence about operating in a way which they would deem to be (..) assumed as a professional person" (003PI)

The BW was viewed very differently between the two sides of the business at the managerial level - one as an irritation at best, with the other as part of an integrated process within performance management. This is evident in respondent 007PI below comment. Further, a Department B employee (008PI) respond to a question about the meaning of BW, confirms their understanding about it (see below).

"Absolutely nothing. Absolute waste of time. Again, it means nothing to me, nothing to anyone else. Time stealer (007PI)."

"I think the BW is very straight forward and simple. I think it is a set of principles that when you're at work you should live by ... You know, you should have consideration, you should be polite. (...) I have not got a problem with anything (008PI)."

The PDR was a point of serious contention with the workforce generally; its history was heavily connected to the PO first in a series of large-scale organisational change management initiatives, namely PO's pay

and grading project in the mid 2000's. The project outcomes created the platform for the PDR system to operate; it was extremely contentious fundamentally changing the organisational reward and performance arrangements, which had been in place since the 1970's. The researcher had been a key actor in this project as a Senior HR Manager and holds a unique perspective, which is drawn upon in these findings.

The contentiousness of the PDR came from both sides of the WOC, although those within Department B appeared to have a greater hostility towards it. Department A had integrated the system into the day-to-day operational environment using it to benchmark performance within the short to medium term (long term here is over one year). Department B appeared to view the system as an irritation to the day-to-day operational running of the organisation. Generally, the view was that the PDR was forced upon them on an annual basis.

Certainly, there were differing views between the two main sides of the workforce, essentially this was historically grounded. The Director favourably viewed the PDR system as a useful tool for managing performance. He had previously been Senior Manager responsible for Department A as part of the previous structural configuration within the PO and therefore using the PDR as a tool in this way was a continuation of his previous managerial strategies. Department B had resented the introduction of the PDR system as a PO department therefore were behind in terms of the mental models of thinking related to performance when compared to Department A.

Whilst the application differed between the two areas - the nature of the social and psychological relationship to authority in at the micro level was similar in both Department B and Department A. It was a continuation of the somewhat passive capitulation of the co-dependent exteroceptive - introceptive relationship observed at the macro and meso levels (see Sections 4.9 and 4.10 for details of the underlying relationship observations of the researcher and models produced as a result). The researcher could argue here that there were attempts to shift the nature of the relationship within the PDR/BW by the Director. Also, there has been some evidence of this as attempts to create neopsychic to neopsychic functioning.

However, the fundamentals had not changed, in that the design of the system was hierarchical and dictatorial top to bottom, classically so from a structural viewpoint including the division of labour and thinking.

Objective setting started at the top of the organisation and cascaded down, there appeared to be limited influence of the individual subordinates (for clarity, those with contracts of employment) on this to challenge what should or should not be within their own individual PDR. There could be changes, but in the main these appeared to be peripheral to the main focus of the reviews. Comments presented below by respondents 026PI and 007PI highlight the dictatorial nature of objective setting.

When the researcher asked questions related to the nature of objective setting, he was met with these types of responses indicating there were feelings that PDR objectives were both dictatorial and vague in nature:

“collaborative...Mm, although some are (.) objective 1's pretty much dictated”. (026PI)

“By XXX and no influence over them. As I've said to you before they're very nebulous, non-tangible, airy fairy stuff like you're in a university writing a paper on it. It has no meaning ... So, I don't know, is it a 'inaudible' step so that no one can get an increment, because they can't actually nail it down. Don't think it was set by XXXX, YYYY.” (007PI)

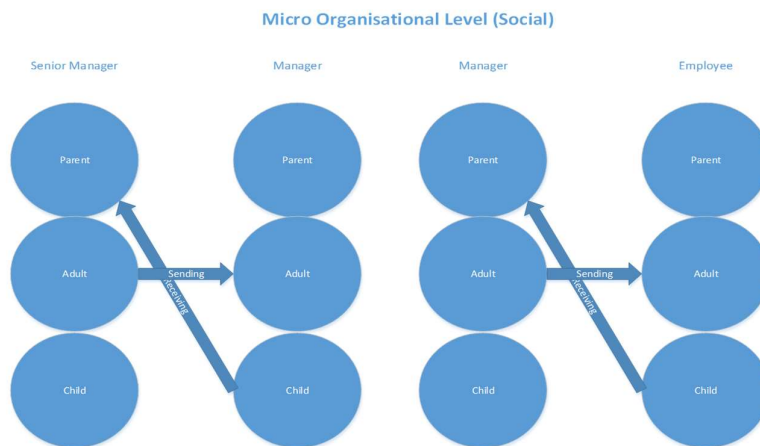
Respondent 007PI goes on to make the suggestion that it is the division of thinking and doing in the traditional sense. The managers as a collective decide and then this is enforced down the hierarchy, this was a consistent theme running through the data set in the main, the researcher has no reason to doubt the assertion.

<i>Researcher</i>	<i>“Ok, so it's one of the top table that you're talking about”</i>
<i>007PI</i>	<i>“Oh it's always on the top table. I believe the divisional manager were told these were what they are, I don't think they were given an opportunity to discuss it. They were told.”</i>

Figure 4.8 reveals the parent to child relationship is emerging, and this was both in terms of the nature of the social relationship and the psychological functioning. The design of the performance system was along

the lines of adult-to-adult expectations. Objectives were set against organisational targets and the employee should respond in kind. However, the nature of the history and hierarchical design of the organisation meant that the receiving agent responded as a child to a parent seeking assurances in order to validate existence or, where they disagree as a type of petulant adolescent rebelling. The design reinforces co-parental dependency.

Figure 4.8 - Micro Legislative OTA (social transactions – explicit functioning)



"Well, it's a collection tool for objectives and discussions around behaviours and personal objectives for me or my staff. ...It's simple, straight forward, I think there are easier ways of working with it and some people have yet to clock on to. All of my staff are encouraged to keep a regular, almost like a diary in a word document that replicates the headings (O26PI)"

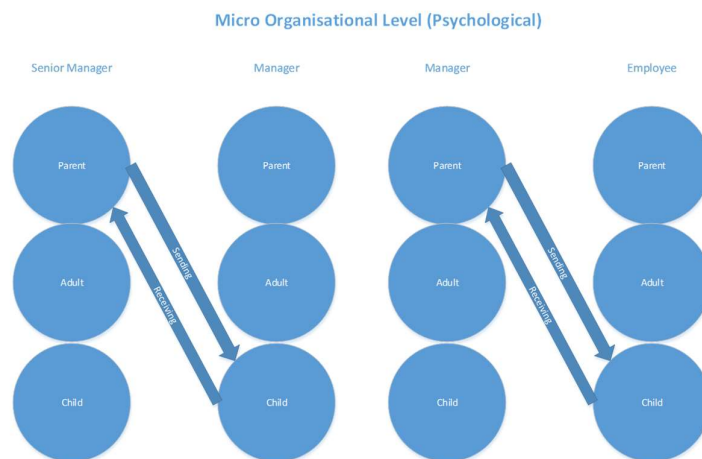
"...You know, staff keep saying to me, "why do I need to tell you what I've done, you know what I've done...Well you don't, but you need some examples so that I can demonstrate to someone else that you demonstrated that to me". I think they struggle with that, because they see you as the decision maker or non-accountable (O26PI)."

The above quotes are examples of a Senior Manager (O26PI) describing the way that the PDR is used within his area. He identifies the routine nature of its integration and also highlights the way in which it is to be used *"almost like a diary"*. At this point we can identify a switch from neopsychic – neopsychic to extero-psychic - arcepsychic, offering a tool one might associate with a teenager writing their daily thoughts in order to make sense of experiences. Making it simple for the subordinates/the less capable individuals, to understand and utilise, again, the division of labour and thinking previously identified (see Section 2.4.5).

This respondent then goes on to describe the nature of complaints against using the existing process of reviews. The rationale given abdicates responsibility away from the manager to the next layer above. He has to provide the evidence to others; it is insufficient for the outcomes to be between manager and employee only. The reasoning relates to accountability; he needs evidence for the rational neopsychic - neopsychic discussion that he will likely have with another more senior individual or parent.

In reality, whilst the conversation between respondent 026PI and his manager and the subordinates work might well be objective based on the evidence presented, the nature of respondent 026PI's interactions to his manager related to his own work will be similar to that he describes for his subordinate. The PDR system connected to the hierarchy leading to an inevitable parental co-dependency at the psychological level as demonstrated in figure 4.9.

Figure 4.9 - Micro Legislative OTA (psychological transactions – implicit functioning)



Moving on, we can see continuation of psycho-social institutional paternalism through issues such as trust and the way in which time is viewed as part of authority and performance contributions.

4.1.2.3.1 Trust

The basic underpinnings of authority are enacted through the contract of employment and are the basis of trust and confidence (Duddington, 2007). Trust forms part of the legal authority and discharging of duties that enable agency to occur. Within the WOC there were difficulties in applying this. Paternalism and inconsistency of policy positions appear to have led to an organisation with reduced trust between

manager and employee. At the same time the organisation was attempting to demonstrate expressions of trust through engagement activities with the expectation of open and frank discussion. The following quotes confirm these findings.

016PI “ *So that's why I wouldn't express my opinion. Because I just feel they're all there and they're all of their own agendas and they're not really interested in my little idea anyway.*”

Researcher “*...you think it's all pre-conceived?*”

016PI “ *Mm, well, I don't know but I just feel within our routine meetings we did so, it's down here where we work day to day, so I can actually express an opinion that actually might change and make systems better, where as if I express something up above, well they all have their own agendas and they're probably not interested with what I have to say anyway.*”

Part of the underlying distrust appears to relate to the newer cadre of organisational leaders. The Director had brought in an internal change consultant from within the PO as part of the process of engagement in order to assist the workers to adapt in the new WOC environment. However, these influences were viewed with suspicion, not only were they from outside of the core group of workers, they were from the PO and therefore held an air of conspiracy to many of the respondents. Such individuals had not been within the group long enough to hold trust or credibility, tenure and being from the group held particular importance, as articulated below by respondent 016PI.

“...You see so many people in there that aren't part of our office, you know they haven't come with us on the journey, they're just in there as these change managers they're called, and there's loads of them. Then you wonder what is their agenda, what are they doing there and you just got this trust and, you just feel like I'm going to keep out of this politics.” (016PI)

4.1.2.3.2 Time

Historically time has been used as an indicator of acceptable actor performance. Grounded in industrial norms and traditionally it aligned productivity and output with speed and accuracy. The arrival time of the worker was logged; the manager would then be able to predict organisational capacity and volume of produce that would/could be produced (Halpern, Osofsky, & Peskin, 1989). The manager could then make adjustments to the working day and number of employees in order to meet production targets, for example overtime arrangements in order to produce more within a

working day than could ordinarily be produced with a standard working day. Within the PO and the WOC, time was used as part of this historic mechanism, actors logged in and out usually through a type of central time recording system (physically and/or remotely). Time constituted a form of performance measurement in order to create parity between actors.

'I therefore assume that time has to be seen as composed in and of a set of practices (often crystallized in objects) that limit difference and so allow directed action to take place'
(Thrift, 2004, p. 3)

Within authority conditions, time is used in order to justify individual performance of WOC actors. For example, 012PI's comments below relate to flexible working and managerial attitudes. It is linked to perceptions of social capital at the individual actor level as well, however in this section it is very much part of the governance systems which frame acceptable behaviour. Time is essentially a commodity system, where the actors accrue time through work attendance which is controlled using a clock system which records the time periods of work and none work. This leads to the calculation of how much time the employee has spent working. If this is over and above the contractual arrangements, then he/she is credited with hours or days that can be taken off at a future date. If the employee has worked less hours than the agreed contract, then the expectation is that that this deficit will be made up, through additional working hours, at some future date (Parent Organisation, 2011).

The introduction of agile working arrangements as a result of a refurbished office environment led to a whole host of trust and time confusion. Essentially time as a measurement is challenged by the logic of agility of working, the manager is no longer the key actor regulating attendance, he cannot see when or where the employee is working. In addition, the employee actor has taken on more self-regulation of their own environment.

The nature of the historic institutional paternalism and the inconsistency within wider organisational policies, that time as currency connected actor existence within the workplace and newer agile working arrangements left the respondents with a wide variety of confusion and experiences.

Whilst most would articulate positive messages about the intentions of the policy positions, the *lived* experiences were often negative. For example, respondent 012PI highlights the perceived notion of colleagues having a jolly instead of working.

“That's the point of agile working. Oh, they're just off, they're just having a jolly, they're just picking their kids up from school. They were never allowed to do agile working again for the whole duration that that person was in a position to control it.” (012PI)

Issues of flexibility and efficiency are intertwined. Essentially there are epistemological and philosophical questions related to the nature of the individual and the purpose, or design of organisational procedure/policy. The approach within the WOC was essentially reductionist, limiting possible freedom as much as is practical in order to reduce variations from acceptable behaviour. The researcher interprets this as the assumption that people are inherently bad and therefore organisational procedures need to be design properly in order to catch them out and ensure compliance through penalties and threats of such, for example, limiting of flexible working in order to reduce variation of employees outside of managerial line of sight. The assumption being that workers need managerial oversight in order to produce work, otherwise they cannot be trusted to work from home or such like. Essentially, the manager uses time in the office as the vehicle to manage the employee rather than the outcome of what is product, which is not necessarily predictable in the type of work the WOC employees were engaged with.

Respondent 026PI suggested that their own personal integrity is good and honourable with respect to flexitime arrangements, however they required physical evidence of subordinates' existence in producing, as they weren't to be trusted.

“Yeah, cause I have to. If I didn't have to, I probably wouldn't use it. I trust myself, 'inaudible' but trust people who directly are reporting to me cause I see them here, I see what the outputs of their work are ...as long as you are delivering the correct outputs that I expect...” (026PI)

This respondent goes on to highlight the nature of the technical system used. The inbuilt assumptions operating on a defaulting mechanism which force actors to comply by time currency deductions unless the actor intervenes to change the assumption to a different reality. The system itself was designed to

assume the worst in people within the boundaries of the policy, two-hour lunches were the maximum allowed, with a 30-minute minimum which aligned to the contractual terms of the employees.

“Yeah, it automatically deducts two hours if you don't clock in or out, which is proving to be rather infuriating for people who are used to just having half hour and just forgetting to do it, myself included actually...” (O26PI)

The underlying assumptions within some of the managerial actors, respondent O16PI earlier in the conversation highlighted that their own direct manager was favourable with respect to flexible working arrangement; managers further up the organisation were not as explained below.

“...I know some of my, my peers in the office, they're group leaders, there's no way they would allow them to, any flexibility and I think flexibility's important sometimes” (O16PI)

The nature of time and time recording is something that appears to be inbuilt in the exteroceptive functioning of the participants. When questions related to time appeared both within the interviews and as observed interactions, it was generally a matter of fact responses that were given, reality in this sense was fixed or held some consistency. The questions related to time came as a surprise to the respondents such as the impenetrable normative assumptions related to time as a social construct. In many respects it was the clearest/most consistent reality that was given by all. Few suggested that the system was anything other than a legitimate management tool seemingly no possibly reality that would use time as a dominant measure of individual performance. Clearly this might be expected, time is integrated into the legal authority exercised through the contract of employment, it is normative within EU law. Therefore, the findings here are not usual, the extent of inconsistency and time as both an enabler and restrictor of organisational performance is somewhat interesting in the context of knowledge workers.

Through the research observations, the time recording systems appeared to be an antiquated system at best, and generally a flawed methodology directed at success measures, which offered limited practical usefulness. Essentially, such time-based systems were premised on factory methodologies ill-equipped to respond to the modern office setting.

Within the WOC, the time system being used is the same as the PO. Workers *clock in* and *out* physically using their ID badge or through an online system. The basic design is that there is a tolerance permitted of time spent in the office working over and below the 36.5 hours. This includes provision for working less or more time within a working week with the assumption that the time given or taken will be equal to 36.5 x 4 weeks. Any time built up above this can be used as time to be taken at a moment that suits both employer and worker in the form of hours, half days or full days.

The logic of such a system holds up where it is clear that the time and activity can be correlated as the researcher has suggested. However, the researcher has no evidence of this and in fact the work with which the employees were engaged with was difficult to measure in this way because of the variability of the activities and in terms of the input. For example, each building design was unique to the design and standards set with the commissioning organisation and in terms of the location of the site (access, position, expected utility). This means that each time an architect from the WOC commenced a design they are unable to simply replicate a previous design exactly leading to a greater level of creativity and variability. Essentially, the impossibility of complete replication (such as one that can be found in manufacturing a product) throws in doubt time as a construct for measurement for some or all actors (Halpern et al., 1989). It appears likely for broader service-based jobs as well as specific to this case, the variability is the diverse customer interaction and requirement, which in many cases is not routine. Even where the original plans could be used, different clients might hold different needs. This might be for example site location, as soon as the variables are moved (such as physical location or geographical dynamics as well as individual customer needs), replication becomes problematic and therefore the question of time becomes increasingly difficult to predict.

One might argue that perhaps there are other roles within the organisation time measures that might be more successful, and this is possibly true. However, where to draw the line is problematic and fundamentally none of the work of individual actors within the organisation could be argued to be wholly time dependent as a means of accurate measure of output. Furthermore, the *output* as a measure for

success from a client's perspective falls far short of expectations as surely it is the *outcome* that is of interest as respondent 003PI points out.

"So my perception of borer is that it is very much local authority erm, employee control mechanism ... as a time recording system, from a point of view of a company I don't think it's, and the nature of business and I do emphasise that, I understand that different businesses would have different, but with a professional base which is what it largely is, and you just 'inaudible' outputs what they produce and how long it would take to design a building or quantify the draw up a contract, you just 'inaudible' how long they are here for erm I think it's the wrong measure, metrics for judging performance" (003PI)

On the level of performance measures of time in this way seem to be a diversion from more meaningful measures of success that could be employed. Furthermore, time recording in this way makes a number of assumptions about the trustfulness of the employees and focuses attention on the deviant worker. It becomes a tool for measuring non conformity rather than work quality or quantity.

It's obviously to monitor lateness, sickness, electronics it's there isn't it for holidays you know. It's all logged basically, time, which I think is a good thing. I think it makes people aware. Cause I know other people that work for the NHS and they didn't have a swipe card system and it was so frustrating cause people were turning like, five past nine, ten past nine..." (016PI)

Above respondent 0016PI highlights the intention of time recording within the organisation as well highlighting the benefits. Essentially, it's a measure of the lack of trust within the organisation and the seeking to locate the untrustworthy. Whilst the explicit rule is that of fairness, it actually serves a vehicle to disrupt trust in the search for deviants and the assumption of guilty until proven innocent such as the issue highlighted earlier by respondent 012PI related to flexible working (see earlier in this Section 4.1.2.3.2). Below respondent 012PI offers insight in that in reality, the flexible time system is actually not particularly flexible in how it was being used within the organisation:

"That actually doesn't sound very flexible in terms of agile does it, it just kind of sounds like" (012PI)

A pertinent issue related to time recording was viewed by some is about fairness, *getting your hours* in and recording in this way presented a direct like for like comparison among peers. The explicit rules in place if applied consistently did provide the ability ensure that no one works more than they should, and

no one was able to take more than they should in terms of time off. This aligns to the organisational contractual obligations (Duddington, 2007).

However, the logic of the position was acutely undermined by the inference that time is money (or rather outputs) and the assumption that all workers were as productive as each other. There was no consistently applied measure of outputs relative to this population with the ability to do so questionable given the variety of occupations, such as those located within table 3.2 (see Section 3.8.5) and the variety of professions related to design, build, maintenance and repair of buildings which the WOC was made up.

This section has considered the nature of time and trust as measures of organisational success and behaviour, which supports this. In particular it covers issues related to research questions 1, 2 and 3 and authority, conditions (managerial) and systemic issues respectively. In the next section the researcher will focus on the traditional authority conditions associated with OD, strategy and structure this continues to address research questions 1 and 2 and more specifically question 3 related to IPV.

4.1.2.4 Strategy and Structure

This section will consider the nature of the final authority conditions in the context of the WOC related to strategy and organisation structure.

4.1.2.4.1 Strategic Intention Macro

In many respects the relationship between the PO and the WOC means that the WOC is unable to have a true macro level strategy that meets its own organisational purpose(s) and direction for success. It is legally and psychologically bound to the destiny of the PO including its wider strategic intention and associated needs.

The WOC is structurally dependent on the PO for many of its operational support mechanisms, close connectivity of habitation realities act as restrictive rather than enabling tools. Restrictive in the sense that the WOC is bound by external procedural realities, which are based on the needs of a significantly larger more powerful organisation with different, historically grounded and politically normative expectations related to organisational purpose(s) (Parent Organisation, 2011).

In many ways the researcher found it difficult to understand any comprehensive strategy for the WOC beyond the immediate operations. He enquired about the plans once the WOC was no longer had exclusive access to the PO, such as was there a plan to take market share from competitors and/or a strategy to maintain a majority of the PO based work. Other than broad statements related to quality and performance there did not appear to be specific performance targets to aim for.

During the ethnographic stage of data collection, the researcher spent time attempting to find a vision beyond grand existence of the WOC. There was a strong theme of *to be commercially successful* but no apparent plan that told a story of how this might become a reality. Basic success measures signposting the organisation towards a new future were conspicuous by their absence. In many respects, the strategy at the macro level appeared to be one of experimentation on the PO's behalf. That is, so much attention had been placed within the formation of the WOC and tactics required to sustain in the short to medium term that a long-term (3-5 years) direction appeared to be none existent. This lack of future was directly connected to socially and psychological extero psychic dependency. The WOC's future was yet to be decided, and it was certainly not master of this, it appeared as a passive recipient.

The researcher may not have been granted access to the *bigger picture*, however this is not the salient point. The issue at hand relates to the nature of the relationship between organisation strategy and purpose and the ability to design to meet these needs. The social and psychological transactions dominate motivation towards a particular direction or even a belief that the WOC is anything other than a rebranded version of a PO's Department by the actors within. Respondent 010PI articulates this suggesting that the company is merely PO by a different name.

"Was a service being er, given by the WOC as a company er, but I do feel (...) I do sense that (.) The WOC is the PO by a different name" (010PI)

The parental co-dependency here was one of complete capitulation at the social level and a childlike naivety at the psychological level. Capitulation in the form of direct control, the WOC appeared to be held as an instrument of political and operational convenience, a straw man to demonstrate that the PO was

responding to financial challenges with something, on paper, that was a credible alternative to closing services. Naivety of the child because there was a sense in which the future plan was still to be given by the parent, therefore the here and now would be what the WOC would and could focus, for example pressure related to current underperformance of Department B, articulated here by respondent 007PI.

“The Department B identity has changed, that there's an awful lot of as I've said before, there's an awful lot of pressure being put on that part of the business now. Pressure to perform.” (007PI)

The here and now operational issues which the parent had voiced concern over, particularly with respect of Department B, pointing towards obvious failings therefore placing distractions away from the possibility of a longer view of the purpose and strategy to meet this.

4.1.2.4.2 Strategic Intention Meso - Micro

Within the WOC departments, the theme continues of limited tangible future vision. The relationships at the macro level leads to a continuation of dependency and a here and now mentality. Both Department A and Department B are socially dependent on the Director for direction in the paternal sense. The ability to converse beyond the short-medium term is hindered by a lack of a detailed, meaningful narration as to the longer-term direction. On the one hand, the researcher can identify focusing on the client dictated priorities, in particular within Department B where the Director was spending much time to resolve long standing operational performance issues. However, the lack of longer-term goal setting may be a factor in motivation of the employees for example the nature of strategic planning cycles leading to normative managerial operational arrangements (Herrmann, 2005).

“There are too many people with fingers in the pies, you know there's clients, council department clients, politicians, strategic directors. It's moving in the right direction but I don't think it's as free as it could be. We're more constrained cause we've got strategy requirements” (004PI)

Above respondent 004PI comments on the number of different stakeholders influencing strategic intention and his personal frustration with this. The researcher was able to identify a degree of dissatisfaction in particular (although not exclusively) within Department B management and senior

management, the story being told was 'I'm not ok, you're ok' in the direction of Department B to Department A (Berne, 2010).

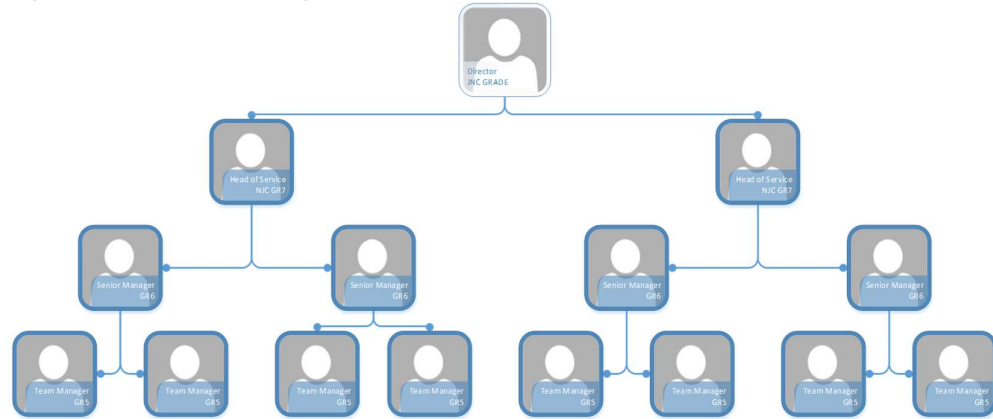
At the psychological level, the data identifies arcepsychic to exteropsychic dependency similar to that found at the macro level. Essentially a type of cognitive dissonance between strategy and purpose, both through the interviews and within the observations, the researcher located evidence of misalignment between the need of the WOC to be a commercially traded entity and the PO's expectations of alignment to its own internal agendas.

4.1.2.4.3 Structure Framework (Meso-Micro Levels)

The WOC has a traditional organisational functional/divisional structure; its design is embedded in the division of labour and management philosophy, which was discussed earlier (see Section 2.4.5). It is the manager that creates plans, strategies and utilises the worker as tools for implementation. The work is divided into smaller parts reducing complexity with the aim of repeatability in a similar vain to manufacturing production line. Its design comes from the PO and is essentially a *division, section, and a team*-based structure with a pyramid management hierarchy supporting. The nature of the structure reinforces the parental dependency model and is underpinned by a pay framework aligned to the PO.

Figure 4.10 is a simplified version of the organisation structure of the WOC, it represents management arrangements rather than the structure in its entirety. The organisation consists of a number of high paid professionals, which are problematic to a pyramid hierarchy, when combined together. Such professionals tend to be on the same grade as the managers they report to and are a point of contention with those managers. However, the important point here is the nature of the dividing of the organisation rather than the diagram itself.

Figure 4.10 - WOC Management Structure



Continuing with the metaphoric TA parent and children relationship, we can see that the Director has two direct children, four grandchildren and eight great grandchildren. He has direct control over the activities of the children at the first level (Head of Service) and indirect control through that first level of the reminding children. The work is divided into two businesses, sections and teams with the complexity moving from the strategic at the top down to the day-to-day operational level at the bottom. The team manager directly manages further workers who activities are narrowly defined within the work that the team manager has been prescribed.

This type of functional organisational structure is suited to stable situations; in terms of authority it gives a clear rational as to who reports to who with the Director having final say over all activities (Stanford, 2007). For this reason, it is used here as a condition of stability, giving the actors a clear frame of reference to work in terms of management boundaries and in terms of work content. The type of structure itself is a point of stability because it is historically grounded and understood rather than because of the outcomes of that type of structure in itself.

There was much discussion from the participants related to divisions within the organisation and a need to break down barriers. For example, comments by respondent 001AH highlight this. However, as mentioned within these findings related to habitation (see Section 4.2.3), there was a physical wall separating the two main businesses as well as organisational structure barriers. The narrative that barriers need to be broken down is directly contradicted by the design of the organisational structure. The

structure is designed to keep the two businesses and work processes apart, there is no lateral integration within the structure until senior management level, whilst some larger projects may have their own structural arrangements the default is the type shown in figure 4.10.

“you gotta stop talking that language (..) they've gotta stop living in shops cos it's then you have this erm environment of two organisations coming together so if you know like a merger takeover sort of scenario” (001AH)

The researcher observes explicit design principles of integration and homogenisation directed through performance management systems with the implicit principles suggesting separation and division which is reinforced by the structural formation of the WOC.

The contradictions relate to the nature of the P-A-C ego states, i.e., the design of the structure is undoubtedly parental, however the messaging within the organisation relates to the employees (children) working more closely together. They are physically (through the berlin wall, see section 4.1.1.1) and psychologically divided through the organisational structure and the habitations that they occupy. The businesses are separate legal and operational entities for the most part and therefore requirements to work more closely together need alignment of key work processes, which might be possible with the outcomes of the organisation's BIM project. However, at the time of data collection there appeared to be no real insight into these issues.

4.2 Summary

The researcher has focused on reporting the key findings related to the structural configuration of the OD in this chapter, in particular, highlighting the nature of contradictory explicit and implicit design principles being used within the organisational life.

The researcher has focused on the constructs which give the appearance of stability conditions to the actors within the organisation. The TRODM (see Section 6.1) draws out the realities that exist within the organisational life for the WOC linking to research question 1 (see Section 1.3) focusing on the stability conditions for organising. In doing so, he also links to research question 3 and the systemic issues required

to organise in identifying systemic dynamics associated with organisational purpose through the habitation and authority realities findings. Finally, the TRODM forms part of a design that highlights an organisational system operating across three dimensions or realities, this links directly to research question 3.1, the implication of the IPV perspective (see Section 1.3).

In the next chapter, the attention moves towards key findings related to conditions, which are less stable and have a degree of fluidity. The first of these is the 'actor' themselves, the researcher will address the nature of the constructs which define actors' existence within the organisation as well as the way in which these constructs contribute towards organisation design and connectivity to performance. In particular, it will help to address the nature of newer conditions for organising (research question 2, see Section 1.3) and associated constructs and the implications on the actors and performance as well as how it relates to research question 3 (see Section 1.3) and the IPV perspective.

5. Findings 2 - Fluidity Conditions

5.1 Introduction

This chapter will focus on the conditions for organising that are somewhat unstable and subject to variation, hence the researcher has named these the fluidity conditions. It covers questions related to conditions affecting the ex-public sector actors within the organisation. This includes issues of performance and how information flows through the organisation and addresses research questions 2 and 3 (see Section 1.3).

The fluidity conditions are twofold. Firstly, the actor themselves, consisting of the individual status they occupy within the core group, the length of their time within the organisation (tenure), age, social capital and role. The actor conditions (linked to the research question, presented in Section 1.3) relate to the way in which employees are experiencing new realities emerging from the ex-public sector enterprise and, in the case of organisational purposes and performance where or how the stakeholder is featured. The chapter is set out across two main sections. Section 5.2 reports the key findings addressing the conditions associated with the individual actor within the WOC including status, tenure, age and social capital. Section 5.3 is designed to highlight findings addressing the nature of performance in this context.

All of fluidity conditions are dynamic and epoch based and form part of the population perspective on OD alongside the notion of the organic organisation design (Lewin & Volberda, 1999; Raelin, 2010; Tushman & Nadler, 1978). In particular, the research highlights a close relationship between tenure and age within the WOC and its impact on social capital. The second set of conditions are that of 'organisational performance'. Here the researcher has included success, financial and emergent culture. Success is deliberately vague, the WOC did not appear to define success with consistency, hence the term could be applied to many activities and outcomes not necessarily connected to financial performance. Therefore, the researcher holds a delineation between the two (i.e., successes and financial) rather than the inclusion of financial within success as one might expect. This latter point is a

direct link to the actor OD realities within the WOC which the researcher identified within the research questions. Next, the researcher will share key findings to investigate the two main emergent constructs 'actor' and 'organisational performance' beginning with the former.

As with Chapter 4, the following section builds towards a new model of organising the TRODM (see Section 6.2) and built upon the three institutional levels of analysis, Macro, Meso and Micro levels of organisation identified in section 3.9.

5.2 Actor (Fluidity)

At the macro level, the researcher located (based on a combination of ethnographic observations and interviews with key actors) existing ego states mirroring that of the structural and legal (see Section 4.1.2) where the relationship between the WOC's main actors who interface with the PO take on a passive psychology, akin to the *archaeopsychic* child seeking ways to please the *exteropsychic* parent (Berne, 2010). Occasionally, this manifests itself as capitulation of the larger, stronger and more powerful entity, and at other times it is deviant in nature with the aim of manipulation in order to redress the power imbalances of the relationship. For example, the WOC had employed its own internal IT expert which in many respects appeared to be for the purposes of avoiding using the PO's approved IT provider. At the lower TA levels, this manifested itself in utilising procedural rights and bureaucracy to achieve a particular actor's own will, as highlighted by respondent O19PI when discussing the way meeting agendas were being used:

Researcher "So the agenda serves as a proxy to switch people off?"

O19PI "Yes

Researcher "And then by default they've agreed?"

O19PI "Yes. But they haven't really agreed, and then you don't know what happens. So, for the person who was hoping for lots of outcomes and lots of actions they could be deceived in a way."

At the social level, the relationship is made up of adult-to-adult transactions, *objective* discussions of issues prevailing leading to conclusions and outcomes that meet the needs of the situation at hand as is

demonstrated by the conversation between the researcher and the above-mentioned respondent 019PI. However, psychologically games are being played that are subversive to the overt agenda (Berne, 2010).

5.2.1 Status Hierarchy

Previously the researcher referred to normative hierarchical arrangements within organisations in general.

The WOC follows these norms in having a pyramid managerial structure (as highlighted in Section 4.1.2.4.3). The data collected related to organisational levels point towards a hierarchy within hierarchies with respect of the positions the actors occupy. This is expanded in table 5.1. The researcher has identified an additional hierarchy with the *permanent* employee, followed by *temporary* and then *temporal* employees respectively. The researcher will address each in turn.

The initial data analysis identified the following types of actors performing roles broken down by job role, grade and employment status (see Table 5.1).

Table 5.1 - Employment Statuses

Job role	Grade(s)	Employment Status
Director	DIR	Permanent
Senior Manager	GR7	Permanent
Manager	GR5/GR6	Permanent
Acting Manager	GR5/GR6	Temporal
Employee	GR1-GR5	Permanent
Temporary Employee	GR1-GR5	Temporal
Agency (consultancy professional expertise)	Date Rate	Transient
Agency (administrative)	Hourly Rate	Transient
Aged Employee	GR1-DIR	Temporal
Long Service (10+ years)	GR5-DIR	Permanent
Short service (0-10 years)	GR1-GR7	Permanent

In terms of the stability conditions, there are three main levels of acceptable status - *permanent*, *temporal* and *transient*, which the researcher has designed to help differentiate three groups of actors within the dataset.

The macro level is permanency; where the individuals occupy posts within the organisation and had a permanent contract of employment within the WOC. The majority of occupants originate within the PO. These individuals are permanent fixtures within the organisation; they are given the most privileges irrespective of the role they occupy in the moment. As individuals, their legal rights in combination with length of service give them a great sense of entitlement and strength of position. The interchange with the WOC is usually with the line manager, the symbolic organisational representative, who controls the *gifts* available to the individual, for example, annual leave and the way sickness absence is managed. Below, respondent 008PI refers to managing absence as part and parcel of normal managerial arrangements:

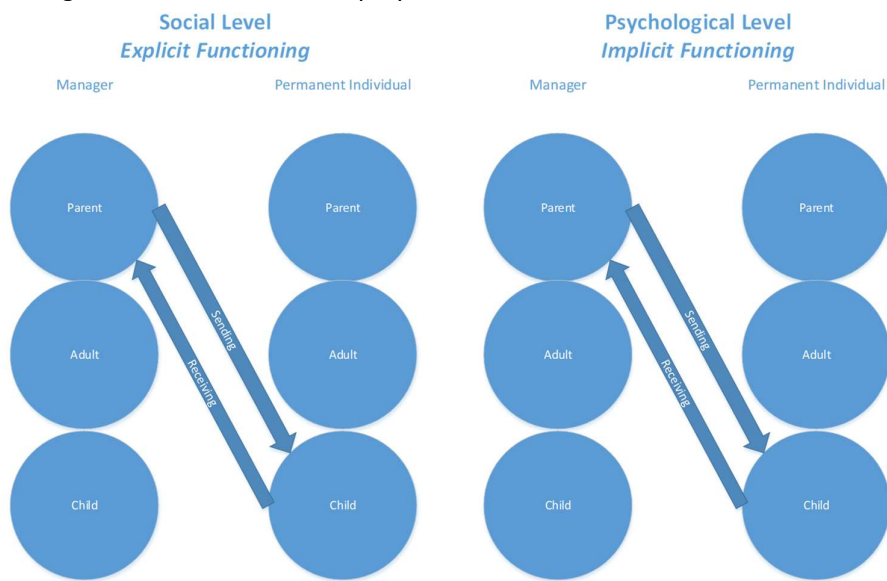
*“As far as other policies that have come across with us from the city which you would have to have anyway, it would be managing absence, sickness, disciplinary. Now you can't get away from the fact that any organisations need those foundations to operate”
(008PI)*

Socially and psychologically the relationship is co-dependent extero-psycho (Berne, 2010). The managers own agency depends on the dependent permanent employee for more than is the case with other forms of employment statuses. The employee is dependent on the manager's authorisation of work and non-work and in terms of pastoral care related to general wellbeing. The PDR forms (see Appendix H) an integrated part of the work allocation; the non-work can be found as a result of activities the employee wishes to engage in away from the workplace requiring managerial authorisation for time off. This might include activities they do not wish to engage with as well as those that are pleasurable, for example time off to attend a funeral, planned hospitalisation, time off to care for dependents and such like. In this regard, respondent 019PI highlights the managerial process of checking workers are behaving within the rules related to sickness:

"XX and I get together probably once a week to talk about the outstanding sickness and that type of thing to make sure." (019PI)

The nature of the organisational hierarchy forms the basis of the social and psychological relationship between the two forms of actors. This is similar to the other status, however with the permanent employee there is a greater sense of entitlement apparent and less reliance on the manager for existence than the others.

Figure 5.1 - Permanent Employee OTA



At the meso level is the temporal actor, the individual occupying a role, which holds a temporary contractual relationship with the organisation. Within the WOC, the researcher located individuals that held temporary contracts for occupations that may or may not turn into permanent roles, these often had alternative terms such as 'acting up' into a higher role. This is highlighted by respondent 019PI below when referring to secondment of a line manager they worked with:

"...bear in mind having recently started this role and with a new head of service with the current line manager being on secondment it's a little bit (inaudible) to do, come April we will have a new structure and I think post April erm it will be clearer" (019PI)

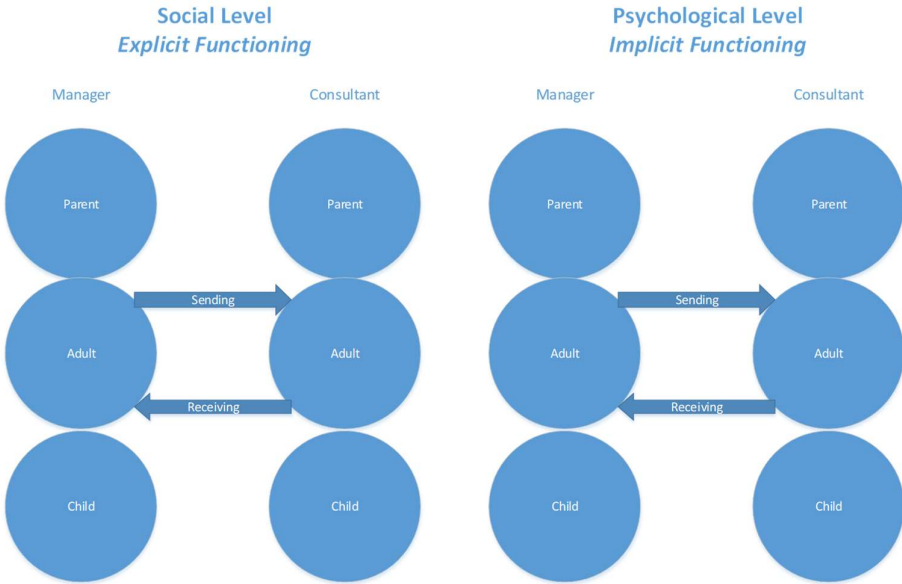
The relationship between the manager and the actor was similar to that of the permanent employee found in figure 5.2 in that the co-dependency existed in a similar way to that of the macro level. The power balance was slightly more in favour of the manager in that the employee is more dependent on the manager for longevity of their own position than the permanent employee whose status in its own right was a powerful social and psychological tool. The manager in such situations is able to move the employee back to the non-acting up position (normally a lower position). Under the UK employment legislation, it is the case that permanent employees have significant rights compared to those on temporary terms and workers employed by an agency (Duddington, 2007). Nonetheless, the important issue within this part of the finding is the continuation of the overt co-dependency parental relationship for work, non-work and forms of pastoral care.

The lowest levels of actor within the organisation were twofold. Both of these are considered transient in their nature. The higher of the two is the consultant worker, who usually held a high professional hierarchical status including high monetary rewards. For these individuals, power was located differently than that of a personal contractual relationship in terms of their ability to influence the organisation. However, the mortality within the organisation in terms of contractual status was very weak and often fleeting. The day rate consultant has no more legal powers than a low hourly paid administrative temp (Duddington, 2007).

There was a co-dependency in the relationship between the consultant and the manager as observed at the other levels. However, the transactions appear to be neopsychic to neopsychic, because they were predicated on clear and reasonably short activities that are quantifiable, for example, respondent 011PI was managed on the basis of how many fire assessments they had completed rather than on a specific routine in terms of office environment. In fact, this particular individual worked from home and rarely had face-to-face contact with the overseeing manager at the work. In addition, the actor-consultant manages their own welfare, attendance was more likely to be negotiated rather than imposed and time off was an economic and convenience decision for both parties. The manager did not pay if the individual took time

off, similarly the consultant did not derive financial benefit. For these reasons (see Figure 5.2), both the social and psychological relationships are adult-to-adult transactions between the manger and the consultant.

Figure 5.2 - Manager to Consultant OTA



The final type of actor is the agency worker. These individuals held the lowest status in the organisational hierarchy. In addition to the transient nature of their role, connected to the professional hierarchy within the WOC they tend to be utilised within none professional roles requiring no formal qualification therefore meaning the nature of the work required did not offer them the possibility of a higher status. The relationship between the agency worker and the manager was similar in terms of the transactions (as shown in figure 5.2), the agency worker is responsible for their own welfare, they are in the workplace to provide a specific service, if that service is no longer required then the agency worker was terminated. Some of the discussions related to agency workers as observed by the researcher (e.g., during meetings, and conversations between participants) suggest a greater longevity and co-dependency with such workers who'd been in the organisation for a longer period of time. These are workers closer to temporal than transient category (as identified in Table 5.1); the relationship has morphed into the next level in these cases rather than it being a question as to the nature of the transactions being different at this level.

It is feasible that this could also be the case with the consultant worker, however there was no evidence found of this. The likely reason being the daily financial cost of a consultant tends to be high and therefore more likely to be under scrutiny of the organisation's financial measures.

Respondent 007PI highlights the tightening nature of the financial environment where he/she is clearly aggrieved at the lack of development opportunities available. In a background, where the organisation is using external consultants (including change managers), the context is particularly frustrating for long standing employees of which the organisations vast majority are.

"Training's stopped unless it's, I mean there's no career development like there used to be with Parent Organisation, which is a shame really because originally when we were PO, the career structure's ... people were put on courses, upskilled, it's all stopped. That is a barrier. Eventually we'll get caught by when something will happen, and somebody will say, "did you know about so and so" and that person hasn't been trained. So 'inaudible' change in the legislation. ... that's a barrier" (007PI)

The WOC is made up of highly qualified professions, many of these held chartered status with their own respected professional bodies. They were professional architects, engineers, project managers, and electricians. To be a professional was of significance for the actors, it was linked to their own social capital and intrinsic value to the organisation. There was undoubtedly a hierarchy, which combines both the professional accreditations of an individual and the nature of their own employment contractual arrangements. The researcher holds status within the fluidity argument because it is closely connected to tenure and age as well as something that changes as the actor acquires greater knowledge of a subject area. This is within each of the levels identified here, macro being the top (i.e. those who are chartered professionals and high skilled technical individuals), meso, those in semi-technical roles and micro those in occupations without the need of formal qualifications.

Socially, the transactions between each group were essentially adult-to-adult, the working relationships required the nature of the dialogue to be broadly objective related to the organisational problems and issues at hand. This was evident in management team meetings, which the researcher attended where

organisational problems were discussed. Moving into the psychological relationship the research could identify a professional status hierarchy emerging with the chartered professional taking the role of neopsychic functioning in a co-parental relationship with the semi-technical and none professional workers. The latter groups were dependent on the professional for their knowledge and advice supported by external reference points in the form of certifications/qualifications. The none professional workers had a similar dependency on the semi-technical workers, in respect of external referenced points none professionals are the most vulnerable lacking the credentials required to formulate strong arguments against the rest of the organisation at critical points where there was a need to convince others of a particular opinion/perspective.

5.2.2 Tenure and Age

Among the actors, there were reality expectations depending on the tenure and age of the workforce across the whole dataset about fellow colleagues. In the example below, the researcher enquires as to an implicit expectation which respondent 001AH had mentioned related to a senior manager of the organisation and pending retirement. At no point in the research did this senior manager himself bring up the possibility that he was considering retirement despite many interactions with the researcher during the ethnographic and interview phases.

<i>Researcher</i>	<i>"...so when is he going to retire?"</i>
<i>001AH</i>	<i>"That was the general consensus albeit that's his personal choice you know er and that maybe XX would continue running the operation for a period of time"</i>

Three parts to the above quote make it interesting. Firstly, that it was part of the '*general consensus*', the rumour mill of the organisation. Secondly, the point that it would be his '*personal choice*', and finally, a rationalisation that he would run the organisation for a '*period of time*' locating him within the 'Aged Employee' (see Figure 5.1). His existence was assumed to have a move into temporality within the organisation.

Figure 4.8 (Micro legislative OTA - psychological transactions) showed the rational for the second and third comments playing out. The nature of the psychology of the organisation related to a nurturing and

dependency logic related to tenure and age. The organisation took responsibility for individual actors at critical life points, which suggests a type of paternalism and associated behavioural dynamics within the organisational construct. The senior manager in question was known to be in his 60's, in the PO this means he would be of an age to access his pension should he choose to retire. This is bound up in historic terms and conditions of service (linked to the stability conditions found in Section 4.1.1). In the years prior to the researcher's own career in the PO, there had been a long history of generous pension arrangements linked to early retirement. This type of arrangements had reinforced long service as the norm; the average tenure in the organisation was 25 years and above. Awareness of historic pension conditions was general knowledge within the organisation, particularly because of close connectivity to recent PO efforts to offer redundancy and early retirements. Early retirements were allowed at any point after the age of 55 with penalties on a sliding scale towards the official retirement age of 65.

The comments about the senior managers' future assumed extero psychic and archaopsychic functioning logics and were also bound up in perceptions of motivational norms and assumptions. The latter that the extrinsic motivation factors are dominant over the intrinsic as a normative explanation of labour provision by the actor. Once the actor has reached an age to access his pension then the personal choice is a financial decision. For example, do I stay on 100% salary working 9-5, Monday to Friday or do I retire on 66% of my salary as pension (plus a large one-off tax-free payment). Here we are observing an assumption that the employer is a parental figure with responsibilities to the children's wellbeing, in turn the children reciprocate; the purpose of work as primarily a dependency condition rather than in order to achieve stated organisational purposes.

Dependency is epoch-making and a sub-category of social capital (see Section 5.2.3), therefore the earlier comment by respondent 001AH '*for a period of time*' related to that individuals (003PI) significantly advanced years and tenure. In the natural order of things, respondent 009AH would retire soon, leaving respondent 003PI as successor, who would only take the role long enough to reap the rewards of the final salary pension arrangements before making way from another chosen one to reap the same benefits from the PO.

It is known from the literature that the way tenure and age are experienced within this organisation has some benefits to the nature of interpersonal relationships and productivity (Coombe, 2016). Age in this sense brings with it, authority to act and an expectation of behaviour and knowledge both in terms of contribution to the organisational narrative, but also in terms of providing coaching to other younger members of a group. Because of an historic ascension process expectation, it is problematic to introduce younger individuals to the WOC organisational hierarchy as leaders and managers, particularly if from outside the core group of tenured employees (Coombe, 2016). As part of identity creation and maintenance, in this sense tenure and age were one the same thing and held significance in terms of an organisation's ability to shift to rapidly changing conditions such as was being experienced within the WOC. The introduction of newer, younger members within the managerial decision-making processes (change managers and none-traditional ascension within promotions) was highly psychologically disruptive related to how individual and group identity is formed. This is important in the context of this research because it relates to how information is processed (IPV), which connects to research question 3 (see Section 1.3).

"Why have we got more bloody consultants in, does that mean I have to work harder to generate more money so that we can pay for those bloody consultants, blah, blah, blah, blah, blah, you know. So, it disgruntles and disturbs people to see them" (012PI)

This led to a sense of hostility found within the data against expensive day rate consultants as highlighted above by respondent 012PI as well as similar views about newer, younger individuals with influence on the future of the organisation, it was completely at odds with institutional norms and challenges the realities being experienced at the actor which connects to the research questions 2.1 and 2.2 (see Section 1.3).

5.2.3 Social Capital

Status, age and tenure form important components of the social capital the actors acquire over time (Greiner, 1998). An individual with long history in the organisation is given greater credibility, if, he is on the *right* side of the organisation direction and narrative. This was the case with the BIM manager versus

respondent 001AH, with each reflecting on their own positions within the organisation as negative and positive respectively within the interviews. In the BIM scenario (see Section 4.2.3.4), the project manager appeared to be sceptical of many of the changes and direction brought in as a result of the WOC becoming a separate organisation and as the Director started to make efforts to improve the organisations effectiveness and efficiency. The BIM project was not given much apparent priority, appearing to be side-lined and of limited importance to the task at hand.

It appears that social capital, status, age and tenure were highly important for individual credibility and are fluid, shifting depending on context and the other conditions we identify in these findings such as role, emergent shape and emergent realities.

*“We were ahead of the game on BIM. We were leaps ahead. People were coming to us for information, Worcester, Essex. We were setting the pace, we're falling behind now.”
(007PI)*

Above the BIM project manager highlights that the project was no longer keeping pace with other similar organisations around the country. This serves as an example of a change in social capital, a different Director leading to a shift in priorities in the decision-making processes. This in turn led to a previously highly regarded individual being given what was to all intent and purposes as dead-end project and along with it a depletion of social capital.

5.2.3.1 Organisational Currency and Trust

The researcher found evidence of depletion of what he has termed here as *organisational currency* in such individuals. The ability to exchange status, position authority and tenure for privileges was being eroded similar to national currency devaluation at times of economic instability, their relative worth was reducing. Such individuals were no longer invited to important meetings, e-mail instructions of new events change in policy were often a surprise to them, their influence within meetings appeared to be whining whilst other new leaders were strengthening. For example, newer leaders such as 002AH held significant say over the direction of the organisation which was evident in management meetings the researcher attended. Whereas 003PI and 0026PI complained of a loss of power and status even though the pay and

managerial positions had been unchanged at the point of interview. These new leaders often had less internally derived social capital and could be found to have less position power relative to employment contractual status.

As social capital was being eroded (for example 003PI complained of being excluded from meetings and that his project was being side lined), so was the ability for actors to trust the organisation. This went beyond those adversely affected by the changes to those observing colleagues and friends' circumstances worsening. 012PI highlighted that her manager had been ill treated by the organisation and he felt personally slighted. Within a paternalistic environment, this appeared to be incredibly distressing because the boundaries of normative behaviour had shifted both in terms of manager to employee but also what constituted good and bad had changed.

At the individual level there was mistrust of the direction and the underlying intentions of those leading the changes; this starkly contrasted the view-point of many leading the change management initiatives who viewed the changes underway as being appropriately managed and with a high degree of integrity. For example, respondent 003PI highlights an underlying feeling of mistrust against the espoused values of the organisation. Respondent 0012PI reinforces this and goes further to talk about being directionless because of the turnover at the middle management layer. These views are counter to the Project Manager (Respondent 002AH, below) who had recently joined the organisation. This particular individual viewed the managerial style of the Director as being positive and designed to extract the intelligence of the managers below him. This style appeared to have been read as untrustworthy by other organisational actors, it was outside the norms of management behaviours. There were competing viewpoints that directly contradicted each other.

"I would suggest that myself and many others would perhaps suggest that those values aren't being adhered to and that there is a general widespread view of erm, you know there's a sort of er complete lack of openness and transparency in the way things are being conducted, lack of communication and er certainly lack of integrity in the way that the decisions have been made."
(003PI)

"Lack of decision, lack of direction and it's funny, I mean people generally are coming up to me going, ahh, who do we go to, what do we do, how do we make a decision. I mean, this morning I came in I had half hour and I was making decisions on how to solve some, because there's no managers left" (0012PI)

"he's very conscious of that so he's his approach is he takes a coaching approach to whatever his, with his direct reports. He tries to tease everything out from them get them to think for themselves, etc." (002AH)

There were competing worlds at play with apparently limited insight between those who mistrusted the change and those leading it. It was a battle for what constituted legitimate reality.

In particular, an appointment of a senior manager of the organisation had come as a surprise to some, who fed into a sense of conspiracy that permeated the organisation. The situation was relayed through the research both through informal conversations during the observation period, but also within the semi-structured interviews. For example, respondent 0013AH highlights the issue of how the management changes occurred against the expectations of organisational norms.

"Erm, yes Senior Manager 1 was, Senior Manager 2 left and Senior Manager 1 sort of took on the mantle of acting general manager and Department B and Senior Manager 3 was very much, he had taken Department A as far as he wanted to and saw it as an opportunity to go out a score something else and go on do a different role erm in the course of contract negotiations it became clear that the Parent Organisation actually thought Senior Manager 3 would do a better job that Senior Manager 1 was doing I not sure of the details exactly but they basically came to the decision that they would prefer Senior Manager 3 to be the director erm no one explained to Senior Manager 1 why he didn't get the job" (013AH)

This incident was an example of the disruption of the established world order and appeared as a form of trauma to some of the actors with the full consequences still playing out within the organisation.

The basic story told was that a type of rite of passage would be followed for managerial appointments, these assumptions were historically grounded – a cultural rite of passage. How the events actually played out is not really in question, the stories told are relatively similar. The point of contention relates to the appropriateness of the process used. The individual in question maintained that there was no inappropriateness in how the appointment of Senior Manager came about. This version of the story was that the appointment came as a result of a request from a more senior official with responsibility for the new organisations inception. Whilst others, particularly from Department B maintained that it was not

appropriate and others within the organisation should have been given the opportunity to apply. This went against the organisational process and normative expectations, which respondent 0013AH highlighted above of succession in that the larger service held greater legitimacy and power and therefore greater entitlement to the right of succession. Instead of pure age as the deciding factor, the size and internal power of the department with the claim was being used to suggest legitimate ownership of a particular management position.

Both versions of the managerial succession story appear to be true on some levels, the stories were all consistent with each other throughout the interview data collectively. The point of difference was the interpretation of the events and its lasting legacy on how trust is manifested within the organisation. On one level, the right to be there and hold a managerial position in the WOC, and on another level, it was the forces behind the decision to appoint leaders and therefore the power dynamics at play of the PO and its influence on the WOC.

There was a process legitimacy question in relation to the appointment of a Senior Manager. On the surface it might appear frivolous or having a limited or small impact – essentially on those directly affected. However, there was a *perception* of inconsistency of message and as a result it had left a legacy of searching within the actors, searching in the form of locating legitimate power bases with which to operate. Perception of reality for some was that if the rules only apply to some in particular circumstances, then the very foundations of an individual's identity and security within the organisation is challenged which appeared to be highly psychological disruptive. This was observed within the day-to-day operational environment with some actors appearing to be in favour over others for the purposes of attending meetings and leading the changes to the organisation design. Given the nature of the organisational history, it appears that utilising procedure as the basis of reality formation is important to the actors. This creates certainty through institutional authority levers.

The issue of fair process is compounded further because of the wider background of government cuts in grant funding, which the WOC were beginning to come under pressure to respond to, as the research

entered the interview phase. Issues of trust in the wider organisational system and the nature of the conspiracies at work behind the scenes become dominating as individuals attempt to rediscover a new place in the world.

"there's a lot of exclusion taking place in people, erm and I think there's a general feeling of mistrust." (003PI)

Respondent 003PI identified tension related to trust within the leadership team at the time of observation. The researcher did not see direct evidence of this during the observation period, on reflection, this was likely because of normative behaviours within the office environment would make it difficult to identify. This assertion is supported by the below comments.

"and to me (..) that's there is a trust, there is a real issue of trust and I've raised this it but its erm I've raised it with people and said look you know you need to get trust if the senior management team they are ultimately driving the leadership of this organisation and if they don't ultimately get the trust among themselves and portray that as an organisation moving in one direction..." (008PI)

Researcher *"What it's like to work here?"*
026PI *(....) I'm not being awkward but I wouldn't tell a stranger that question"*

"It's erm, it's a difficult one. I think that there could be a big saving in terms of administration costs there, by taking that first step out, but then you're potentially compromising how many productive hours people are actually putting in if you had people there trying to cheat the system." (010PI)

5.2.3.2 Role Dynamics

As part of the fluidity of the actor, the researcher includes the role they occupy. In this sense, the researcher is referring to role as integrated into the actors own experiential reality rather than that of a fixed description which one would locate within the authority conditions. Below two of the respondents highlight that they feel their roles are in a state of transition and are less defined than previously was the case. Respondent 003PI in particular is highlighting that the role he is doing has not been fully explained to him while respondent 004PI is talking about the changing nature of his role in the current context:

"...Their roles haven't been explained, their erm, nobody's quite sure, er there's a lot of exclusion taking place in people, erm and I think there's a general feeling of mistrust. It's 'inaudible' over the last six months or so...of course it should be and that's what, I'm sure if somebody sat down and said what's the role of inaudible that's exactly how it should be" (003PI)

"I'm currently in transition between one role and another so it's the pressure of work really is the main torturous angle... I've been moved in to another role, you're going to like this bit, which is essentially my old role minus some support staff plus some technical staff" (004PI)

The role the individual occupies is representative of the actor's social capital, tenure, age and status. In this way, the researcher suggests it is the culmination of all of these attributes, however role deserves a mention on its own because it is part of the way individuals locate their reality and connect into authority enablement (see Section 4.1.2), it is part of the actor identity. Below one of the respondents highlights that positions are changing in the system and with it his relationship with another more senior manager is also influx:

"That's been, that's changed as a relationship because of his role. His daily interaction with me is negligible. His attentions are elsewhere" (004PI)

In this section, the researcher has focused on the individualised fluidity conditions related to actors lived experiences which contribute to the functioning of the organisation. In the next section, the attention moves towards the end result, the collective impact of organisation design, or rather what constitutes organisation performance. There is a continuation of the fluidity conditions in the following section, principally because the researcher found that notions of organisation performance were not homogenous but appeared to be somewhat dynamic. In particular, it was related to the political nature of the organisation in question but also leaves questions related to what is good performance in general across similar types of organisations.

5.3 Organisation Performance (Fluidity)

The nature of what constitutes performance is important in order for an organisation to identify how or if it is meeting its purpose. Below, the researcher investigates the nature of what constituted performance for the WOC.

5.3.1 Successes

Beyond financial performance, to have meaningful success was dynamic and contextually specific for the WOC. For example, at the macro level, the nature of success relates to the standards, reputation and speed of performance between the WOC and its main customer - the PO. It was a somewhat unbalanced relationship with the power centred within the PO for what is or is not acceptable performance (see Section 4.1.2.1). In constructing the WOC as a legal entity, the PO created separation between the PO's own organisational performance and the company - the WOC's organisational performance. This is reflected in the below comment by respondent 001AI.

"What is the PO's view of The WOC's success cause our view might be a bit different to what Parent Organisation's view is as a whole." (001AI)

Here the seeds of misunderstandings and disagreement are apparent; in particular, Department B had c100 individual key performance targets to measure and perform against, many of which viewed anything less than 100% completion as failure. At the point of data collection, the Director and Senior Managers were engaged in discussions to reduce this number to enable performance reputation to recover. The nature of the performance system in place made it all but impossible for the WOC to be deemed successful and an easy target of derision from the PO.

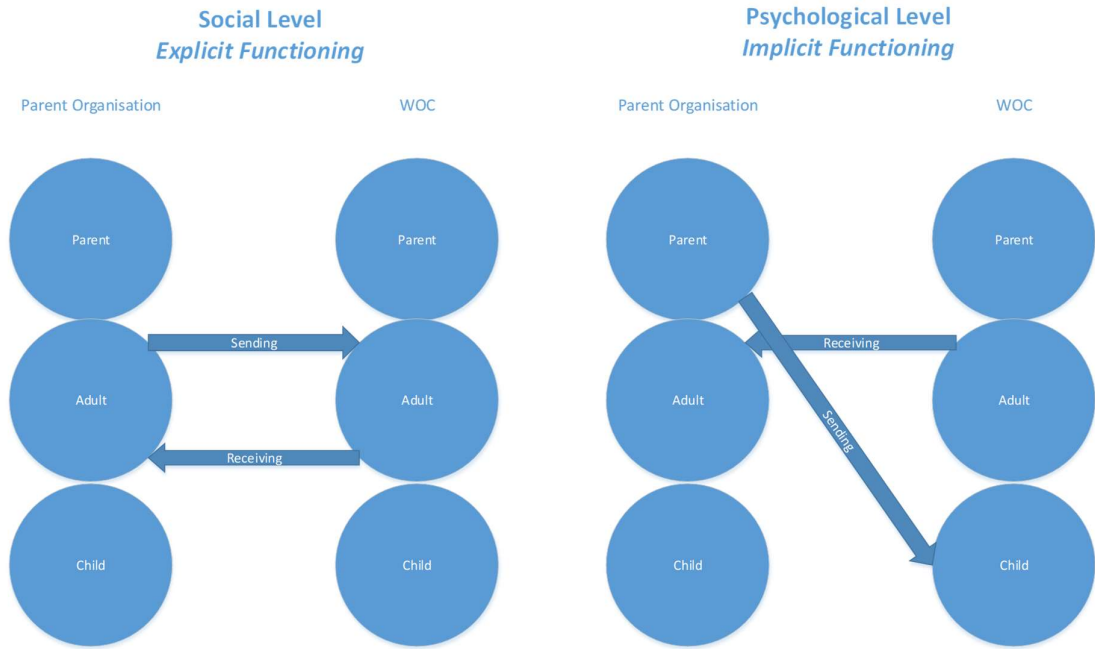
Figure 5.3 suggests that the nature of the relationship was adult-adult at the social level, *these are the performance measures you are not meeting*. At the psychological level, we can see the beginnings of a shift in the nature of the discourse from the WOC, the PO still attempting to play the ruling parent, the push back from the WOC is an adult-to-adult response, *these are the facts at hand, this is not reasonable* leading to crossed transactions between the social and psychological and associated disruptiveness. It was a reversal of a previous situation where there was a co-parental dependency and domination of the WOC.

Towards the end of the research period, the researcher identified that the WOC gaining in confidence and in a bid for survival was fighting back. For example, the researcher noted during his observations of a management meeting (see below) that key performance indicators were being challenged towards more realistic success measures than was previously the case.

"KPI's trying to focus on time and cost delivery, this is what the clients want. Some of them are set to be impossible and need to be revisited. Times moved on and time to look at a fresh. Strategic Directors, you are compliant, but are you "client compliant"" (Research Diary)

It is in this sense that the researcher views the performance outcomes as the beginning of fundamental changes in the nature of the organisation moving forward and therefore the feeding back into the model of these outcomes takes on an increased importance.

Figure 5.3 - OTA Performance Dynamics



5.3.2 Financial

In many respects, financial performance is an obvious issue for an OD based set of findings to represent, as it is part of the basic conditions for organising as it allows the WOC existence. For the WOC, the circumstances are particularly interesting as are the relationships at the macro and meso levels. At the

micro level, the reality was that the nature of the financial arrangements within the organisation were such that the actors were indirectly affected by financial performance through access (or not) to training and development opportunities and such like rather than as a collective having financial performance as an indicator of success. For example, respondent 0025PI comments below on the lack of training opportunities now available to the workforce.

"...added this help desk facility on to record all jobs but it's been really painful to be honest. It came in last April but we haven't had any training, so we're just trying to bring it in, it was a big bang. 1st April we'd had no training at that point." (025PI)

In smaller groups of workers and at the individual level there was a passing awareness of financial concerns as it impacted on their own personal reality. It was a secondary rather than primary affect, such as being able to access training or potentially in a situation leading to redundancy. On the question of finance being an issue of performance, this was a Senior Management and Director issue to resolve; and was outside the hands of the individual workers. The researcher captured a narrative in a meeting he attended where financial deficit was being discussed. At no point outside of these types of meetings did the researcher observe any connection between the respondents and the financial performance of the organisation.

"Senior Manager 3 asks that finance is brought forward as important issue before he has to go. Current £266k deficit likely to be £500k deficit by end of the year due to a change in the primary schools building which has reduced by £1million. The board would like a plan for next month to work out how to reduce this and bring in additional income

The managers wanted to know where the specific issues are. There was a number of difficulties because people have been moved around different to the structure plus agency costs.

The meeting feels more intense at this point.

One manager asked is this because the company is spending more than were bringing in? No, there is a surplus target of £850k, there is a predicted £500k less than we thought". (Research Diary)

There was disconnection between the organisational goals of profitability and income surplus for the PO and the individual and group work processes that aligned (or rather did not) with this, it simply was not an issue outside of the senior management meetings.

At the macro level, there was a continuing theme of dependence playing out. However, the nature of the financial arrangements led to a subtle but nonetheless interesting shift in the conditions related to

performance for the WOC. Prior to the creation of the WOC, operating within a departmental structure, Department A and Department B both had the advantage of the PO's budget arrangements. Cash flow was managed externally to the businesses, budgets were allocated on an annual basis and spent accordingly. There was no requirement to build up cash reserves for revenue spending either in the form of prior profits or loan arrangements that create the necessary cushion for day-to-day running of the business. Once outside of the PO budgetary arrangements, the WOC had to manage their cash flow in the same way as a normal private business would. For example, service delivery needed to be costed, then provided to the customers, invoiced and then eventually income received later. The income then paid for the running costs of the business. If a client was unable or unwilling to pay, then this would have a detrimental effect on the viability of the business, simply put the former is needed in order to pay the wage bill. This is highlighted by the below reported conversation between respondent O10PI and the researcher.

"but again it's, it's all, you know it's this (...) it's not being prepared to take the risk particularly with our own bank accounts now as well...I think before we could just fall back on the City's coffers if there was a problem...and I feel that's probably having an effect in the mindset of management to be fair as well and the accountants...There is some sort of quarterly reconciliation on the stuff we get from the City on the R & M budgets and the stuff that comes through Department B and then the external work, we just pick the income up as it's being generated, and we charge it along the way" (O10PI)

Previously, the PO would have been able to smooth out the financial platform for the WOC providing cash flow throughout the year and therefore it would have mattered little when clients paid bills with perhaps the end of the financial year adding pressure but other than that it mattered little to the actors within the PO departments (Local Government Association, 2007). As a result of the nature of the stability condition, the legal framework, the PO was bound by EU rules preventing distortion of the market as a result of state aid (Department for Business Innovation and Skills, 2015). Even if the PO wanted to provide a credit line indefinitely, it would be difficult to do so without being challenged from the WOC competitors. They would claim that in fact the company was distorting market conditions by taking advantage of taxation and spending of government which ironically the competitor might well be funding through corporation taxation or business rates.

Financially, it is perhaps a first area where we can identify that the WOC and the PO are having a macro adult-to-adult relationship as depicted in figure 5.4. Simply put, the parent could not legally do much to support the child and therefore the relationship was both socially and psychologically (in the financial sense) adult and holds a form of *objectivism* predicated on quantifiable financial data points. The purpose of the WOC was to create profit for the PO as is demonstrated in the excerpt from the business case which respondent 009AH subsequently confirms in the interview:

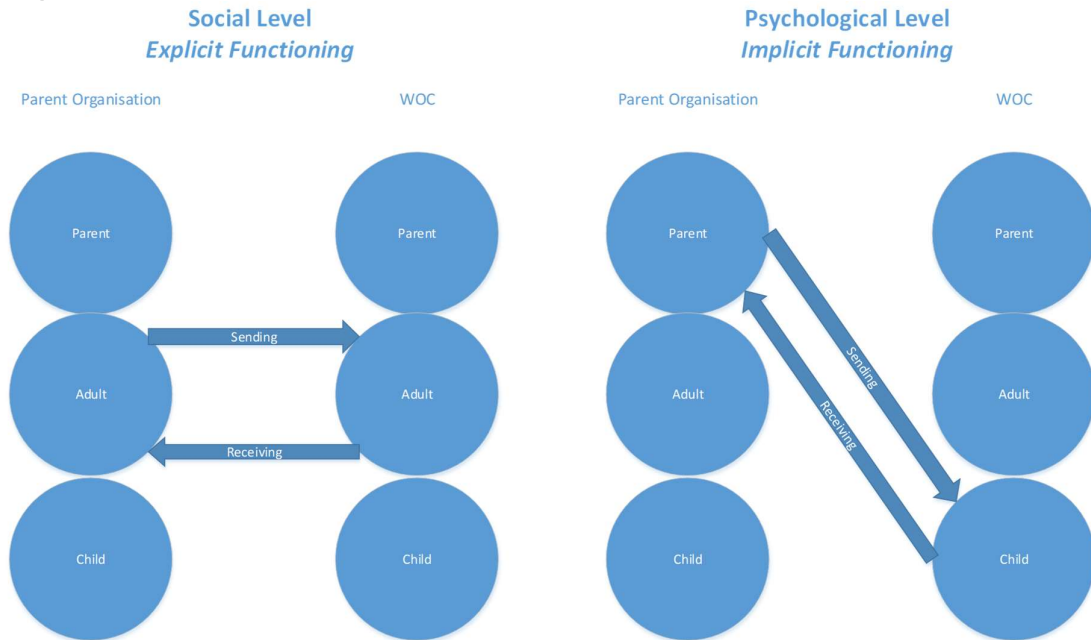
“Wholly Owned Company: Pros:

- *Wholly owned by local authority.*
- *Council control.*
- *More autonomy and commercial focus.*
- *Public sector service ethos.*
- *Able to respond to market opportunities.*
- *Staff seconded or transferred on Council conditions.*
- *Service exclusivity period.*
- *Opportunity to develop a new culture/brand.*
- *Will not leak savings through a profit margin to shareholders” (Parent Organisation, 2011)*

“...pays more for his buildings to be looked after and then that surplus goes back to the council to use for further things” Respondent 009PI

One might argue that there is a paternalistic psychological relationship in the child providing for the older parental figure a reverse of prior observations. However, it is a clear expectation that the organisational purpose and therefore design of the WOC is as a provider of income to the PO which was stated in reports prior to the legal construction of the company (Parent Organisation, 2011). Rather than the PO growing old and being unable to sustain itself it has taken deliberate action to create the WOC as an income provider rather than a passive recipient of old age which might be the case as a parent ages and the child supports out of loyalty.

Figure 5.4 - Financial OTA



5.3.3 Emergent Culture

Culture is dynamic (Schein, 1983, 1990), as the organisation creates performance (good and bad), the culture and climate of the operating environment shifts and responds to perceived performance against perceived sense of self/organisational legitimacy and perceived personal and collective agency contribution. Below, respondent 015PI highlights the nature of motivation with company cultures if the WOC had a design closer to a private organisation than it did at the time of data collection.

“A transparent company. A company where people are like potentially either shareholders or have an incentive to actually like you know work there ummmm, disconnected from the PO more um or not like either be or not” (015PI)

5.3.3.1 Macro Level Emergent Culture

The higher-level culture emerging from the transactions within the organisation are a complex mix, best described as duelling realities which is demonstrated in figure 5.5. The historic cultural paradigm (i.e., see Section 1.1) was still significant, principally because of the inherited set of authority conditions aligned to and controlled by the PO. It dominated and controlled the nature of the relationship; they held all of the cards close to their chest. This led to a frustrated WOC, unable to meet the organisational purpose whilst

being critiqued by institutional performance measures that were weighted in favour of the controller, the PO. The original business case set out the context for the WOC, also highlighted in sections 4.1.2 onwards that while the original intention had been clear there were mixed messages within the organisation;

"Based on the principle of creating a holding company with a number of subsidiary Special Purpose Vehicles (SPV's) ... the proposal will give the opportunity to reduce costs, whilst giving the opportunity to maximise income generation. Surpluses generated will be returned to the City Council and will help to contribute to the current Budget pressures."
(Parent Organisation, 2011)

It appeared as conspiratorial and political from the actors within the WOC, earlier in the findings (as reported in Section 4.1.1) the researcher noted 34 individual incidences of the word conspiracy being logged in the dataset. This is inclusive of the researcher's observations, the documentation reviewed, as well as the respondents interviewed. For example, respondent 004PI talked about fear of not saying the 'correct' things in employee forums:

"...individual had in that forum was saying what you thought was right, weighed against the fear of repercussions or being seen maybe not to be saying that corporate line" (004PI)

In addition, the researcher notes that he had to pause the recording device during the interviews with a number of individuals in order for them to say things that they did not feel safe disclosing on the record. In combination, this led the researcher to conclude that there are design elements reinforcing the emerging culture, in particular when one considers the nature of the macro level legal structures, aka WOC owned by the PO. This interpretation of the respondent's position holds true because the PO by nature was a political organisation and predisposed as a result of public scrutiny processes to shift blame towards easier targets away from itself even if this in reality was an organisation that it controls. This highlighted below where the subject of additional PO services being brought into the WOC was suggested was a matter for the PO Deputy Leader, the WOC management appeared to not have a say:

"If we get those services across and there seems to be the political will from the deputy leader to transfer these services." (025PI)

In some ways, the creation of the WOC was a *straw man* that could be easily pointed at, whilst simultaneously controlling the conditions that could make the WOC more able to meet the wider need for profit making. The latter condition related to financial was previously highlighted in section 2.2 onward.

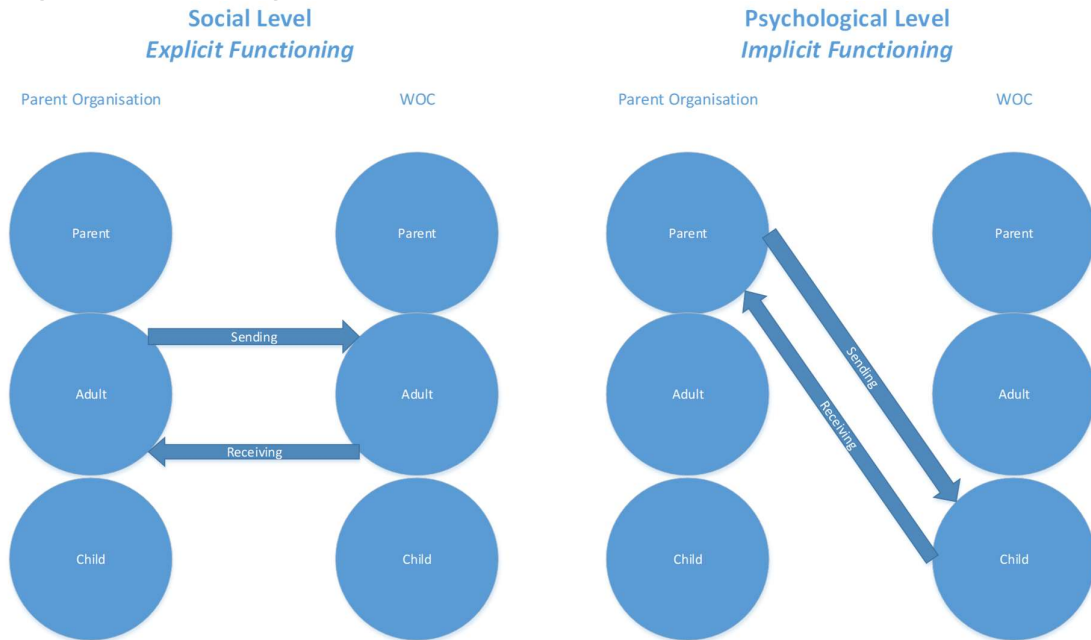
The relationship between the WOC and the PO at the social level was procedurally driven requiring regular interaction as part of the need to access authority conditions. This was complicated by the board level that sat above the Director because it was made up of key officials as well as other representatives from industry and academia. Any elected officials or employees overseeing the WOC would be obliged to operate within the best interests of the PO as can be observed by the cause in the business case from the parent organisation and from the respondent 009AH:

"Members and officers will be governed by (PO's) Code of Conduct" (Parent Organisation, 2011)

"the reason we're not doing that at the moment is cus we have a council with an elected member, we have a workshop with on 4th September, 'inaudible' who's not convinced that what we're doing is the right thing to do." (009AH)

The controlling and interconnected nature of the relationship between the WOC and the PO was extremely apparent with the Director and Senior Management observed by the researchers as needing to socialise company operational issues and respond to PO board concerns much in the same way that they might be expected to do if they were within the legal boundaries of an internal PO department.

Figure 5.5 - Macro Organisation Culture OTA



It is therefore not surprising that on paper the relationship between the PO and the WOC is adult-to-adult transactions with both parties understanding the procedural rights (Berne, 2010). However, at the psychological level the situation was the dominant parental (i.e., the PO) and the subordinate (the WOC) needing to find manipulative methods to influence rather than through rational argument alone.

5.3.3.2 Meso Level Emergent Culture

The nature of culture between the two sides of the WOC (i.e., Department A and Department B) fell within similar social transactions in that there is formality and rationality in interactions (see Figure 5.6). They were inherently procedural adult within meetings and in terms of the nature of the business relationships. At the psychological level, there was a duality of adult-to-adult and child-to-child depending on the context. On one level, there was recognition through awareness of structural and authority conditions that Department A and Department B were equals within the organisation and therefore a sense of parity ensured. Having said that, one factor did have interesting connotations, i.e., size and scale of operations had implications psychologically with the larger Department B claiming greater legitimacy than the smaller Department A as highlighted by respondent 001AH, Respondent 003PI and Respondent 009AH below.

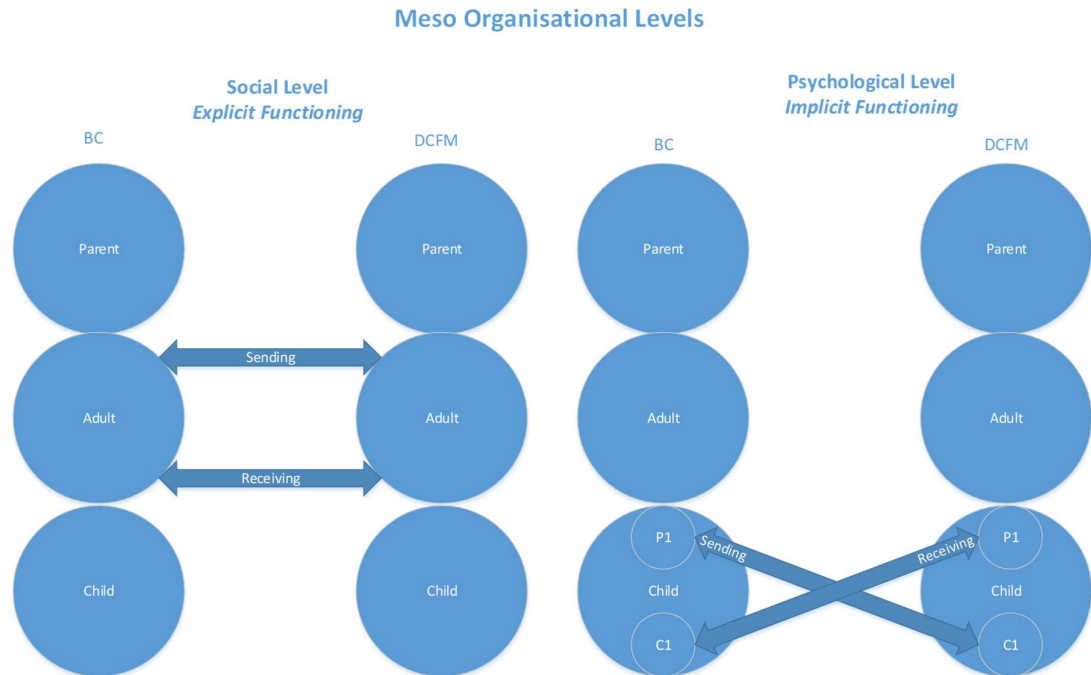
"...if we spoke about the big and the little and then if you go into the big and the little because they both got it because I have been in both camps now so I have seen both they have a them and us within there and them and us in the big bigger element the Department B side is the facility managers side and the project side...So and then there's this middle ground where it's almost like a battle ground if you like for the works that they the (Sub-section) Department B side feel they should be doing and the project side felt they should be doing it, it like the minor works...And it's a bit of a battle ground around that at the moment about who should be doing that" (001AH)

"...but I think there's this view that they wanted to change all the management, Department B management and remove them" (003PI)

"You probably have a lot more in the Department A side of it, look at that, cus that, I mean they've been commercially aware and they've been winning work" (009AH)

There was also underlying resentment of the sibling rivalry whose origins can be located from the historic underpinnings of the OD. The depth of data available (via interviews, ethnography, etc) allowed the researcher to delve deeper at this level and below in terms of OTA uncovering the nature of the sub-transactional behaviour. Here there is a sense in which we can identify parent within child "P1" as the two sides seek to justify positions which are akin to sibling rivalry but utilise parental and adult logic to reinforce legitimacy leading to emergent culture of continued sibling rivalry "C1" as a dominant and argued as manifestation of a disruptive psychology (Stewart & Joines, 2012, p. 35).

Figure 5.6 - Meso Culture OTA

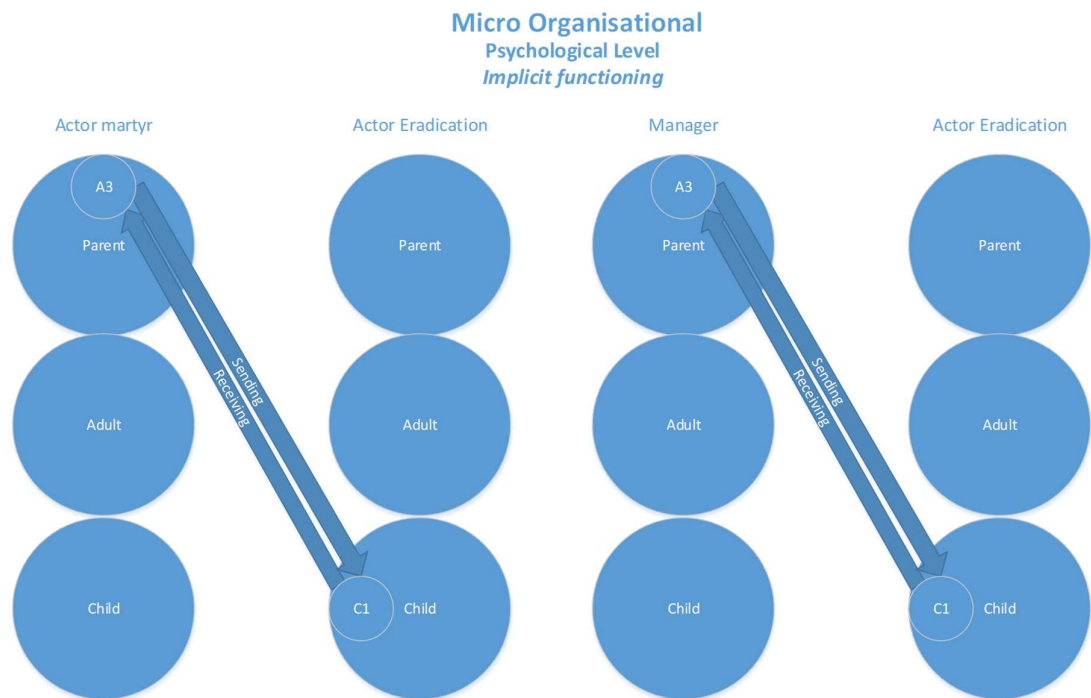


5.3.3.3 Micro Level Emergent Culture

At the micro level, individuals would highlight examples of unhappy organisational actors, which 004PI highlighted in their interview. There was much reference to individuals staying or going on the basis of the current managerial arrangements and how these differed or were similar to the previous organisational state. Within those that chose to go they were spoken of in two ways, voluntary means, which the researcher labels as a type of *actor martyrdom* or through compulsory means, which the researcher labels as a type of *employee eradication*. For example, below 003PI is referring to posts being deleted as a precursor to redundancy situations:

"...there is a general widespread view ... complete lack of openness and transparency in the way things are being conducted, lack of communication and er certainly lack of integrity in the way that the decisions have been made...certain posts have been deleted which contains certain people and new guys have been put in which are vacant, which 'inaudible' the same but 'inaudible' don't contain the same person, you got rid of them. So I think it's kind of an organisation manipulation which has taken place which everyone can see" (003PI)

Figure 5.7 - Micro Culture Psychological Level OTA



The voluntary leavers (*actor martyrdom*) (highlighted by 017PI below) of the organisation tended to be those that had chosen to leave the organisation because it was more economically advantageous through higher paying private sector work or as a result of generous pension entitlements for those with long tenures. The martyrdom was because they willingly sacrificed their career at the WOC, which was viewed as saving others, potentially less capable from employee eradication of another more powerful parental figure (in Figure 5.7 this is the Manager to Child scenario).

"A lot of them have left under voluntary redundancy, a lot of them have been here a long time, a lot of them have never worked anywhere else and you know, I've been here 12 years and those individuals were in that department whatever, doing those roles 12 years." (017PI)

The other type of leaver - compulsory (or *employee eradication*), were those that left because they did not feel they had a choice. From a technical perspective, the organisation might well view these as having left through voluntary means. However, if viewed from the individuals affected, both in terms of the individual who had left and those remaining who'd observed the exit, then the data points towards a type of *eradication* as a result of circumstances. The individuals would have remained within the organisation had

the circumstances been different and therefore leaving was the only choice available in terms of remaining psychologically safe. Here the researcher identifies a link to workplace happiness (Fisher, 2010). In this way the researcher views this type of leaving employee as having been eradicated by the organisation, they no longer fitted within the constructs of the OD and direction and therefore arguably it was inevitable that they would have left or been side-lined in the near future and in effect a type of eradication of their existence. The choice was in reality jumping before they were pushed as respondent 004PI highlights via the below comment.

*“Anybody who is really on board with something would say no, I love this place , you know. Somebody who is not particularly happy with something will take that choice. My immediate deputy is leaving after 41 years, next week. He didn't want to go. The organisation's **done** it to him.” (004PI)*

These two constituent types of leavers form a duality of OTA responses and therefore two distinct groups. The martyrs are able to hold a form of social and psychological parenthood using adult logic (A3, see Figure 5.7) within the organisation, the eradicated were both social and psychologically dependent on the will of the manager as helpless child victim (C3, see Figure 5.7). Procedurally this was achieved through utilising VR opportunities as the jump prior to being pushed, they had insight into their state and therefore were capitulating psychologically at the mercy of the relieving manager. This is counter to prevailing thought that might be attached to VR, in this case, it appears as though in reality it was anything but voluntary.

The tactic employed by the WOC shifts the culture towards those that are able to make a contribution to the emerging OD. However leaves the organisation exposed to future *group-think* risks of the *yes* employee as dissenting voices have been weeded out of the organisational vernacular (Turner & Pratkanis, 1998).

5.3.4 Towards Adult Culture

Within the WOC, the researcher can find examples of cultural cognitive dissonance emerging (based on ethnographic observations). As the Director attempted to challenge the previous orthodoxy of institutional paternalism, the workforce found this both psychologically and socially disruptive. For example, the Director highlights his observations of the behaviours of his senior management:

“Because is it that parent child thing you know looking to the parents every time, one interesting one when X said a couple of SMTs ago I thought it was quite interesting that I do it the way I do it and we sort of make XX things better and we said XY can you bring us more things” (009AH)

Socially, the normative arrangements of the previous incarnations of OD were predicated on a type of authoritarianism whose legitimacy relied on capitulation at the social OTA level. At the psychological level, the paternalism continued, however evidence of rejection and subversive tactics of the petulant child rebelling against the parent was apparent. For example, rejection of the performance arrangements linked to the BW (see Appendix H) and also the financial (see Section 2.2) circumstances of the WOC which did not feature below senior management. Even at this level it was the Director getting frustrated with his subordinates rather than a sense of collective responsibility.

Shifting towards adult transactions is psychologically disruptive as the researcher highlighted earlier in this section. The rules of the game within the WOC were to distrust notions of empowerment and self-directed of agency, essentially, the norm was a distrust of anything that was no command and control. An example of this is one participants comments regarding the time recording system:

“Clocking in and out shows an air of distrust” (026PI)

The expectation is that this is somehow a trap in order to catch out the worker who gives the *wrong* answer. There was a sense of paranoia in many of the respondents. One in particular would ask for the recording machine to be switched off when he/she wanted to be frank about a phenomenon that was sensitive, others would talk around subjects inferring feelings without being explicit. This left the Director in an unenviable position with the workers seemingly disinterested or lacking in ideas. They didn't feel safe because the language and the managerial approach was so different to the culture of consultation and decision that previous management had used. This was particularly with regards to Department B, however there appears to be cross-contamination of Department A, the intra-organisational distrust was also serving as a method of support to paranoia between the two groups.

The emergent culture (i.e., of trust and self-activation) was problematic because it was emergent from a highly co-dependent mistrusting organisational culture to an enabling and potentially trusting one. The

actors were used to a long history of trust being procedurally bound and therefore protection as a result of organisational artefacts of safety against managerial mistreatment. Again, an example of these fears related to the way the time recording systems were managed and what they represented:

*“they are used as wholly inappropriately as checking systems which we don't necessarily trust people to use their time in the way that they say they use it so I actually think that primarily there is probably a deep rooted kind of, we just need to make sure that people are doing what they say they are doing so I am deeply suspicious of clocking in machines”
(005PI)*

Those policy artefacts were still existent and were enforced by the PO's authority over the WOC. This left an implicit message that the actor must be protected because the manager cannot be trusted to rule with consistency or fairness. Evidence of this is the collective findings of this chapter, but also within the authority conditions (as reported in Section 4.1.2). So, whilst on the surface protections might offer reassurance, they may also stand for examples of past mistreatment and a managerial cadre lacking in appropriate skills.

5.4 Summary

In this chapter, the researcher focused on the fluid configuration of the OD, in particular highlighting the nature of status, tenure as interdependent and interlinked with social capital feeding organisational reality and forming role dynamics. He focused on the constructs which gave the actors meaning in a wider context of the stability conditions. The fluidity conditions relate to the way that the actors form their realities and make meaning and links to research questions 1 and 3, i.e., what are the stability and systemic organising conditions and their implications (see Section 1.3 for details of these questions). In doing so, the actor is created and creates the context to utilise the stability conditions forming agency.

The final part of this chapter addressed what constitutes organisational performance in the WOC's context and this links to research question 2, i.e., what are the conditions of enablement that allow an ex-public sector enterprise to exist (see Section 1.3). Here the researcher highlighted the vague nature of what success is and how financial performance is not necessarily a primary objective and is often context and stakeholder dependent. Both of these issues lead to the emergent culture and therefore emergent realities

of the organisation linked to the TRODM (see Section 6.2). In the next chapter, the researcher will discuss the key findings across three main areas linked to the research questions, OD realities, stakeholders and organisational systems.

6. Discussion

6.1 Introduction

The previous two chapters reported the key findings of this study. The aim of this chapter is to provide a rationale for the key findings and highlight the main areas of research that this thesis has focused on and discuss its relevance for the field of OD. This research has highlighted three main areas of significance for OD enquiry driven from the research aims and questions presented in chapter 1 (see Section 1.3) and found within the findings presented in the previous two chapters.

This chapter follows the structure following the research questions. Firstly, covering OD realities, the nature of which actors experience organisational life, in particular habitation realities and authority conditions experienced. Secondly, the researcher discusses OD systems, the circularity and the alignment within the adaptive reality school of thought.

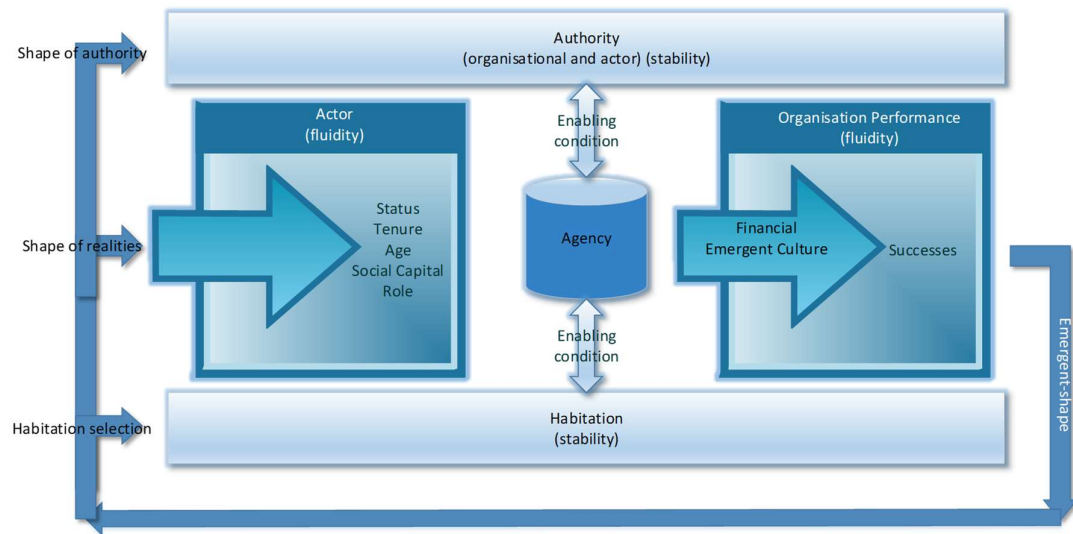
6.2 Key Findings and Discussion

The findings build towards the creation of a new OD model (see Figure 6.1, TRODM) to frame the data set out over the last two chapters (Chapter 4 focused on authority and habitation and, Chapter 5 focused on actor dynamics and organisational performance). The findings and subsequent model cover stability and fluidity organising conditions. This is in order to understand the way in which agency is activated within an OD context as well as the nature of circularity of design as part of a change cycle.

The TRODM (Tripartite Realities OD Model) is formed as a result of the data analysis and synthesis with its roots emerging from the initial ethnographic stages of the research. The researcher collated the constructs into logical grouping, using earlier literature as the basis for the design. For example, the circularity of design is borrowed from both Weisbord (1976), Nadler-Tushman (1999) and Romme (1999), the latter also offers additions to the model in terms of the organisation as learning entities. The basic premise of the model continues. Goldman (1950) and Galbraith (1974) view the organisation as

an information process entity. However, this research offers additions to this thinking in terms of duality of fluidity and stability conditions and multiple organisational realities which were directly formed as a result of the data analysis.

Figure 6.1 - Tripartite Realities OD Model

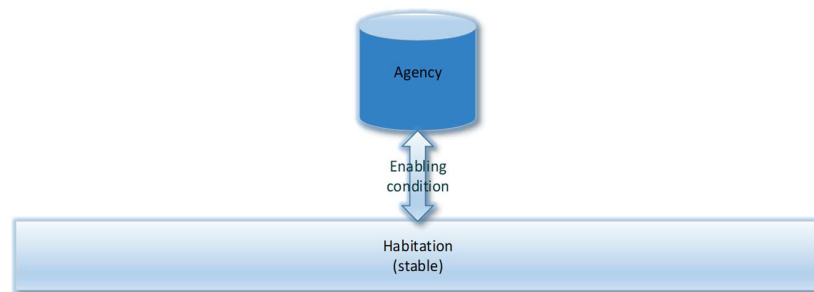


In order to analyse the findings, the researcher has deconstructed the TRODM, focusing on two overriding themes of fluidity and stability. As mentioned above, chapter 4 highlighted findings related to stability conditions and chapter 5 focused on findings related to fluidity. These are nested within conditions for organising, which the researcher argues are both malleable and fixed because of psychological boundaries designed by the key actors of the organisation. This position is located between the two ends of the OD debate of bounded relationality, managerial intentionality and the population perspective (Aldrich et al., 1984; Lewin & Volberda, 1999; Puranam et al., 2015). The researcher has opted to highlight themes and the nature of transactions at three institutional levels - macro, meso and micro (see Figure 6.1) explaining the nature of the circularity of design as an addition to other scholarly works such as organisations as iterative learning systems (Romme & Witteloostuijn, 1999). The findings reveal that the TRODM, has three main high-level components, these are reported below.

6.2.1 TRODM Stability Conditions

The stability conditions form two critical pillars in organisational life within the WOC. These are authority, consisting of regulatory boundaries of the organisation and habitation (physical and virtual). Physical habitation, i.e., buildings and environment that actors physically occupy, experience and interact with and, virtual habitations, the realities that are located within technical spaces, in particular telecommunications and digital computing environments such as instant messaging services, email and social media applications. Figure 6.2 highlights part of the overall model design within this thesis where habitation is an enabling condition for agency activation.

Figure 6.2 - TRODM Habitation Realities



Habitation realities consists of four areas within the findings. Firstly, macro level physical habitation (see Section 4.1.1.1), essentially this covers the nature of organising through the apparent physical building. Whilst the habitation is part of the stability conditions, in itself it is insufficient to enable an organisation to exist. An organisation and the actors require authority to act (Adjer, 1999). Authority is a socially constructed concept made up of principles and procedural interventions that individuals enact towards themselves and other agents. The researcher has identified that this is a stabilising issue, not due to permanency, but because 'authority' conditions are slow moving forces (than fluidity conditions) and give a sense of certainty and steadiness when the individual actor and organisational outcome conditions in the fluidity conditions (see Figure 6.1 and Sections 5.1 and 5.2) are more dynamic and responsive to the wider environment. It is the nature of the responsiveness and fluidity that gives the *appearance* that the stability conditions highlighted in section 4.1.1 and 4.1.2, and in this section are in fact stable to the actors.

This allows for general organisational performance outcomes and creates the opportunity for the agency to act.

6.2.1.1 Macro Level Habitation Realities

The findings highlighted that the building itself formed part of the core identity of the actors within. It mirrored the feelings and experiences of the actors who had become uncomfortable with the new position they found themselves in. To the outside world the building was a relic of a prior generation which no longer fitted in with the landscape of modern local government. However, by nature of the design the building's facade was unapologetic, refusing to give in to a changing world. The researcher drew parallels between the sometimes-brittle dynamics that the actors presented and the nature of the building that they inhabited, as a metaphor the buildings' exterior was well suited to the actors it protected. The organisation was held in a type of rigidity at the edge of the organisation it served and unable to fit in any more but equally not willing or able to disappear. In order for the actors to enact agency, they needed to be physically located in a brutalist inspired building, however the building acted as a metaphoric and practical constraint on the type of actions that the actors felt able to enact. They were constrained by history, that was part of the building they occupied leading to a stoic frontage against the rest of the city.

The key finding here is that the building and history act as a type of constraining authority condition, collectively the actors of the WOC process this information as arcepsychic recipients wholly owned and dependent on the PO.

6.2.1.2 Meso Level Habitation Realities

The next habitation level identified was the departmental relationship between the two areas within the WOC. Collectively they were held together in a rigid building, however within the findings the researcher identified dual realities playing out. On one hand, the procedural rights and rituals demonstrated normative functioning of two departments conducting business, i.e., exteropsychic transactions (adult-adult). The researcher identified this as explicit social level functioning, however within the implicit (psychological) functioning the transactions were arcepsychic functioning, the actors within the two departments demonstrated a type of sibling rivalry, both in terms of the nature of the narrative between

each other and also in how the physically located parts of their respective businesses with the 'Berlin wall' coming to symbolise the true nature of the relationship between them (for details see Section 4.1.1.2). The organisation had both psychologically and physically separated itself down its two historic departmental lines. The researcher argues that it is this psychological state that precedes the physical separation in this particular case, however it is not beyond the boundaries of possibility that the other way around could be true in different circumstances and leaves open the question as to if the internal building design were different and the organisational actors given free rein to choose their own physical setting, would they choose to separate along physical lines? More research is required into self-organising at the departmental level to establish this.

The key finding here is that the internal physical configuration of the departments acts as a framework for behaviour excluding some in order to include others. The actors process this information as both willing participants and also willing victims of separation in the physical sense leading to arcepsychic functioning between the departments.

6.2.1.3 Micro Level Habitation Realities

The lowest habitation level identified in this research was the relationship between the actors and the managers within the WOC. The researcher used the seating diagrams (see Appendix C) to highlight the divisions felt between the worker actors and the manager actors. There was a '*you're ok, I'm not ok*' dynamic with the senior managers locating themselves away from the workers.

The key finding was that the design logic was empowerment of the workers to achieve greater self-determination of action. However, the interpretation of the information processed was that the participants felt that it was like the parents abandoning the children and who then sort out safety as a collective in turbulent times. The reality in this situation is that, should the management have chosen to situate themselves within team settings then the interpretation would have likely led to the conclusion that the parents were over controlling, and the workers were not able to achieve greater self-determination as a result. However, the organisation's senior management had approached physical

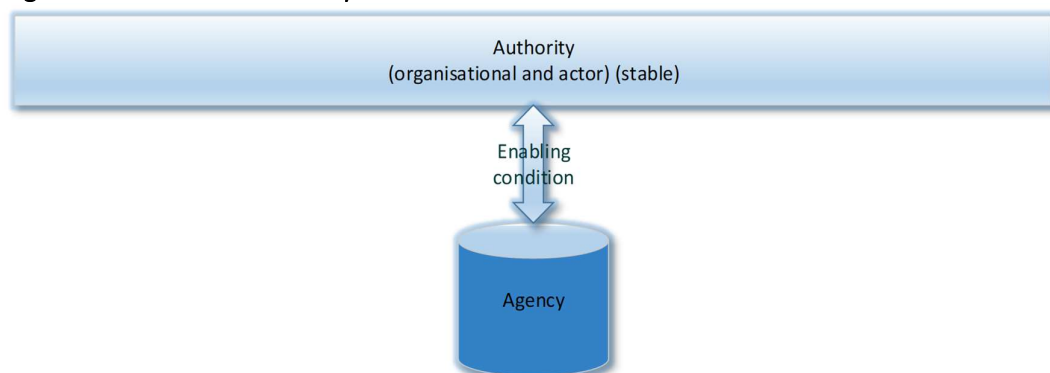
seating arrangements that seem to have likely led to one of two issues in this particular context. It is the nature of the organisational context that sets this tone. This originates from history of the PO and as a result of the contractual artefacts found within the authority conditions.

6.2.1.4 Virtual Level Habitation Realities

The final level of habitation realities which this research identified was that of virtual spaces. The researcher was unable to separate virtual habitation into three levels as he did with the physical. This is because the data was not apparent to allow this. Nonetheless, the pattern of explicit social functioning along exteroceptive lines and implicit functioning along arcepsychic lines continued.

A key finding identified in section 4.1.1.4 was that an opportunity to truly leverage virtual spaces for the good of the organising was being held back, not because the neopsychic logic supported this, but because the underlying arepsychic information processing of the prior organisation were still in play. There appears to be a lagging affect attributed to the particular actors' organisational currency (see Section 5.2.3), which affects the way the WOC operationalises authority in all spaces, however in this particular case it impacted specifically on organising through emergent virtual spaces.

Figure 6.3 - TRODM Authority Conditions



6.2.1.5 Macro Level Authority Realities

The dual methods of an organisation enacting authority are through the structural and the legislative frameworks, the researcher names these collectively as 'organisation realities'. Figure 6.3 demonstrates the relationship between authority (organisational and actor) and enabling individual and collective agency as a result. Both structural and the legislative authority hold importance and are interconnected

with much of the wider legislative environment within which the WOC is placed (highlighted this in Section 4.1.2.1). This then both influences and dictates the structural framework, inclusive of the business construction (a company owned and operated by the PO) and the operating managerial structural framework. In many respects, the structural frame is subjugated by the legal compliance requiring the WOC to be secondary to the PO (see Sections 4.1.2 and 4.1.2.4). The financial, HR and wider organisational policies enact and force the managerial structure into a reduced number of configurations which leaves up the question as to what is possible given the constraints? It appears as though the fundamental changes related to wider competition imperatives are somewhat secondary at best. The dominant organising authority condition at the macro level for organisation realities is configured through existing norms of local authority organising. It is these configurations that constitute much of the historic positioning of the OD research (Chandler, 1977; Mintzberg, 1980). The structure is ultimately an outcome of the legislative framework and organisational strategy. Although it is difficult to distinguish between the beginning and end of strategic intention, but both contribute towards the outcome and input of the OD, though it is subjected to and subject's others to iterations of organisational direction.

The findings for the macro organisation realities draw out that the nature of information processing between the regulatory environment and the WOC which holds the assumption of exteroceptive functioning from the PO to the WOC. The WOC is only able to respond at the arcepsychic level of functioning regardless of the conditions set out. By nature, the conditions are dependent on history and the current regularity frameworks which are stable and steadfast.

6.2.1.6 Meso Level Authority Realities

At the next level down the organisational realities, the findings were similar to the macro level. However, this time the nature of the relationship was individual (the Director) to his two departments (see Section 4.1.2.2). Both continued the trend of processing information exteropectically while responding at the arcepsychic level.

Again, it is earlier conditioning that frame this logic, a key finding was that the two departments were unable to process information from the neopsychic logic because the relationship with the Director was arcepsychic and historic dependent. In order to change this, the wider (macro) organising conditions needed to be altered. Because this was not the case, the departmental level was left attempting to behave as expected by within a framework of conditions that would not allow for the very change required.

6.2.1.7 Micro Level Authority Realities

At the lower authority level, the key findings were related to the nature of information processing between senior manager and manager, and manager and employee (see Section 4.1.2.3). The evidence was that there was crossed transactions between both. The normative expectation was that the transactions should be neopsychic, but this was crossed with arcepsychical responses from below in the organisation. The prior context of the macro and meso organisation realities appears to have shaped the logic and the actors are unable to be anything other than arcepsychic in response. This lower level therefore highlights the importance of organising congruence throughout the organisational levels. Being unable to set the wider macro framework has consequences all the way through the organising levels including the managerial structure.

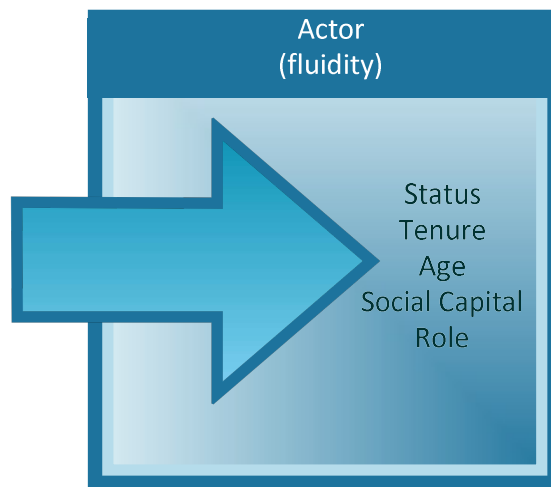
6.2.2 TRODM Actor Components (Fluidity)

The nature of the actor is key for enacting agency within the organisation (see section 5.2 and Figure 6.3). In this section, the researcher highlights the issues that status, tenure and age hold within the identity structures of the WOC. This links to the research questions related to the nature of organisational life through the lens of realities (see Section 1.3,) in particular relating to research questions 2, 2.1, 2.2 and 3 and 3.1, i.e., the conditions enabling an ex public sector enterprise to exist, the implications on the actors including notions of performance and the related systemic issues.

Cyclical by design from the performance condition (see Section 6.2.3), the emergent shape of the organisation feeds back into the beginning of the model in the form of three realities (i.e., Shape of Authority, Shape of Realities [Actor] and Shape of Habitation [or habitation selection], see Sections

4.1.1, 4.1.2 and 5.2). Utilising the key findings held within the ethnographic and interview data collection phases, the authority shape feeds into authority stability condition. Essentially, it is this stability condition, which is shaping and evolving the power structures of the organisation as a result of previous experiences. Following this is the actors' realities within the model are fed (see Figure 6.1). Again, these are shaped by the emerging context of the organisation. And finally, the habitation selection is formed and reformed as a result of changing requirements of the organisation's use of physical and virtual places.

Figure 6.4 - TRODM Actor Fluidity Condition



The emergent data identifies two key constructs, which the researcher has termed as having fluidity, i.e., they are in a state of constant flux, moving through time. At one end is the actor, who is made up of a number of sub-constructions including status, tenure, individual age, social capital and lastly role. The latter does not fit *neatly* into the fluidity argument because it also forms part of the static organisational and actor conditions within the structural design. However, for the purpose of this section, the researcher refers to the temporal nature of roles, positions, posts that individuals occupy, that these are fluid and dynamic beyond the nature of a list or description defining their existence as part of identity making

(Dutton & Dukerich, 1991). Each occupant enlists their own uniqueness as part of their identity making within their occupations (Conroy & O’Leary-Kelly, 2013; Dutton & Dukerich, 1991). This is particularly so in highly professional and technique work where the requirement for detailed knowledge of a subject is required. In the wider OD behaviour, the model in figure 6.4 forms part of the inputs that organisations use to enact agency through the actor’s experience of realities. Agency previously discussed is held in place as a result of the way authority and habitations are designed (see Sections 4.2.3 and 4.2.3).

The actor holds a duality of identity in occupying both fluidity and stability found within figure 6.4 and as part of identity making (Dutton & Dukerich, 1991; Watson, 2008). The link between the two (see Section 5.2.3) is found within social capital, which is acquired as a result of individual status and behaviour components (Richey, 2007). Within the WOC, the organisational structure holds only part of the hierarchical narrative. There is a mix of professions, and contractual status, which feed into the actor’s social capital which are discussed in the next section.

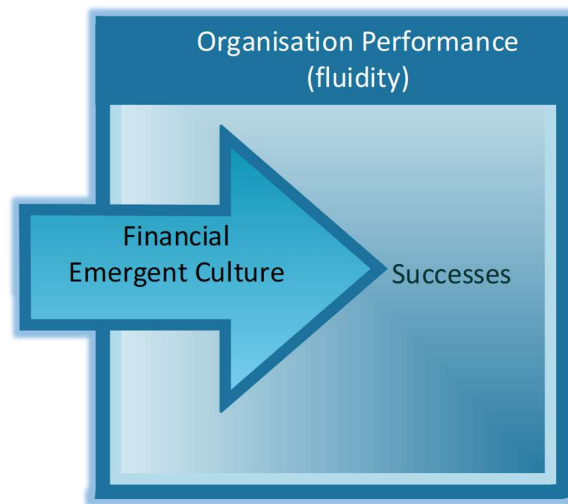
6.2.3 TRODM Performance Components (Fluidity)

The outcome of the two key stability conditions and the input from the fluidity condition of actor status leads to agency and subsequently to organisational performance (see Figure 6.5). This is a fluidity condition; it is a response to the design and organisational behaviour (for complete diagram see Figure 6.1). As the organisation changes, so does the conditions that constitute organisational performance. In this sense it makes consistent measures of success difficult to uncover because of amorphousness. They can be captured at one point in time, but then the ability of comparing the same organisation and the performance later is problematic because in this sense it is no longer the organisation that was previously measured. Here we can link the research outcomes to design science and the research context and problem (see Sections 2.5 and 2.6). In addition, we can link to the nature of what constitutes performance improvement(s) within an OD context. For example, CI (see Section 2.5.7) as well as the nature of the organisation itself as part of the IPV (see Section 2.5.2) within the context of structural configurational theories.

Within this research, performance relates to the internal perception of the term covering standards, speed, reputation, the emergent culture and emergent organisational shape leading to a likely outcome of a financially sustainable organisation (see Sections 5.3 and in particular 5.3.2). That is, within a whole systems perspective and the WOC context, the question of performance is ultimately linked to survival in a new operating model. Therefore to “...be considered ‘successful’ they had to be organizationally secure (growing or stable, not in decline or at risk of insolvency)...” (Parrish, 2010, p. 514).

At the time of the research it was unclear if the WOC would be viable in the short to medium term, in fact and as reported in section 4.1.1.2, a significant setback had occurred related to funding arrangements of key projects. This leads to legitimate questions and a key finding (as reported in Section 5.3.2) regarding the viability of the organisation in terms of cash-flow and potentially existence at all without significant remedial action being taken. In figure 6.5, the model identifies successes in the WOC context to be an outcome of the financial and culture performance of the organisation. The latter was more easily to identify within the dataset in terms of managerial intentionality than the former. However, the literature and basic logic is clear, i.e., both have a role to play in what constitutes organisational success particularly it seems with respect to a new design.

Figure 6.5 - Organisation Performance Fluidity Condition



6.3 OD Realities

As mentioned above, the key findings within this thesis follow Figure 6.1 (TRODM) using shape of authority realities, shape of actor realities and shape of habitation realities to frame two stability conditions - authority and habitation realities. The actor realities *float* in between using the stability conditions to enable and enact agency leading to organisational performance, which is also a fluidity condition. In this way the experience of realities is floating and context and stakeholder dependent linking directly to research questions 1, 2 and 3 (see Section 1.3).

The actor participant experience has been the centre stage of this research. The analysis model (see Figure 6.1) highlights that at a high level, the duality of realities is playing out within the organisation. The actors are key instruments within this, holding both the contradictions and consistency of operating in a world which is both stable and fluid depending on the context and audience. Here, there are linkages to the two defining theoretical frames of reference - the population perspective (held within the fluidity arguments

in this thesis) and bounded rationality (held within the stability arguments) (Aldrich, McKelvey, & Ulrich, 1984; Puranam, Alexy, & Reitzig, 2013).

The population perspective takes the viewpoint that there are co-evolutionary processes at play leading to difficulties in managerial intention through design vehicles which focus on the *prescribed* organisation. Bounded rationality conforms to the viewpoint of the pre-planned, formulaic design, essentially, the stable organisation seen through the eyes of the human agent who is bounded using data close to the organisation in order to make decisions, the latter being an aggregation, a collective agency (Puranam, Stieglitz, Osman, & Pillutla, 2015).

The mid-point between the two perspectives, which this research aligns too is adaptive rationality, the ability to plan and sense and respond to the environment. Here the data supports (see Section 4.1.1 and 4.1.2) that the accumulative agency in part are bounded by logic of deductive reasoning, historic information processing data informing decision making and part respond to inductive logic, decision making through observation and actor meaning making in the moment (Galbraith, 1974; Lee & Lings, 2008; Puranam et al., 2015; Schein, 2010).

OD realities are therefore made up of the outcomes of the existing habitation realities (discussed in Sections 4.1.1), the actors operating within these (see Section 5.2) leading to the performance of the organisation (see Section 5.3). In turn, accumulatively, these lead to a cyclical design of the organisation. The next section makes sense of the nature of stabilising conditions of organising, the fluidity conditions as well as briefly addressing reasons for existence and the implications of past organisational shadows on the current organisation reality.

6.3.1 Stabilising Conditions of Organising

In order to make sense of the organisational world, the actor requires conditions within the workplace that enable them to benchmark existence or “organizational purposes” (Parrish, 2010:521). The researcher located such conditions as stabilising in the form of authority, the way power is enacted and in the form of the habitation that actors exist within including vertical organising principles (Galbraith, 1974:

Santos & Eisenhardt, 2005). In sections 4.3 – 4.11, the researcher highlighted the nature of such stabilising conditions within the case study organisation. There was much importance attributed to a sense of permanency in the use of authority for the purpose of providing legitimacy or not to perform agency (see Section 4.2.4). The use of extero-psychic logic for the purpose of undermining procedural rights raises interesting questions about what is or is not the use of legitimate power including issues of alignment to a/an organisational purpose(s) (Parrish, 2010). This was highlighted in section 4.1.2 and later in section 5.3 when the researcher discussed the nature of financial performance and lack of alignment to organisational purpose(s). The need for stability or rather a sense of this appears to be at odds with narratives around organisation life and OD related to speed, disruption, structure and transient approaches to issues of strategy in the emergent environment which McGrath (2013) highlights as important for the modern context.

The actors within the case study existed with a sense of permanency, where authority was the way in which the organisation manifested itself as a permanent body held together through rules, conventions and overarching legal requirements (see Figure 6.1 – TRODM and Sections 4.2.4) which is supported by the nature of the legalisation framing organisational existence in the public sector (DCLG, 2000; DCLG2003). Whilst the nature of rules, conventions and legal requirements would change over time, they were understood as permanent constructions giving the actors a sense of stability within the organisation. Where this was challenged, for example the redundancy situations or challenges to historic management arrangements, it was highly disruptive to the actors with supporting fluidity conditions related to age and tenure, acting as magnifiers perpendicular to the length of time an actor had been within the organisation (for details of these findings see Section 5.3.3.3). The issues of stability that have been drawn out in this research highlight inconsistencies in the learned behaviour and realities that actors experience within organisational life. Namely, that there is a fallacy of stability used as a vehicle for action. However, in historically grounded organisations such as the WOC, this merely serves to hinder change. In addition, the use of Authority conditions is somewhat convenient in their application, management authority, the construction of organisational rules including change are dependent on circumstances over time.

Within a politically grounded organisation such as the PO and therefore the WOC, the legitimacy to change these rules is undermined as a result of the wider environment where right and wrong, good and bad are political rather than economic arguments (Ghobadian et al., 2009). This leads to question about the future of the public servant and manager in this context (Needham & Mangan, 2014). Is it ever possible to create an environment where management authority can base decisions on economic sustainability (perpetual reasoning) arguments (Parrish, 2010) when the logic is subject to wider public discourse related to government policy? Is this logic not compounded by instability where a new political administration can so easily alter the landscape and therefore challenge the organisational purpose(s)?

6.3.2 Fluidity Conditions of Organising

Agency is the key by which the actor demonstrates legitimacy of their own existence within organisational life (Puranam et al., 2015). Within the OD model (see Figure 6.1), the researcher highlights the findings that the actor's contribution is a collection of realities, status, tenure, age, social capital and role, part of the individual fluidity conditions.

Within the research organisation it was identified that tenure and age are closely mirrored as part of the fluidity conditions (as highlighted in Section 5.2). This is important and aligns to Horton et al. (2014) and Coombe (2016) who connect tenure within organisations and individual identity as well as organisation culture. In the research tenure and age appeared at times to be a near identical phenomena in this case study. In this sense there is additional complexity, i.e., the predictability of age and tenure, that they are *objectively* measurable means it is possible that they hold dual spaces of both stability and fluidity. This was related to the nature of the organisation in question, grounded within the history of the city for which it serves, the actors' age and tenure were key in providing validity within organisational life. Simply put, the longer the tenure and higher the age, the higher the level of intrinsic validation within organisational life and the greater the sense of injustice where this was not the case or, where there has been a change that challenged this convention (Berne, 1975; Fisher, 2010). It was somewhat psychologically disruptive to those within the organisation that were unable to access the new reality that the Director was pursuing

(see Section 5.3.4). In particular, when those affected had previously held high status within the former organisational designs and fed into conspiracy games found within each of the OTA levels of the enquiry with a type of depletion of *organisational currency* occurring (see Section 5.2.1).

6.3.3 Reason for Existence

The nature of organisational purpose (reason for existence), found to be fundamental to organisation authority was unclear and fuzzy (see Section 4.1.2) (Parrish, 2010). While authority boundaries were clear, the nature of what constituted performance was variable and was held as a fluidity argument within the organisational narration (see Section 5.3). This had a direct impact on the ability of the actor to enact agency within a clear framework that was acceptable to them. Either it challenged the existing organisational realities in terms of culture and stakeholder expectations (in particular those of the PO) leading to difficulties in changing to a new set of realities or, it conformed to previous realities leading to inertia and a frustrated progression (see Sections 2.1 - 2.4). Given the key agency reality context was the PO, whose motives relate to the functioning of a democratic bureaucracy, the consequences of the design of the WOC's purpose was simply to reinforce this higher purpose at the expense of the service provision. This is not new, and has been previously discussed in other iterations of public sector reform and new public management – NPM (e.g., see Ghobadian et al., 2009) and is evident of continued and even increasing bureaucratization of within public sector organisations in order to maintain control (Child, 1973). This is evident in the WOC where an additional layer of oversight through a board had been introduced. So, while a reality of organisational life had been to bring two departments together under a new name, it was also to create additional complexity and bureaucracy, somewhat ironically given the desire to form a more commercially focused design.

In many respect, it was not that organisational purpose of the WOC was overly ridged within the stability arrangements, it was because it was ridged and context dependent, the context being control and dominance of the PO whose purpose was different and contradictory to that of the WOC, i.e., it held as

higher more altruistic purpose of public good (see Section 2.6), which would always supersede the WOCs commercially imperatives and legitimises interference of the PO in the operational running of the WOC. The actors within the WOC had lost status as a result of the different organisational purposes.

Within the WOC, the notion of politics and changing context depending on the audience led to confusion, frustration and an inability to change. This is ironic, given the inability to change from a perceived *steady* state appears to be hindered by a current reality, i.e., on one level anything but *steady*. This leads to the conclusion that the purpose should be clearly bounded and where it is not, it becomes disruptively fluid creating internal chaos which serves a wider purpose of divide and rule within a political context (see Section 2.5.1 and Section 4.1 for details of these findings).

6.3.4 Organisational Shadows

In section 5.1, the researcher highlighted the nature of the actors' realities. When age and tenure are discussed, remnants of the previous organisation (i.e., the PO) realities are emerging, in particular the shadow left as a result of the previous departmental functional design. Structurally, this was reinforced through the decision to keep the organisational form similar to the previous departmental functions under the new WOC umbrella. In addition, the history of the organisations highlighted in section 4.1.1 also reinforced a particular sense that the WOC was nothing more than two rebranded PO departments. In a sense the organisational reality was that culturally and structurally speaking nothing much had changed. Perversely, additional complexity had been added with the remaining actors feeling confused and still living in the shadow of the previous organisation design.

For this research, it is clear that the nature of the WOC leads to the conclusion that one of the main vehicles of control was confusion through political and bureaucratic means. The control was held at the PO level, organisational purpose here is reasonably clear, set out through legalistic instruments (see Section 2.6 and Appendix I). At the WOC level, the organisational purpose was incoherent. The incoherence was related to the plausibility of the stated purpose(s), i.e., to be a commercially trading entity within the confines of public sector ownership. The actors had been unable to fully reconcile the nuances between a public-sector service and a public-sector owned trading body. The design and legal boundaries

were set up to constrain and limited trading ability, such constraints appear to be unique (for details see Section 4.10).

The researcher has reflected on the OD realities found within this research and the implications on the research case organisation both in terms of the stabilising and fluidity conditions for organising. Next, he discusses the nature of the stakeholder relationships between across three levels of organisation within the case study which connects to research questions 2 and 3 (see Section 1.3) related to conditions that allow for organisation functioning and systemic issues at hand.

6.4 Stakeholder

6.4.1 Multi Levels of Reality and Parental Co-Dependency

The findings (see Section 4.2) identified three levels of functioning within the organisation, namely, institutional (macro), intra-organisational (meso) and manager-subordinate (micro).

Beginning at the macro level it appears that there is an inability or unwillingness to change from some of the actors within the WOC. This was directly related to the historic and continued relationship with the key stakeholder - the PO, in terms of organisational reality, i.e., being its founder (Dunbar & Starbuck, 2006; Schein, 1983) and being held at the macro level (WOC to PO) as the highest authority to adhere too. This is significant for the functioning of the WOC. The history of the WOC (as identified within Sections 1.1 and 2.2) as part of the explanation for the current state of the OD context. Within sections 4.8 through to 4.12 the researcher demonstrated the continued and pervasive interconnectivity and dependency between the PO and the WOC. The two entities were essentially inseparable leading to social and psychological co-dependency of the two organisations, the PO as the parent, the WOC as the child (Berne, 1975, 2010; Bowen & Nath, 1975; Mountain & Davidson, 2015). This manifested itself in various ways from the nature of authority, in reality the WOC had little say over much of its organisational strategy and operational arrangements and, the nature of expectations and norms of organisational life lived through the physical and virtual environments, both of which were predominantly provided by the PO (see Sections 4.4-4.6) (Schein, 1990). The researcher was left with a sense that the WOC was little more than a department of the PO, and in the eyes of the PO whilst being treated as a type of pariah in terms of any

wish or inclination to change operational arrangements, which favoured the WOC's desire to be a commercial entity. These issues link back to the nature of organisational purpose and the reason for existence (Parrish, 2010), the PO and the WOC essentially hold different agendas and purposes to aim for. Whilst the purposes are somewhat confused, the PO's intention was reasonably clear in terms of the authority and freedom it allowed the WOC to have set out in sections 4.8-4.11 in terms of the how authority was enacted and then in section 4.12 the structural design and implications of this.

The nature of actor status within OD is also an important element we addressed in this research. This was mainly because the types of worker contractual status and the implications on the organisational behaviour and psychology have previously had limited investigation in terms of the implications on OD and the future of organisation. Here it is suggested that the changing nature of the relationship that an organisation has to the external environment has implications on the type of workers used in terms of the contractual instruments which must benefit the WOC. This is particularly so where an organisation is attempting to move towards neopsychic dialogue when moving towards a post arcepsychic context (Bowen & Nath, 1975). This is located in the fluidity section 5.1 related to actor reality and functioning. Further, work needs to be completed on the implications of this, for example what constitutes a healthy balance of permanent, transient and temporal workers in this context? On the one hand, organisations seek forms of stability through permanent workers, however the co-dependency of an historically grounded managerial structure challenges that stability of workforce as healthy in the change process, issues the researcher drew out in sections 4.12 and later in 5.1.

The researcher is left wondering if cluster and network organisation designs such as discussed in chapter 2 (see Section 2.5.3) might prove more effective in balancing the need for performance with speed and agility and the nature of the transactions between the manager and the employee. Although in doing so, it leaves other questions open related to the nature of the relationship between the organisation and intrinsic motivation of workers within a reward context. Notions of speed and agility are clearly in vogue within practice of OD because of the nature of technology and the origins of such methods, and issues

including the need for more vertical integration were highlighted nearly two decades ago (Afuah, 2001). However, in themselves they do not bridge the gap between historically grounded organisations and newer forms of organising. The historic are bound by existing legal and operational paradigms, which appear to be near impossible to change in the case of the WOC. For example, the managerial hierarchy, company structure and reason for existence (see Section 4.1.2 & 4.1.2.4) were all dependent on the PO for definition. This was first highlighted by Weber in terms of the nature of bureaucratic OD (Child, 1972) and, because of the nature of wider OD in the sector the latter do not have such constraints and therefore operate within free-for-all context. In terms of the research findings, the researcher was left wondering about the benefits of the WOC operating model, and should the PO not either integrate it back into its operational structures giving it legitimacy within the organisation again or set it free in order to break the co-parental dependency cycle and allow for greater freedom?

As well as the nature of habitation, the researcher found the physical habitation to be intriguing (see Sections 4.4 - 4.6). It was homogenous, the same as any other PO section or department with no real features or distinctions which allowed the WOC to claim its own identity away from the PO (Fisher, 2010). In addition, its use was heavily restricted in order to align to wider policies which supported flexibility, leading to the notional ability for any actor to work anywhere over the opportunity for personal and organisational artefacts to help shape and support a new or emergent identity (Oseland, 2009). This was somewhat paradoxical because in many ways there was little or no possibility of the space being flexible at all. The actors would maintain their own personal space through the use of personal artefacts (dirty coffee mugs, pens, personal items and such like), as a type of territory marking, in the face of managerial instructions to maintain the environment in order that the space could be used flexibly.

One reality set by the PO was that the space was flexible and therefore organisational artefacts related to the WOC were difficult to introduce. For example, changing the colour scheme, lighting arrangements or zoning for different types of work. But on the other hand, at the individual level the space was often not actually flexible at all (for details see Section 4.6). This leads the researcher to question, what is achieved

through such (*in*)flexible arrangements? The reality that was produced in this case was a sense of frustration by the actors within the WOC with the PO playing the unreasonable parent.

In a sense, the very fact that the habitation was stable was not necessarily the issue in this case, in fact the researcher is left with questions as to the nature of habitation realities and if fluidity in this context would be more helpful. The researcher found that the habitation was controlled by the PO and therefore directly impacted on the ability of the actors and WOC to shape their own identities through key artefacts and symbols (Oseland, 2009; Schein, 1990).

In section 6.4, the researcher highlighted the nature of realities viewed through the stakeholder relationships, in particular that of the PO and the WOC. He also discussed the difficulties of the current organisational model against the historical context of the WOC and the PO leaving many questions that could be investigated into the future. The significance is the nature of organising in this context is bounded with the need to pay attention to historical drivers of behaviour and the nature of the bureaucracy and its permanency or unwillingness to be diminished. This leaves questions about the nature of OD within the public sector and how it is possible to achieve meaningful organisational change both in terms of the actors within the organisation but also in terms of the citizen. In the next section the author will continue the discussion, now focusing on the nature of OD and systemic issues that have arisen within the findings.

6.5 OD Systems

The research has produced a high level Tripartite Realities OD Model (see Section 6.1) which challenges existing models in terms of the circular nature of organising through three set of realities (Romme & Witteloostuijn, 1999). Realities related to how authority is enacted, realities in terms of the actors' own existence and habitation realities. Beyond this, at the highest level, the researcher aligns to the view of Butler and Allen (2008) of public sector organising being within a self-organising relationship where each new external pressure to change is proceeded by an adaption, *adaptive rationality*, within the organisation responding to need and expectations of the existing realities at play (Puranam et al., 2015).

6.5.1 Agency Activation

Within OD, agency is the key for ensuring that the conditions used in organising transform into something meaningful for the organisation. Within this research, the researcher has highlighted that for agency to occur activation is enabled *through* the authority conditions (see Section 4.1.2), without which there is no legitimacy to act. While there is a relationship between fluidity conditions and authority (see Figure 6.1), the primary instrument is authority. However fluid and dynamic an organisation's agents are, the authority conditions set the tone and conditions which enable everything else. Agency activation is therefore held in place by the authority conditions, it is this that excludes and includes agents including the structural parameters and strategic levers (see Section 4.1.2.4). This is not new, we know that authority is needed to act and strategy is required to ensure execution leading to performance (Nohria, Joyce, & Roberson, 2003). However, the researcher is left with questions related to how performance is defined and the nature of structural arrangements that are used in historic organisations when attempting to define the new.

6.5.2 Structural Enablement

Linked to the way authority is enacted (see Section 4.1.2.4) the structure (management) is strategically aligned to the previous incarnation of the WOC through the PO. In addition to the managerial arrangement there are legacy contractual arrangements such as those with the IT provider which make it near impossible for the WOC to fully explore new thinking related to systemic OD. This was particularly so when the nature of BIM was discussed which was both a strategic enabler and a potential technological advantage compared to others within the market place.

The researcher is left wondering if the wider structure that enables the WOC to exist within the PO ultimately undermines its ability to behave as the PO wishes in terms of being able to develop its business model to compete and bring income back to the PO. By design, the PO constrains the WOC to the point at which it is not able to meet the demands placed upon it. In this regard, the researcher questions the intention of the PO. Is the design of the WOC merely a vehicle to demonstrate that something has been done to meet the wider financial and political constraints and trends of diversification of design? If, the

objective of the PO was to allow the WOC freedom to recreate itself to be financially successful then the way in which the structure and authority are enacted must also follow if agency is to be anything other than what has already been experienced in the past.

6.5.3 Performance

In order for the organisation to operate effectively it operates within a reality that is continually moving, within this research the author names this phenomenon the *fluidity conditions of organising*. Within the WOC, the researcher was not able to locate consistency in terms of the way in which success occurred and questions for whose benefit is performance in this organisational setting? Also, what *is* Performance? What are legitimate reasons for success when the organisation is held in place by structural configurations which make it difficult to move away from the historic design? Performance was a malleable term often depending on the political and organisational context (for details, see Section 5.3). This therefore meant that the emergent shape was also flexible and context dependent (see Figure 6.1). On one level this suited the WOC, where different audiences received different realities, often at three levels (macro, meso and micro) there were differences between the social reality and the psychological reality throughout the stability conditions (see Section 4.1), often with a conflict or crossed transaction between the two where the social reality conflicted with the psychological. At the higher level (PO to WOC relationship), the PO had defined operating parameters for the WOC in terms of what scope they had to trade within because of the structural design (see Sections 4.1.2.4) whilst defining its existence in terms of being commercially successful (see Section 5.3.1). These messages were contradictory against the PO's own organisational purpose(s) and meant that the WOC was never able to define performance in a way that agents could act upon consistently and left much ambiguity.

The above discussed inconsistency leads one to question the nature of what is or is not effective and efficient OD linked with performance. When the messages are audience tailored and directed by inconsistent organisational purpose(s), it is difficult to make comparisons between similar (or any) other organisation if that is what enables measurement of performance. The researcher was unable to say what

performance is or is not as a result of the research, as the WOC never had any clear or consistent definitions to this affect. Without stability, the actors themselves can never be sure about what they are aiming to achieve and how it aligns with organisational purpose, the actors are searching for the *right* answer when it is never really obvious what this might be (see Section 5.3). What is performance if not defined through the authority conditions? If left to malleable arrangements as in the WOC case, then success is never consistent and therefore open to external criticism depending on the prevailing winds of politics. This is important for research questions 1.2 and 1.2, i.e., what are the authority conditions and implications on performance as a result.

6.5.4 Technology Utilisation

In particular, operational systems within the design including the prominence of technology innovation impacted on the nature of organisational shape and the ability of a relatively small organisation to respond to the environment it found itself in (see Section 4.7). This appears to be a shift in relational power challenging the traditional OD where the bigger the better had dominated. Previously the large corporation held the cards in terms of research and development and access to technical resources (Cosh, Fu, & Hughes, 2010).

The PO appears to operate in an old paradigm of bigger is better with heavy legislative and policy restrictive behaviour leading to an inability to respond to the social conditions as speedily as might be possible. This is demonstrated within the data of this research (see Sections 4.1.1 and 4.1.2). This researcher found evidence of the PO at odds with the wider environment both in terms of policy and in terms of technology adoption. The interconnectedness of the public sector self-organising system (Butler & Allen, 2008) may operate as a drag on possible more radical OD. In particular, the researcher observed a monolithic public-sector organisation attempt to innovate with the its own OD only to design into the new form the majority of the restrictions that makes its own organisation design slow to respond to the emerging environment. The latter is symptomatic of a democratically led institution (see Section 2.6), and holds legitimacy as a result, however this design leaves big questions as to the plausibility of commercially driven public sector companies with such heavy restrictions on activities.

6.6 Summary

The focus of this chapter has been to reflect on the main findings of this thesis and discuss them across three main areas of concern, OD realities, organising conditions and OD Systems.

The OD realities highlighted that the actor realities essentially float between stability and fluidity conditions for organising. The stability act as a stabilising force, creating a reality (or illusion) of permanency for the actors to exist within. Where this conventional stability is challenged, for example a redundancy situation, it was proven to be highly disruptive to the actors as the reality had been dislocated. In doing so, the researcher raises questions about what legitimate authority is and the procedural rights for the case study organisation. This is in the context of differing (and contradictory) organisational reason for existence (purpose) between the PO and WOC. Because of the initial design parameters, the WOC found itself struggling to reconcile its existence at all levels leading to much confusion.

When it came to the conditions for organising, the researcher discussed the nature of three types of institutional reality playing with different actors playing different roles at each level. At each of the levels, the researcher highlighted the nature of co-dependency and the alignment requirements of organisational purpose(s). The WOC/PO were unable to function affectively because of incongruence and misalignment overlaid with a parental model of management which could not function affectively in the new reality.

The final section within this chapter dealt with OD Systems and how the WOC operated within a systems framework. In addition to a new OD model (see Section 6.1), the researcher highlighted the way agency appears to be activated through the stability and fluidity conditions. The authority and habitation conditions allowing agency to remain legitimate with the fluidity conditions enabling responses to the emerging environment. This is continued with questions raised within the proceeding section which highlighted the nature of structural enablement through the lens of contractual restrictions leading to a type of constrained operational environment which was also linked to a later discussion point regarding the use of technology in the WOC. Prior to this, the researcher highlighted the amorphous nature of performance, held within the fluidity conditions which raised questions about what is or is not legitimate

performance in this organisational context. This is problematic when attempting to define performance and therefore addresses the implications on performance (see Section 1.3, research question 2.2), the fact that performance is vague, is a specific and important discussion point.

The final chapter draws this thesis to a close through a number of conclusions highlighting the contributions that have been made as a result of this work and where the author believes there is potential for future research.

7. Conclusions, Contributions and Recommendations

The aims of this chapter are fivefold: one, to summarise this research; two, to highlight how it addressed the research questions set out at the beginning; three, to highlight the main contributions and implications of the research; four, to acknowledge the limitations of the research; and five, to propose a future research agenda for scholars within the field to follow. In highlighting possible future research avenues, the researcher is demonstrating the importance of this thesis and future work in a post-digital world and OD. This thesis is making contributions at a time when OD is in the middle of a resurgence in academic literature and debate following a call to action by Starbuck and Dunbar (2006).

7.1.1 The What, Why and How of this Research

In the first chapter of this thesis, the researcher briefly introduced the research subject as well as highlighted the research context and theoretical frame relevant for it. The research aims, and objectives were also covered in chapter 1, including the research questions and the rationale underlying the same. The chapter concluded with a brief overview of the chosen methodology, the expected contributions and the thesis structure.

In the second chapter of this thesis, the researcher highlighted the current state of the OD literature, which helped to identify the key developments in the field and also to identify key research gaps. In particular, the line between managerial structural concerns and organisational amorphism (adaptive reality) related to OD. This is named as *adaptive reality* with the two polar ends of a theoretical spectrum being *bounded rationality* and the *population perspective* (Aldrich et al., 1984; Puranam et al., 2015). In doing so, the researcher demonstrated the merits of the mid-position between the two, *adaptive reality* in terms of organising with both OD perspectives in mind.

In addition to the three perspectives covered (i.e., adaptive reality, bounded rationality and population perspective), the researcher also highlighted the organising realities of the post-2008 context in terms of the rationale for selecting the case study organisation for the purposes of this research project. That context was particularly interesting because of the need to reduce public sector spending in response to funding reductions whilst at the same time attempting to align with organising principles, which Parrish's

(2010) identification of perpetual reasoning with the WOC became one of the vehicles in attempting to achieve this for the research PO. This was interesting because it was counter to the prevailing discourse in the wider public sector and in particular local government which was that funding reductions would lead to a reduced level of service provision. The research case study's OD attempted to bridge the gap between public services as providers through taxation and spending to private sector service provider through collection of rents and leveraging of value.

At a number of levels this research was and is important. The context gave rise to questions as to the legal, technical, social and political nature of public service provision. In terms of the research questions, the researcher wanted to understand the nature of organising in this peculiar context.

The third chapter addressed the research methodology used by the research to investigate the research questions (located in Section 1.3) including highlighting the three institutional levels of organisation Macro, Meso and Micro which shaped the analysis and later findings. The researcher highlights the need to investigate from a qualitative position to understand the actor's perspectives in an emergent environment. This was achieved through ethnographic data including physical collection of key documentation as well as observation of the actors in their own habitation. The second phase was structured, and semi-structured interviews derived from the ethnographic observations ensuring that the interview questions and approach was grounded in the earlier data recovered. The researcher's approach was framed within expected academic standards of ethical conduct and awareness both in terms of how the individual actors were dealt with during the research data collection period but also in terms of how the data was subsequently handled.

The fourth and fifth chapters cover the findings of the data collection and analysis including two realities, one predicated on stability and one on fluidity. These findings are critical to understanding the modern view of OD both in terms academia and in terms of practice.

The sixth chapter draws the findings chapters (Chapters 4 and 5) and builds these into a new OD model (see Section 6.2.1) for enquiry. In doing so the researcher highlights the dual realities the actors were experiencing within the WOC (stability and fluidity), demonstrating its utility for understanding

organisational life as well as OD. In particular the new model is a departure from traditional OD models which view actor realities as singular and therefore adds to understanding of how to address OD issues in practice as well as academia.

Chapter seven addresses the conclusions, contributions and recommendations for future research and how practice is affected as a result of this research. In particular the chapter deals with theory, method and practice that the researcher was able to address as a result of this scholarly work. He also highlights the limitations of the research as well as making suggestions for future research in OD building from this work.

7.1.2 Why was this Research Important?

This research identifies gaps in the OD literature and addresses this through the research outcomes as a result. Key additions relate to the design science and IPV perspective on OD (see Sections 2.5 and 2.5.2) including highlighting dual realities within organisation life impacting on information processing as well as additions to lateral and vertical organising in addition to how slack resources are managed (see Section 2.5.2.1). The research also adds to understanding of organisation purpose and the context of the WOC and PO as well as highlighting the way physical and virtual spaces play a part of OD (see Sections 2.2 and 2.5.12). This research makes useful additions to the field of OD in general, and the contemporary UK public sector approach to organising in particular. The specific legal context of the WOC was unusual with no other recent comparator organisation to benchmark against. This meant that the technical, social and political context was unique to the case study holding insights to the nature of public sector organising during a period of financial contraction and nationwide austerity via government politics.

The OD of the case study was unique and situational therefore the research captures new and interesting phenomena in terms of the challenges of organising, the types of parameters the actors experience and use as legitimate principles and in particular the nature of what constitutes positive performance and reality(ies) for the WOC. The latter being somewhat difficult to pinpoint in terms of what are the overriding characteristics of positive performance when there are so many different parameters, conditions and stakeholders to satisfy because of the amorphous nature of the latent design principles. This is important,

as performance can be multifaceted and still hold legitimacy within an organisational narrative. It is not a one-dimensional construction and allows for flexibility depending on who is asking the question.

7.1.3 How was this Achieved?

The researcher took the position that reality is socially constructed highlighting this in chapter 3 (see Section 3). In a case as unusual as the WOC reality is likely to be multidimensional with different actors holding different views as to legitimacy of organising through different lenses depending on the social and psychological dynamics playing out at a given point in time. This being the case, the researcher adopted qualitative methods in order to understand the nature of the realities at play within the WOC. This was achieved through the researcher himself becoming a research instrument.

The initial approach commenced using focused ethnography. The researcher's prior knowledge of the organisational setting provided advantages of already understanding the contextual setting of the wider organisation, the PO and therefore he could commence ethnographic data collection in a focused and time limited way (daily over a three-month period). The data collection method used observation of the physical environment - both externally (for example the approach to the work location) and internally (the immediate workplaces including rest areas) in order to appreciate the experience of the actors within the physical habitation. In addition, the researcher collected key documentation from within the workplace to understand the official narrative of the organisation's direction, history and contextual setting.

Throughout the ethnographic data collection period, the researcher recorded his thoughts each day in the form of a research diary. This was collated and analysed weekly by the researcher and feed into Nvivo for coding. The coding was performed later (i.e., see Section 3.10) and was used as the basis for construction of the interview schedule meaning the interviews themselves were grounded in the initial data collected. This reduced the potential for any preconceived bias the researcher might have impacting on the design of the interview questions.

The interviews consisted of thirty-two semi-structured interview conversations (majority being planned with pre-prescribed questions with a small selection being ad-hoc, where the researcher responded to the

evolving discussions and context of the respondent) with a cross-section of the workforce within the WOC and from outside (the CEX of the PO). The design of the participants was proportional to the age and a hierarchical grade profile as the initial criteria was followed by a split between the two sides of the organisation to draw out any differences that might have existed between the two groups of workers.

7.1.4 What was Discovered?

At the core of the findings (as reported in Chapters 4 and 5) within this thesis has been the nature of organising realities within the WOC and the PO. Different groups and individual actors are experiencing different realities depending on a number of differing conditions. In particular, this research uncovered two overriding conditions for organising with starkly different purposes; these are stability and fluidity conditions.

The stability conditions served to hold one type of reality in place, the way authority was both constructed and enacted. This on its own, creates some conditions for enacting agency, in addition to the way authority was constructed, the physical and virtual environment (habitations) played a part in setting conditions to enable agency. Both authority and habitation realities held the organisation in place, gave it a sense of permanency.

In addition to the stability conditions, the researcher located fluidity conditions. The purpose of these was to enable the actors to function within an environment which was highly uncertain and stakeholder dependent. While the authority conditions set a higher purpose, this was complex and often contradictory. There did not appear to be much insight from the actors that this was a reality, rather the use of fluid performance measures (or not) and fluid actor status and legitimacy allowed the actors to respond positively depending on who or which body was asking the question(s) of the them.

At the higher level, the three sets of realities (authority, actor and habitation) feed into a macro reality which in turn returns to set the conditions and an iterative loop of reality construction, deconstruction and reconstruction with the both the stability and fluidity conditions changing and morphing through time

(at different speeds). Agency is enabled and feeds the realities, it is both a product of and a producer of realities.

In addition to the sets of realities, which formed the basis of the research model, the researcher used OTA (Organisational Transactional Analysis) to dissect and understand the functioning of the relationships between three different levels of organising (i.e., macro, meso and micro institutional layers). In doing so, he uncovered a high level of co-parental dependency within the organisation. This institutional co-dependency was both an enabler and a protagonist of organisational change. In some ways the parental nature of relationships functioned as enabling through bureaucratic governance, the legitimising of decisions and creating conditions for agency to occur through authority. However, this was counterbalanced by types of inertia, where there was an expectation of social outcomes based on adult functioning. In short, there were occasions where previous and current co-parental behaviour and dependences interfered with the actor's ability to function using adult functioning.

Next the researcher will highlight how this thesis answers the research questions set out at the beginning of this work in chapter 1.

7.2 Research Questions Answered

The following research questions were presented in chapter 1 (Section 1.3).

1. What are the stability conditions which enable an emerging ex public sector enterprise to exist?

Chapter 4 considered the stability conditions and in particular introduced authority and habitation to the OD debate. While authority had previously been the subject of academic debate, habitation had not previously been discussed at depth or to the extent that this work covered it, for example situating the organisation within the physical and virtual environment of the PO. Key to this enquiry is that in the particular context of the WOC, the findings uncovered a high degree of organisational and actor psychological disruptions such as the organisation moved from traditional local government department to something resembling to a private enterprise. This links to Parrish (2010) and how design principles are used to

frame organisation direction, create stability (or not) within the organisation as well as highlighting that in the WOC. In addition to linkages to Parrish (2010) the research shows the way that IPV (Galbraith, 1974) is used in order to create conditions for organising. the two overarching design principles identified by Parrish (2010) were insufficient in deriving the nature of reality disruption that the WOC was experiencing. Specifically, the disruption was located against perceptions of self and status within the organisation as well as a reduction in the relative value of tenure, age, 'organisational currency', trust and role dynamics. Prior to the creation of new company, there had been accepted rite of passages through the organisational hierarchy based on position, tenure, actor age as well as the perception of individual organisational currency (leading to trust). The basic rule was the longer you stayed, the more likely you would receive additional social and organisational benefits which also increased the legitimacy of your voice. Following the formation of the new company, the Director made his changes and it became obvious that this was no longer the case and that a new order was being established. The old rules could not be relayed adequately, and the actors individually and collectively struggled to come to terms with this and did not understand at a psychological level what the new rules were. In addition, what was or was not considered positive performance was being challenged. The new order was governed by the bottom line, i.e., the company needed to make money. This was not well understood by the actors within the system, below the Director himself the management struggled to be fully cognitive of the implications of this and it was even less well understood below this level as well. The findings confirmed that there is a lag at the three levels identified (macro, meso and micro). At the macro level, understanding of the organisation's position is reasonably straight forward and quick. However, the distance between macro and meso and then micro levels is substantial. In the case study, the WOC was in the beginnings of changing its managerial structure to accommodate this gap. It appears that there is an imperative to make actor level changes of substance in order to change the organisation quickly enough to

remain commercially viable. Even with lead time, there is a question as to if it is ever possible for such an organisation to be successful without fundamental changes to who the actors are within the system. In turn, new actors alter the direction of the organisation system and feed into a new circularity of design. It creates a question, if there is a tipping point whereby there is sufficient newness of actors in the system to make a success of a WOC. And, if there is a tipping point, what that is both in terms of time and also in terms of the nature of the actors within.

1.1. How is the habitation changed which the actors inhabit?

The habitation was not changed much at all (as highlighted in Section 4.1.1), because the location of the work did not actually move nor did many of the physical artefacts within (Oseland, 2009; Schein, 2010). The actors had a host of psychological and social difficulties in responding to the new OD. The latter in many ways was contradictory leading to confusion when juxtaposed with an unchanged physical environment. The physical and virtual environment was held as a data point closely connected with issues of authority conditions and therefore links to both Galbraith's (1974) IPV perspective and Parrish (2010) in terms of what is legitimised information and the parameters for decision making (including who is or is not included in decision making) and where and how the organisation locates itself.

As per the information shared in section 4.1.2 the organisation was on the edge of significant changes to the virtual environment regarding the potential to co-create in virtual spaces across many different teams. However, because of other condition (for example authority) individuals involved with the BIM system introduction were unable to action. The new BIM system moved the world of the organisation into online spaces. However, linked to research question 1, introduction of this was being held back. This was not because it was logical and within the best interests of the organisation, it was because the lead actor (i.e., respondent 007PI) was no longer in the inner circle ('In' group) of the managerial decision-making

processes. It is somewhat ironic that the actor level perception of value (that the BIM manager had now less value to add) meant that a fundamental and game changing operational change was not being made. It was ironic because it was the very change that this individual was leading that would have likely expedited other OD issues that the Director was perusing. Here the findings relate to the IPV perspective (Galbraith, 1974) and it is who the deliverer of the information is, is as important as the information itself. Information is binary, not actor value led. That is, it is subjective, there is not a wrong or right answer, the organisation chose the information that was important, and it was weighted towards moving out actors that did not appear to fit with the new organisation direction. In doing so the design of the work is held as lower ranking than the individual actors doing said work. The individual leading the BIM work had been side-lined (see Section 4.1.1.2), the researcher's interpretation of this is that it the organisation leadership consciously chose to do this in order to achieve the primary aim of reshaping its managerial structure and therefore its overarching authority conditions. This appears to have been in order to present a key difference to the workforce with the individual affected used as symbolic artefacts of those changes. Had this reshaping not occurred (or been underway) the individual leading BIM may well have remained within the power structures of the decision making of the organisation. This would have sent a subconscious message to the rest of the staff that the status quo post local government was being preserved, essentially 'business as usual'. Moving towards virtual working was implicitly ranked as holding less importance than actor changes. This is significant, irrespective of the available data to design within an IPV context, there is an underlying process of social cleansing that appears to take place in this case. One can speculate as to the merits of both, but the contribution is that history matters in this type of organisation, more so than other rational data points that suggest different actions would be more beneficial to the success of the organisation, for example legalisation framing the importance of BIM's future and contracting with government agencies (WOC, 2015).

1.2. What are the authority conditions that enable the functioning of the organisation?

In section 4.1.2, the findings draw out the authority conditions. These consisted of a governance framework enacted through legalisation (Local Government Acts in the main), the EU case law as well as organisational frameworks through managerial structures and less visible conditions including trust and time issues. The data collected for this question was a combination of documentation in primary legalisation and PO and WOC policy documentation. When viewed through the lens of OTA, it emerged that there were co-parental constructs framing how and why authority was enacted. This framing led to the shape of organisation purpose and design principles framing authority (Parrish, 2010) being dedicated regardless of the actor's intentions or will. The data related to the actor's responses to the changing authority context was collected through ethnographic observations as well as ad-hoc and semi-structured interviews. It was through this data that the researcher was able to identify normative arrangements of archaepsychic and exteropsychic behavioural expectations being challenged with neopsychic expectations and the actors (both individually and collectively) struggling to fully adapt which links to Bowen and Nath (1975) and Berne, (2010) as well as Galbraith's (1974) IPV perspective on information flow. This led to authority being enacted through neopsychic means only to be met with the expectation that this was in fact part of the former organisation reality and therefore messages were understood only on the exteropsychic and archaepsychic reality leading to an inability to fully respond in a way that was productive to the greater good of the organisation. In short, at the macro level the stage was created to be adult to adult transactions, however the actors at all levels mistrusted this expectation and instead defaulted to parent-child normative arrangements. This led to frustration at senior management levels and a collective inability to create a commercial led organisation. The latter point was as a direct result of the authority conditions placed upon the WOC as well as the normative social construction of the relationships at each level. In

addition, it is related to the dual realities of needing to be both commercial and align to the PO organisation purpose of 'resource perpetuation' (Parrish, 2010). The WOC was not designed in a way that allowed the purpose to be realised. Functioning was therefore only possible within a very specific context (a type of dual reality), when combined with the direction set (to be commercial), the organisation at all levels (macro, meso and micro) struggled to comprehend the reality of the situation they faced.

2. Are there other conditions which enable an emerging ex public sector enterprise to exist that have not previously been explored?

In section 5.2.1, the researcher highlighted the nature of status hierarchy within this OD that other studies had not previously identified as well as the close relationship almost mirroring effect of tenure and age on the existence and credibility of the actors prior to and as the new emergent design was evolving. In addition, the authority conditions (located in chapter 4, see Section 4.1.2) were critical to frame the existence of the organisation. In this context, prior research has not investigated what or how a WOC might utilise the frameworks identified within this research. The researcher highlighted that the legal and technical frameworks acted as a highly constraining force to existence. Existence was only possible in a set of very limited circumstances related to the PO. The true purpose of the WOC was to financially support the PO through profit making. However, profit making was dependent on a differentiated OD than the PO had. This therefore meant that the organisation was operating on dual purposes of both perpetual reasoning and exploitative design principle reasoning (Parrish, 2010), *exploitative-perpetual* reasoning using a slack resourcing method to hold a key strategic project (BIM) in limbo (Galbraith, 1974). At the highest level, this was contradicted by the risk management of the PO which trumped all other logic leading to managerial arrangements which did not allow the WOC to be the organisation needed to be commercial. Therefore, consequences were that the WOC did not appear to be able to realise

its purpose. This was evident in the strategic intention of the WOC (located in Sections 4.1.2). The conditions in place simply did not facilitate existence as was planned, while strategy and structure (managerial hierarchy) were in place that might facilitate commercial activity, the higher conditions related to the legal and technical frameworks contradicted this desire leading to crossed OTA transactions and misalignment thorough the organisation. Regardless of the managerial intention enacted through IPV within the organisation, the higher bounded rationality of legal frameworks and risk management forced conformity to PO norms.

2.1. How does this (additional/other/new emergent conditions) affect the organisational actors?

In section 5.2, the researcher highlighted the devaluing effect of some actors within the organisation as a result of loss of status, changes to how normative tenure and age were understood and the impact of these things on social capital. Using data from the observations and interviews, the researcher deduced that the changing OD within the WOC had implications for the actors. Firstly, the authority frameworks were contradictory which created misalignment of collective understanding of the organisation purpose and normative expectations of parental co-dependency which links to Parrish's (2010) perspective on design principles leading to a new definition *exploitative-perpetual* reasoning for the WOC as well as understanding of OTA (Bowen & Nath, 1975; Berne, 2010) and IPV (Galbraith; 1974) in the WOC context. Secondly, this fed through into two main types of actors within the organisation, essentially an in-group and an out-group. This challenges the notion that legitimate decision making is only within rationalism of financial performance or viability aka the out-group was made up of members that held key resources and information (Galbraith, 1974) that would allow the future organisation to leverage a key development in the industry (BIM). The in-group consisted of actors who remained included in the decision-making processes and whose voices were heard within the authority frameworks, that is the 'lateral relationships' as well as usage of 'slack resources' (Galbraith, 1974). These included newer

group members which challenged the prior normative arrangements of age and tenure leading to increased social and organisational capital. The out-group also consisted those that had historical rights within the organisation, however as a result of the new direction felt marginalised and had lost rights to contribute to decision making. The latter issue was damaging to the OD because a key actor in the out-group was associated with a project that could have impacted on the organisations ability to be more commercial (the BIM project), evidence of which was provided in sections 4.1.1.2, 4.1.1.4 and section 4.1.2.4.3 related to physical and virtual habitations and meso-micro structural frameworks.

However, the researcher also recognised that the purpose of the approach taken which created an out-group might well work and therefore the researcher does not seek to infer that the damage to the OD was unnecessary or unavoidable. Dual realities of *exploitative-perpetual* reasoning in this case appears to have created the necessary conditions for survival of the organisation and actors within. The imperative to have actors within the system that were aligned with the direction and underlying managerial philosophy of the new might well justify the position the WOC actors were in at the time of the research (with the in-group and out-group). It leads to questions about would it ever have been possible to have an alternative scenario with all of the actors aligned?

2.2. What are the implications (of the additional/other/new emergent conditions) on Organisational Performance?

In section 5.3, the researcher highlighted issues related to performance. The conclusion of this is that performance is subjective and context dependent. The issues within the WOC and PO form a new part of the 'central paradox of administration' (Tushman, Smith, Wood, Westerman, & O'Reilly, 2010, p. 1332). The WOC was not clear on what information constituted positive performance leading to an inability to measure this consistently, or rather because it held dual realities of 'perpetual reasoning' and 'exploitative reasoning'

(Parrish, 2010) as critical to the functioning of the organisation both positions were true and valid within the mix of performance indicators. This leads to the conclusion that *exploitative-perpetual* reasoning is a new and valid form of organising principle in this case. In section 6.2, the TRODM model was later adjusted to reflect the flow of information within the fluidity conditions in terms of how performance appeared to be enacted within the WOC.

For this, the researcher draws on data collected data from documentation as well as observations and interviews and found that there were two competing worlds related to performance. Again, this is held in place by the authority framework and the legitimate contradictions within. Key to setting performance expectations with an OD is organisation purpose, if purpose is contradictory then so are the performance measures. The primary purpose of the WOC was to support the PO through commercial activity and profit making. Logically then, the performance measures should align to this agenda. However, many of the legal frameworks and the risk propensity (or lack thereof) of the PO meant that the ability of the WOC to be commercial was limited. The dominant force was from a local government perspective, things like employment rights and expectations (see Section 5.2.2) created a rigidity in understanding of the actors and what type of performance constituted success. Normative expectations was a local government employment model predicated on safety and security of the employee actors first and foremost over the viability of the organisation. In a local government setting the logic has merit, this is a stability of organisation purpose, longevity expectation of the organisation generally and therefore safety and security can be offered and accepted by the employees. Both contractually and socially this leads to expectations of a secondary purpose of the organisation's existence to meet the needs of the employees. A performance measure is therefore linked to the stability of employees within the workforce. In a commercial setting this is questioned, stability cannot be guaranteed in the same way as it is in government where taxation pays for running of the organisation. The performance measures need to align to the purpose. In the WOC case, success at the social

level was still defined by the stability model of employment. The actors could rationalise through neopsychic means but at the archaeopsychic and extreopsychic levels (socially programmed) struggled with what operating in a commercial setting really was (Bowen & Nath, 1975; Berne 2010). The researcher therefore concluded that while there were attempts to define performance, this was never realised or understood by the majority of the organisation and therefore was not actually anything other than a statement of intent.

3. What are the systemic issues that enable (or otherwise) the new reality to operate effectively?

The researcher uncovered and formed a new systems model that was derived from the data. The TRODM (see Section 6.2) introduces two levels of reality formation within an OD systems context and changes understanding of what an OD model can depict and help address within organisations. The TRODM offers three key conditions for organising, two stability conditions (authority and habitation) and one fluidity condition (actor) which form part of a dual reality (stability and fluidity) IPV perspective on organising including new positions on organisational purposes (Galbraith, 1974; Parrish, 2010).

Stability is the primary key for the functioning of the organisation, both in terms of the authority conditions and in terms of the habitation environment. Without these two conditions for organising the secondary (fluidity) cannot be activated. Prior OD models addressed only one level of reality. However, this leaves out a key issue of concern that there are social conditions that are faster moving and more dynamic at play. The researcher identified this phenomenon as a set of fluidity conditions which use the stability conditions to achieve actor activation and therefore organisation performance. In addition, not only does the combination of the two realities achieve performance, it also sets what constitutes positive performance. In the WOC case, there was misalignment of the stability and fluidity conditions which disrupted what was or was not performance leading to muddled emergent

shape (as demonstrated in Figure 6.1), which in turn fed back into the system. Key to this was the usage *exploitative-perpetual* reasoning (adapted from Parrish, 2010) which framed what was or was not legitimate information (IPV) for the purposes of decision making. At the later stages of the research, the researcher identified a change in that system and attributes this to the influx of newer group members (part of the in-group). On the latter point, more research is needed to fully establish the implications of these changes.

3.1. In particular, what implications are there on the Information Processing View?

The IPV theoretical framework is enhanced by this study. The IPV is predicated on the notion that organisations are first and foremost information processing vehicles. The three institutional levels (macro, meso and micro authority levels, see Sections 4.1.1) within the WOC and the PO were not previously identified. At each level, information processing occurs. The IPV outlined by Galbraith (1974) did not address dual levels of reality (stability and fluidity), it addresses authority conditions only.

In addition, the data collected highlighted new understanding of 'slack resources' in particular the way time is used as a utility, a type of currency that could be built up and used depending on the dynamics of the work environment which the BIM project issues drew out. Here the researcher identified that this allows for more efficient usage of slack resources. In particular it allows the organisation to manage the strategic direction in line with the actor's time availability. The connection of the two within the context of IPV had not previously been confirmed through data. The WOC's link to the historic processes of the PO in this context was useful in enabling resource management.

The next issue that the research was able to address was that 'self-contained tasks' were dependent on a new interpretation of OD and an erosion of social capital in older organisational members creating difficulties in performing tasks. In short, agency activation was hindered with the associated tasks undermined as a result because of the legacy of the

individual actors and connection to a particular area of the WOC. Newer members appeared to more easily execute their own self-contained tasks within the bounded rationality of the system. The system placed a higher importance on the activities the newer actors were engaged with. This therefore led to erosion of power to act and hinder self-determination of the legacy actors. This challenges the original notions of IPV because it is predicated on bounded rationality only, the issues at play within the WOC (highlighted in Sections 4.1.1 and 4.1.2) where socially constructed and challenged the notion that objective deductive reasoning leads to logical usage of resources and agency activation. It is simply not true in the WOC case, if agency activation were dependent on bounded rationality only then the BIM project would have been front and centre of the OD, but it was not.

In addition, traditional notions of managerial hierarchy - 'vertical systems' (Galbraith, 1974) of organising were challenged by this research. The IPV is insufficient in accounting for normative employee-manager relationships and subsequent agency activation. In section 5.3.2, the Director was attempting to install a need to be financially aware and act on budgetary information within the WOC. His direct reports and the wider organisation were unable to act on this information because they had a reality constructed with a different value system in mind predicated on perpetual reasoning (Parrish, 2010). Vertical systems rely on the ability to issue instructions and for those instructions to be interpreted and acted upon. In the WOC, the interpretation was undermined by prior historical context of the actors, they simply were unable or unaware of the internal bias towards organisation perpetual reasoning (Parrish, 2010) irrespective of the financial data presented to them.

Finally, 'lateral relationships' (Galbraith, 1974) are reinforced by this research. The need to maintain functioning lateral connectivity irrespective of vertical systems was apparent. In section 4.1.1.2, the researcher uncovered the 'Berlin wall' as a physical and metaphoric barrier to cross organisation communication. This was particularly important from an OD perspective because the BIM project required a new way of working. This new way was not

activated, partly because of the vertical systems at play, but also because of the lateral system barriers.

Next, the researcher highlights the main theoretical, methodological and practical contributions of the research.

7.3 Contributions

The researcher has used Phillips and Pugh's (2009) definition of what constitutes an original contribution to knowledge. In particular, this includes:

- “carrying out empirical work that hasn't been done before
- using already known material but with a new interpretation
- taking a particular technique that apply it in a new area
- bringing new evidence to bear on an old issue
- looking at areas that people in the discipline haven't looked at before” (Phillips & Pugh, 2009, p. 62)

Debates within both academia and practice still proliferate with polarised views as to the importance and impact of structurally bound or not organisation designs. The researcher does not attempt to address either side as positive or negative in highlighting the contributions this work makes to the field. He takes the view that both are true and accurate reflections of a highly diverse and complex paradigm with organisations making strategic choices on 'fit or fashion' (Mintzberg, 1981) depending on their ability to respond to the emerging environment and insight into their own situation. Insight of these issues within the public sector is lacking, or if not lacking there appears little evidence of a wider shift in willingness to address systemic issues which make the sector slow to innovate or make innovation all but impossible to do anything other than a replication of the status quo albeit rebranded. The researcher will now highlight the theoretical contributions this thesis makes to the field of OD.

7.3.1 Theoretical

This research makes three main theoretical contributions, following the above-mentioned proposals by Phillips and Pugh (2009). The main theoretical frames of bounded rationality, managerial intentionality and the population perspective are not challenged by this work, but they are reinforced and deepened.

Within bounded rationality, managerial intentionality is the vehicle for which the managerial actor is empowered to act. The manager uses bounded rationality and managerial intention to enact authority, within this thesis this phenomenon is named as part of the authority conditions. The functioning of these conditions is dependent on defined organisational purposes which are supported by the nature of habitation that actors occupy, both of these are controlling mechanisms as well as enabling ones. The habitations are also found within bounded and then managerial intentionality and allow the actors to occupy legitimate organisational spaces with which to perform agency.

7.3.1.1 Organisational Purpose

Organisational purpose has previously been considered as part of the scholarly enquiry related to OD. This research brings a “new interpretation” to the issue, highlighting the issues of reason for existence when a WOC attempts to hold dual realities of purpose driven and commercial driven goals. The latter being localised within the WOC system, the former being part of a wider system within the PO’s objectives (Phillips & Pugh, 2009, p. 62). This builds on Parrish’s (2010) work as he did not articulate this type as dual reality to OD and purpose. Parrish (2010) identifies an ‘either or’ world of OD in terms of organisation purpose, for example an organisation only exists for ‘perpetual reasoning’ or ‘exploitative reasoning’. In the WOC case it was both these constructs, a form of *exploitative-perpetual* reasoning in order to sustain the PO. Hence, this is a new form of purpose not accounted for by Parrish (2010).

A cornerstone of OD is understanding and articulating reason for existence, i.e., the organisation’s purpose (Parrish, 2010). The ability to formulate and define organisational purpose is a key instrument of bounded rationality and allows managerial intention to take hold, leading to performance (Parrish, 2010). It sets the direction of everything that the organisation is hoping to achieve and is bounded through time ensuring the actor is able to benchmark his own reality at any given moment (Puranam et al., 2015). Parrish (2010) highlighted that purpose driven enterprises, whose reason for existence is ‘perpetual reasoning’, ensuring

organisational sustainability or viability in the context of the long-term wellbeing of the environment and society. This is achieved through resource perpetuation, benefits staking, strategic satisfying, qualitative management and critically, 'worthy contribution' (Parrish, 2010, p. 511).

The WOC is held in place by the PO's worthy contribution design principle(s). While its own goals are for the purpose of benefit stacking, it is ultimately bounded and legitimises principles that are not of its own making and critically, holds that exploitative reasoning principles of organising hold a lower status purpose than that of worthy contribution. Within this case, Parrish (2010) does not fully explain the utility of the principles that are being used, this thesis draws out the hierarchal nature of such principles in the WOC. They are not necessarily either or, or even a spectrum, it is possible that they are mixed and form complex hierarchal rules by which to organise around, it uses bounded and population perspective logic in a complex web of design parameters. This is new, Parrish (2010) suggests a normative arrangement related to OD and managerial oversight and hierarchical decision making, this research confirms it is more complex in the WOC's case. The WOC holds stability and fluidity at the same time with the iterative nature of the design model identified within this thesis (see Figure 6.1), becoming a form of information aggregation, which uses authority conditions (part of stability) as well as social conditions from the actors (part of fluidity) to formulate and address issues leading to performance (Puranam et al., 2015, p. 341). In addition, this research draws the IPV together within bounded rationality with the population perspective to form a new model for organising in the TRODM (see Section 6.1).

Additionally, this case demonstrates that the segmentation of organisations through legally bounded means does not create separation or rather at the higher level the organisations in question are both integrated and separated by structural and governance design (Nadler & Tushman, 1999). Although, the lower authority conditions are designed to support the legal boundaries, the design principles create a merging affect holding and morphing the organisational designs of the WOC and the PO together through the use of population perspectives delivered via mutual adjustments and individual agent adaptation to circumstances. They are both separate and also the same entity. The nature of what constitutes the organisation is therefore held in question by this study, the WOC and the PO are the same and different

organisations with the WOC utilising “mutual adjustments” of the authority and fluidity conditions to respond and please the PO as a child might wish to please a parent (Berne, 2010; Puranam et al., 2015, p. 340). Whilst much confusion is caused to the individual actors, it creates unique conditions for organising to achieve a wider purpose that might not be possible if the WOC remained a PO’s department leading to a new classification of organisation of *exploitative-perpetual* design.

The WOC therefore is at one level an instrument of perpetual reasoning, by design it is there to support to the PO by the provision of surplus income which it therefore classifies as positive performance. But it also holds a significant contradiction, it is expected to utilise resource exploitative reasoning in drawing in profit in order that it supports the purpose of a public-sector PO. This is also a new observation, where the key constructs of perpetual reasoning and exploitative reasoning are known, however, the contradictory position that the WOC finds itself, appears to be an anomaly and it is this aspect that this thesis draws out as a contribution to knowledge, i.e., organisation designs can be deliberately contradictory and work to both ends. It is running a dual reality with a set of cultural and value systems which holds both approaches to enterprise as true and valid depending on the audience. It is therefore not clear that the two definitions (of perpetual reasoning and exploitative reasoning) so cleanly identified by Parrish (2010) are a reflection of the reality of the WOC, as it holds both as legitimate entities simultaneously.

Where Parrish (2010) contents that there are two forms of bounded rationality delivered through managerial intention, this researcher suggests that both have legitimacy and are delivered through the amorphisam of the population perspective of OD, with the contractions of the actor’s predicament leading to multiple legitimate realities playing out simultaneously.

In addition, in the case of the PO/WOC, the utilisation of the design principles is also a type of hierarchy. Is it therefore that hierarchical approaches to design principles leads to questions about the nature of similar organisations? The researcher is left intrigued; i.e., could it be possible to use the same logic where the goal of the higher organisation is exploitative reasoning, but the lower organisation holds a worthy contribution principle? Both ways, the researcher is struck by the nature of ethical questions in terms of

transparency and therefore links to wider debates about the nature of organising within the public sector and NPM (Ghobadian et al., 2009) and the economic arguments related to state aid and taxation.

While organisational purpose(s) form important contributions, they are underpinned by the nature of the workplace environment, the researcher name these as habitation realities and will next highlight the main contributions along the same.

7.3.1.2 IPV Perspective

At the beginning of this thesis, the identified Galbraith's (1974) contributions related to the IPV perspective as having importance to the field of OD. The researcher will briefly highlight where this research makes contributions to this part of the OD theory, in particular related to 'Slack Resources', 'Self-contained tasks', 'Vertical Systems' and 'Lateral relations'.

7.3.1.2.1 Slack Resources

Creation of slack resources was earlier identified as a key addition that Galbraith (1974) brought to the OD field. This research connects the time utility part of slack resources with the nature of the workforce within the OD TRODM (see Section 6.2), i.e., within the case study context, the nature of tenure and age are closely related. This is another new observation, as prior to this, expectations within the PO and WOC were that the actor would act with authority relative to his/her own age and tenure specifically within the WOC context. Where the OD was emergent, the ability of the actor to respond to the new reality was hindered by the interpretation of time utility. Newer entrants where not epoch bound within the organisational setting leading to disruptive psychology. This psychology was played (implicitly and explicitly) out through the nature of the transactions between different groupings in terms of the way tasks where self-contained, the managerial system of organising (vertical system) and the nature of the cross organisational relationships (lateral relationships).

In addition, the nature of what constitutes performance – amorphic nature of it, i.e., that no single reality exists within slack resources, aka that a variety of outcomes can be interpreted as good, bad or indifferent performance is also a theoretical contribution. Performance is in the case of the WOC different depending on which parts of the organisation are observed. This is not necessarily related to hierarchy, the

relationship at the higher level (between the PO and WOC) were multi-layered and contradictory. Successful performance (Simons, 2005) could be adhering to the PO's authority framework designed to reduce institutional risk or it could be financial performance, for example staying within budget and providing a surplus to the PO. However, the latter was a contradiction of the former, it required an alternative operating model than was acceptable to the PO's constraints. Regardless, the researcher does not highlight this to suggest one is better than the other, they are both valid. The point is that a single reality might be resource perpetuation or exploitative reasoning (Parrish, 2010), and both are true and false for the WOC within the PO's design context/confines and have performance expectations associated. For them to exist together has not previously been identified in this way.

7.3.1.2.2 Self-Contained Tasks

Galbraith identified that self-contained tasks were a method of enacting managerial control. However, he did not clarify how social capital and agency allows this to be enabled. Within the WOC, self-containment of tasks did not necessarily mean agency activation, in fact in some cases the wider system ensured that the individual could not perform the task assigned. For example, in section 4.1.1.2, the researcher draws attention to a worker with a national profile who seemed to have been given management of a project that was not considered important. Agency activation in the old departments was age and tenure dependent, in the new WOC you need to be a newer entry, younger with less traditional experiential knowledge in order to hold credibility to deliver tasks. This adds to Galbraith's (1974) framework as it made no provisions for the condition that enabled agency activation within the WOC context.

7.3.1.2.3 Vertical Systems

In OD terms, vertical systems represent a classical view of structural control and therefore managerial intention. Galbraith's definition is that such systems are a way of reducing information overload by segmentation of said information. Essentially, division of work through task dividing of tasks through managerial layering. This research introduces OTA, in particular the nature of archaeopsychic, neopsychic and extropsyhic functioning within vertical managerial control systems of organising. Prior research had not connected these phenomena, and this research introduces a new way to view the managerial-worker

relationships at three institutional levels - macro, meso and micro allowing for both better understanding and a mechanism to critically analyse institutional behaviour within a new or emergent organisation design.

7.3.1.2.4 Lateral Relationships

The area that has received the least focus in the literature is the way the lateral relationships operate within an organisation. Galbraith (1974) identified seven types in this regard, however he did not identify the nature of the sibling type rivalry that is disruptive to the organising methods. This research has identified types of social and psychological conspiratorial thinking, which created additional barriers to co-ordination, information sharing and cross organisational working and therefore adds to our understanding on lateral OD. The two main bodies (i.e., Department B and Department A) of the WOC at all levels had an inherent distrust for one another often rendering co-ordinating efforts pointless and requiring parental intervention through the vertical mechanisms. The underlying assumption of Galbraith's (1974) core theoretical framework was a well-functioning stable organisation. The WOC did not fit this criterion and therefore in taking this viewpoint the researcher has identified new perspectives which challenge the simplicity of lateral relationship design (i.e., that they are neopsychic driven only). They require additional insight through the use of OTA to draw out issues that would prevent functioning mechanisms.

Next the researcher addresses the nature of habitation realities as part of the theoretic contributions from this thesis.

7.3.1.3 Habitation Realities

The insights on nature of habitation of the actors highlighted by this research forms an important contribution. Where previous models have focused on a wide variety of constructs, issues related to physical and virtual habitation including sociofugal/sociopetal spaces within the OD have been largely overlooked (Oseland, 2009). In this sense, this research considers an area that "people in the discipline haven't looked at before" and arguably brings "new evidence to bear on an old issue" that other

disciplines, in particular those with a focus on office design have previously considered but not connected to the topic of OD (Phillips & Pugh, 2009). The TRODM model (see Section 6.2) utilises new information in the analysis of organisational systems.

As with the organisational purpose, habitation falls within the bounded reality of the actors. In many respects there are theoretically a number of similarities in that the habitation is enacted through managerial intentionality, the habitation is ultimately selected and designed by the manager. The nature of the space within the WOC reinforces a type of structural apartheid found within Taylorism and raises questions about the nature of organising through the sociofugal/ sociopetal physical and virtual spaces available. This is particularly so, if considering from an environmental psychology and actor performance perspective. The inclusion of habitation is useful and critical in understanding the existence of actors both as individuals and as group members. It affects the nature of interaction between actors and also the way in which actors are able to activate agency and critically the nature of behavioural expectations within a particular environment setting.

This is also true of virtual habitation, whilst this research was unable to gain a deep understanding of the nature of virtual places people occupy (due to the nature of the research instruments available), the inclusion here assists further work on OD into the future, bringing it to the attention of others to use in their research. While much of OD literature is focused on actor and organisational performance there are questions as to how one should incorporate different types of work spaces to support this aim. Within the physical environment, spaces can be defined and designed to support sociofugal functioning where this is unwarranted or inappropriate and likewise where the aim is more creative or social in the form of sociopetal spaces.

The WOC utilised historically grounded bounded thinking in how it defined and zoned different areas within the workplace. While the organisation's management had taken steps to create type of homogeneity within the workplace. Bounded rationality and managerial intentionality work on the basis of design principles playing out structurally within an organisation, delivered through the manager. However, the actors within the WOC redesigned their own space, making it less sociopetal (as a result of

barriers to sight) suggesting that trust, privacy, habitation design and managerial intention are important interconnected constructs within this particular setting which prior research has overlooked. The researcher suggests that the structural nature of managerial intention combined with increased physical distances of the manager to the worker leads reduced trust and increases the likelihood of actors suggesting some sort of conspiratorial environment, in affect a trust deficit was being created and reinforced by the habitation. Efforts to make the environment sociopetal, such as the shared open plan meeting spaces appears to require further investigation. This research suggests that privacy is an important component that enables actors to function and it is psychologically disruptive to historically grounded organisations to have open plan environments.

Issues related to the nature of interactions between physically remote team members, how work is organised in virtual spaces, the implications on the physical environment design of shifting towards more virtual operating environments remain compelling questions. In particular, for organisations such as the WOC whereby the nature of building projects can in the future be done virtually prior to physical design and build has implications for organising both in terms of structural, but in terms of the nature of other key constructs such as authority conditions, the nature of actor identity and what constitutes performance good and bad.

Much of the environmental psychology has focused on physical habitation (Fisher, 2010; Oseland, 2009), the nature of personality and performance related to the use of space for example. At present, much has been written about habitation and the nature of workplaces, which are essentially instruments to achieve work outcomes through actor existence and agency within the space. The issues drawn out of the data add to discussions about appropriateness of workplace environments and types of work produced and raise questions related to personality dependencies within physical and virtual spaces that have yet to be included within the OD scholarly enquiry. For example, the differing needs of extroverted and introverted tasks and personality traits against the nature of habitation and occupation within. The WOC is a case of a homogenous environment imposed upon the actors with little influence on how the space is organised.

In addition to factors affecting task completion through personality, there was a relationship between status and location of actors with those deemed to hold less status being placed within the worst location in the office not aligned to the tasks at hand. The nature of managerial intention and misalignment with the systemic issues is apparent. In terms of strategic choices, the lower the perceived value of the work and status of the individual, the less favourable the habitation reality that is given to the actor. While the literature cover issues related to psychological needs as generalities including adaptive comfort theory, motivational theories and biophilia, there is little evidence that they take into account situations where the actors have no or little choice as a result of lower hierarchical status actors such as in the WOC (Oseland, 2009). This is born out in terms of the choice of position for senior manager and employee or physical separation of the thinker and the doer, a Tayloristic thinking. Here the status of the work and actor is highest, the location of such managers is decidedly better than that of the lower status employees. This leads to questions about the nature of status and performance in OD, what are the legitimate trade-offs that should be made to account for positive performance against the need to ensure status is accounted for in terms of overt cultural symbolism (Schein, 2010).

It is known that it is important to give recognition of status through symbolism within workplace design, however it is not clear the extent or if this should be at the expense of performance and workplace happiness of lower status group members. Prior OD literature has not considered the implications of workplace design on the wider organisation design, it is for this reason, the researcher brings it to the attention of the reader as an important issue that has not previously been incorporated into the OD discussion.

7.3.1.4 Duality of Change Speed

Prior to this research, the systems OD theoretical models depicted constructs as having equal weighting in terms of the speed of change. This contribution builds on Phillips and Pugh (2009) proposal for net contribution as “looking at areas that people in the discipline haven’t looked at before” (p. 62). The suggestion within sections 6.3.1 and 6.3.2 is that there are duality of realities playing out, the authority

conditions are slower moving and provide stability with the fluidity conditions being faster moving. This is another new observation emerging from this study, as all other systems models suggest one reality which this thesis demonstrates as inadequate to fully explain organisation design.

The model created (see Figure 6.1) within this research highlights that the nature of OD is more complex than previously suggested, that a more helpful way to depict design constructs is via slow and fast realities. The researcher has done so using terms *stability* and *fluidly*, assisting the reader and future researchers in utilising collections of constructs which appear to have some stability (abet in reality slow moving) which enable agency to occur. Previous work (as highlighted in Section 2.2) focused on the intra-rational nature of the constructs which whilst important, do not on their own allow for understanding the way an organisation move through time and the issues of a changing organisation held in place by stability conditions. Similarly, fluidity conditions allow for investigation about the nature of constructs, which are apparently unstable or fast moving. This in turn has allowed this research to gain a deeper understanding as to how these interplay with agency and the stability conditions allow (or not) change to occur. It is now clear that two overriding stability constructs hold the fluid in place (i.e., authority and habitation conditions), allowing agency to be enacted and, providing a holding position for change to be held and benchmarked against. The difficulties found within the WOC were that the stability conditions related to governance were not stable which lead to difficulties in the actors performing agency with consistency. To enable change, there must be something to benchmark against.

This has led to further questions related to the nature of change within a political led organisational context. New public management suggests that commercial bounded logic in decision making is important (Ghobadian et al., 2009). However, it has yet to account for political behaviour, both in terms of the elected official but also in terms of the nature of internal behaviours, which seek to align to political leadership in an OD context. How can change be successful when the goal posts are forever moving depending on the audience? What is success in this context? There is an implicit suggestion that success continues to be opaque rather than fixed or bounded by commercial logic. However, within a WOC situation they hold dual realities attempting to align to two differing and competing design principles. Whilst it is easy to follow

the premise that NPM will assist performance, the nature of political discourse is such that performance and prioritisation of resources in the context of purpose driven entities is not commercially driven and is much closer to perpetual reasoning than exploitative reasoning (Parrish, 2010). The researcher is drawn back to the notion of hierarchical organisation principles in the case of the WOC/PO, they are not equal in any sense of the word, and perpetual reasoning is a higher order of importance in this case *over* exploitative reasoning. The latter is used as a support mechanism to the former, it is not an either or as is suggested by Parrish (2010), it is both and delivered via sophisticated and complex bureaucratic means.

7.3.2 Methodological

The researcher considers the application of OTA within this research context to be unique and addresses this in more detail in the following section.

7.3.2.1 Organisational TA within OD

The utility of TA within organisation design research is demonstrated as useful and providing much insights into the nature of relationships between groups within hierarchically driven organisations. This approach has not previously been explored within an OD context. OTA within an OD research context has not previously been attempted which has given new insights into the nature of organising, in particular across three institutional levels - macro, meso and micro and three types of OTA - 'archaeopsychic', 'neopsychic' and 'exteropsychic' (Berne, 2010, p. 163). For example, the contradictory nature of social and psychological cross-communication at all levels. The co-parental and adult expectations against childlike behaviours holding the organisation in place, creating stability through a sense of chaos. This is an addition to the existing literature, as the prior research thinking relied on bounded rationality through managerial intention based on exteropsychic logic, that this is the legitimate form of management. This research suggests that whilst the researcher considers it to be chaotic and needy, the co-parental managerial approach in the case works to hold the OD stable, which means that managerial intentionality need not be based on exteropsychic logic to function effectively.

Accordingly, this research offers future scholars to draw upon additional research tools to assist in future related research investigations. For example, future researchers can use TA as part of methodologies to examine the nature of virtual habitations within an OD context.

7.3.3 Practical

There are numerous contributions that this research makes to practice. The design of the funding to support this project was deliberate in its intention to hold practical outcomes for the organisation in question. In addition to specific issues that will be discussed next, the researcher is struck by the nature of dual worlds of the public sector. This has created a new and innovative type of OD in the face of rapidly reducing funding arrangements. In the context of organisational paternalistic behaviours, the researcher has found interesting insights from his data. There are questions related to the nature of existing policy positions on such organisations that would yield useful insights. Future research might like to focus on what truly is positive performance in this type of organisation. For example, how do you gain consistency when the master is politically led? These issues draw out questions related to the ability of medium-term strategy design, which appears to be hindered by short-termism. A long-term view would assist OD, and in the view of the researcher the goal appeared to be the manifestation of the organisation itself for its own sake rather than addressing what long-term success would look like beyond this.

7.3.3.1 Outcomes

In addition, the model (see Figure 6.1) within this thesis refocuses attention away from manufacturing language of 'inputs' and 'outputs' (Nadler & Tushman, 1999). Here the researcher argues the contribution is in "bringing new evidence to bear on an old issue" (Phillips & Pugh, 2009, p. 62). The researcher believes the data indicates that the manufacturing model of OD is inappropriate for service providers and that it is more important to focus attention on issues related to circularity of OD and critical *outcomes* through meaning creation which he feels is likely to become more important as economies generally move towards further automation of non-manufacturing work. Here the researcher introduces learning systems as part of OD, continuing Romme et al.'s (1999) and earlier contributions from Burke and Litwin (1993) in terms

of feedback loops. More importantly, this research includes outcomes as part of performance and part of emergent shape of the organisation. The latter is a new observation and not previously explored in the field of OD. Incorporating outcomes in this way allows for explanation of what constitutes performance depending on the organisational context and also that it feeds into the shaping of the organisational realities. Previous models utilise the end point as outputs drawing on manufacturing methods into OD such as Nadler and Tushman (1999). The researcher argues here that the system is part circular in shape, i.e., there is no end point in between the organisation and its impact on itself and the customer as would be the case utilising outputs.

OD models prior to this study majored on outputs as the end point for organisational responsibility to its customer. This research challenges this thinking arguing for a reinstatement of outcomes (Weisbord, 1976), a more tactile and insightful approach to success measures with the customer centre of expression of satisfaction or not. In addition, this research introduces for the first time in OD context habitation as a key construct and enabling condition. Earlier, the habitation that individual occupied physically and psychologically was ignored within the OD literature. This thesis sets out clear reasoning for it to be part of the OD debate and critical to the functioning of the organisation, in particular the distinction and inclusion of virtual actor worlds as part of the general operational environment. This is an area that needs much more attention in future research in particular as cloud computing and big data become useable (and necessary) to mainstream organisations (Galbraith, 2012).

7.3.3.2 Institutional Paternalistic Behaviours

One of the key issues to emerge from the research is the nature of institutional paternalism between the PO and the WOC. Here the researcher draws out “new evidence to bear on an old issue” and addresses an “area(s) that people in the discipline haven’t looked at before” in highlighting the nature of these issues. (Phillips & Pugh, 2009, p. 62). The data analysis and interpretation through OTA has not previously led to the highlighting of such relational dynamics and leaves open a series of questions related to strategic choices, such as when and how should the PO in this situation let go of the preverbal child (if at all)? How

then can change be more effectively managed in order to minimise organisational psychological disruption? In this case study, the researcher suggests that trust is habitually impaired and there are advantages of shifting to adult-to-adult dialogue, but what would make this possible? Moving away from the current change reality leads to additional concerns about the whole system and the undermining behaviour of wider institutional systems in place that reinforce organisational hierarchy and managerial power as a dominant force. Finally, for this issue there is the paradox logic of ego status, i.e., the utilisation of extero psychic logic in order to reinforce issues that are important psychologically to the archaopsychic parts of the organisation delivered through key actors (Berne, 2010).

7.3.3.3 Technology Enabler Verses Controlled Possession

A pressing issue within authority conditions relates to the utilisation of technology platforms. In historically grounded organisations, it is apparent that social media, collaborative virtual tools and communication software is at an institutional level viewed with suspicion and enacted through restrictive organisational policy. Moving forward, leveraging resources within the technology space is likely to become more important as is data security. Currently, a 'one size fits all' mentality exists where the assumption is denial of access until the requesting actor proves the worth of the technology and only then if access is congruent with wider organisational reality requirements can it be granted. The restrictive nature of this logic is at odds with the speed of developments in this space and leaves the public sector and related organisations in an uncompetitive position, the framework for what constitutes efficiency is directly impacted by the nature and interpretation of policy.

7.3.3.4 Contractual Arrangements

Within the area of practice, there are significant questions as to the nature of legacy institutional arrangements, which an WOC type organisation is bound by. The nature of organisational purpose of the owner organisation is at odds with the purpose of the WOC leading to conflict in the usefulness of such arrangements. In particular, two areas of contractual impediments, commercial and employment

contracts, both are impeded by the nature of the legal frameworks that the WOC is placed within. With the commercial contractual arrangements, the organisation is unable to fully operate as if it were a commercial company leading to difficulties in achieving one of its purposes, to provide income to the PO. This is new information to arrive as a result of this research, practically speaking there are other, perhaps better options which could achieve more for the WOC, however at the expense to the PO. For example, employee owned enterprise without ownership of the PO or a standard commercial company enabling full utilisation of the environment without the risk management constraints associated with the PO. The research questions if it really is a legitimate use of public resources to create a WOC and operate it in this way. In the form, the WOC was in at the time of research, it seems to be an even more bureaucratic configuration than that of a traditional local government department. The researcher is drawn to the conclusion that attempting to run a WOC in this way is poor value for money. The organisation either needs the freedoms of liberation from local government contractual arrangements (such as its IT support and employment terms and conditions) or, such be kept within the local authority with funding cuts managed in line with the rest of the organisation.

7.3.3.5 Legacy Operational Contracts

There was misalignment between the nature of the technology provider contract and the needs of the WOC. It was not that change, and new additions could not be made, but the nature of the contractual arrangements were such that taking such action was prohibitively expensive. This led to the WOC trying to *work around* policies designed to funnel work through contractual means. In some cases, it led to the WOC avoiding the terms of the contract altogether taking evasive action, for example directly employing its own IT worker, in order to reduce or avoid additional costs and interference of an organisation that was generally viewed with suspicion and disliked as a service provider.

Other similar issues were located within areas such as the PO's building policies with the WOC having to share space and justify their needs to an external body. This is a question in the mind of the researcher as to would the WOC choose to organise the habitation in the way that they have if it were not for the

interference of the PO. Certainly, the researcher felt that the nature of co-location was advantageous and problematic at the same time. Advantageous in terms of the sense in which it was still included as part of the family of PO's key decision makers and therefore compared to competitors would have a situational advantage when meeting with customers. Disadvantage because the WOC had difficulties in forming a unique identity of its own separate from the PO, the researcher was unable to locate much that felt different to a PO's department in many respects. There are linkages here to the nature of authority and control within the organisation, in some ways it is a fallacy to suggest that the conversion from PO's department to WOC achieved either of these (Grey & Garsten, 2001). At the practical level it seems that organisations in a similar situation should be given freedom to act in relation to their own contractual arrangements and set their own policy's related to the habitation they occupy. It seems that not only would this be potentially advantageous from commercial perspective, it would also assist the organisation to define its own identity away from the PO.

7.3.3.6 Employment Contracts

An important issue is that organisation needs to better address in the future about the nature of employment relationships. The PO in this study created restrictions such that the WOC were not able to change the nature of the contractual relationship of the existing workforce. Whilst on the one hand this created parity for the organisation's employees in terms of those with long service, it also meant that there was no ability to flex the reward strategy depending on the context. Therefore contingent based pay which the employees were subject too had limited positive affect and a whole host of psychological negativity from the actors in the organisation (Cho & Perry, 2011). The WOC management had no ability to reward behaviour and outcomes associated with commercial success such as bonus payments related to contracts an employee wins for the organisation.

These issues are bound up with wider institutional identity mentioned earlier related to the nature of what the WOC is or should be. Employers wishing to create WOC's in this way need to think carefully about if their aspirations are even possible if the conditions of employment and general context change little. The

researcher argues here that in the WOC appeared to be both aware and unaware at the same time of difficulties that the employment arrangements held for them. In particular, the PO's desire to maintain control of the organisation which in turn led to impracticalities in achieving the goals it had set the WOC in terms of profitability. The replication of the PO operational environment and structures not surprisingly lead to an organisation with an inability to achieve its full commercial viability. If anything, the fallacy created appears to harm the actors, within who are left frustrated by the predicament they found themselves (Schein, 2004). It seems to the researcher that the correct course of action would be differentiation of contractual terms aligned with the business needs of the organisation. This should be used as part of any discussions on future organisations looking to develop such a strategy as a WOC. Alignment to the PO was unhelpful.

7.3.3.7 Implications on Modern OD

Without doubt there is a clash of normative arrangements of large corporate entities. There is evidence of shifts in the nature of employment and the implications on what constitutes the organisation (aka permanent, temporal; transient) and what is healthy within an organisation design within this reality. The researcher believes that a positive next research project would include ex-public-sector organisations where they have been given complete freedom to design themselves outside of the bounded nature of the historic. In particular, how they would define positive organisational performance, the nature of realities they create and how they might utilise technology in shaping the organisation.

In the wider environment, virtual spaces challenge the notion of the workplace, who is the employee and where they are located. Are we headed towards a future whereby the workplace as we know it will no longer exist? Traditional organising still operates on the basis of attendance to physical locations as the main managerial tool for performance monitoring and shape themselves accordingly, if everything can be done in virtual spaces what is the managerial paradigm that supports this? At present it is still not clear. Will attendance at a physical workplace become about human meaning creation and connection rather than the actual work? Such issues are worth considering for future research.

As we look to the future of organisations, the medium-term horizon holds much excitement for automation of large swaths of the workplace. Work, which has previously been impossible to automate can now be done through artificial intelligence leading to questions of what will the employment mix look like soon? How will the public sector respond to the new technology, for example autonomous vehicles and drones? Coupled with virtual working, will the need for office real-estate demise further? And what implication does this hold for the traditional city/town centre already struggling against online retailing. In the case of the work, they were still arranged in a traditional managerial line of sight physical organisation. If they could put through the use of technology, leverage cloud building design and maintenance, does this not mean that the workplace is redundant for the purposes of performing the actual work?

7.4 Limitations of Research

Like most research projects in social sciences, this one also has some limitations. The researcher next addresses these and demonstrates how these might have impacted the research, the steps he took to minimise the same and the useful contributions this makes within such limitations.

7.4.1 Replication of Findings

For a case study, the extent to which its findings could be replicated to another organisation is limited because each case tends to be unique in one way or other. However, this does not mean that the issues drawn out are not useful contributions. For example, issues related to service sector organisations using manufacturing type OD is a universal concern, as is the nature of the dynamics between a controlling owner company of a smaller organisation. Whilst it is a single case study, the research has improved understanding of the different types of OD that might be useful for different settings. Without the case study approach, this key message might have been missed. Therefore, while the case study is a limiting factor it is also a strength supporting the field of OD moving forward.

7.4.2 Objectivity

Clearly given the nature of the research, that it is qualitative, there are questions related to objectivity. However, the researcher maintains that not only does subjectivity hold important insights as highlighted

by scholars such as Lee and Lings (2008), Bryman and Bell (2008) and importantly Bhaskar (2016). The very nature of social constructionism is held within the notion that ultimately subjectivity is nested within all research. In addition, opting for multi-methods of ethnographic and semi-structured interviews reduces the potential impact that might be associated with a single method in terms of subjectivity. The researcher took great effort in a phased approach to data collection and was careful to utilise the respondent's own words as a collective in forming the nodes within NVIVO prior to the creation of the interview schedule.

7.4.3 Researchers own History

Finally, the researcher past relationship with the host organisation created a unique vantage point with which to explore the subject. This draws out issues of subjectivity, many of which are advantageous. In addition, the research approach was deliberately designed to minimise impact of researchers own views through designing the interviews formed from the ethnographic stages rather than before reducing impact of potential bias. Initially, the research ethics committee wanted the interview questions design before the research commenced, the researcher successfully resisted this call. This meant that preconceived notions and thoughts whilst might still remain did not dominate the dataset and allowed for issues of importance to come to the surface which might not have otherwise done so, such as the nature of dual realities, stakeholder involvement and the wider systemic issues that played out as a result of the research.

7.5 Recommendations for Future Research

The researcher is convinced of the multiple areas of research that this work brings out as possible and important to continue. Many of these continue to highlight the difficulties he identified in section 7.3.1 of replication of the findings. In addition, they highlight the opportunity for future research to build on the limitations. In particular, he envisages fruitful investigations in the following areas.

7.5.1 Post-Legal Separation and/or Reintegration

The WOC was an unusual OD. The researcher was left with underlying questions regarding the institutional behaviours and individual psychology of change. In particular, as and when a similar organisation takes the

next step and separates from a similar PO would this change the nature of the social and psychological OTA at each level within the organisation? If there is no parental oversight from the PO, would the organisational purpose hold different meaning and how then would the actors respond to this. In particular, how would the actors whose life work had been embedded within the public sector respond to a reality without political oversight?

7.5.2 Post Reintegration

Similar to above point in section 7.5.1, the researcher also wonders about the implications of similar organisation going through a reintegration process. What might be the social and psychological OTA at each level within the organisation be like where the WOC was to be reintegrated into the PO following a period operating as a commercial entity? How would the newer occupants of roles respond to the traditional public-sector environment? What might be the prevailing managerial culture, would there be tensions and difficulties in reverting back to an organisation with a perpetual reasoning purpose?

7.5.3 Post-Merger

Again, where above points in sections 7.5.1 and 7.5.2 focus on the OTA at each level regarding separation and integration environments, there is a question related to what a post-merger organisation might look like. For example, where the WOC to be subsumed into another organisation, how might the actors with long tenures respond to a larger organisational environment but with an exploitative reasoning purpose without prior connection to a perpetual reasoning organisation design?

7.5.4 Virtual Habitation

The researcher feels that there is significant work to be done in terms of virtual habitation and OD. Currently, the research field is focused towards an assumption of physical organising and co-location of activity. However, within the workplace there is a clear move towards virtual work environments, in this way the OD research is lagging behind. The WOC was clearly on a new trajectory towards more virtual working, however the research instruments are unable to access the variety of data in a meaningful way. For example, where the work happens part in collaborative cloud environments, part through instant messaging, part through traditional e-mail and so on and so forth, there is a need to find new ways to

capture this as part of the OD research and combine with whole systems thinking. The way someone might organise and express themselves through digital work instruments might differ from the way they might engage with a researcher in a traditional face to face ethnographic/interview setting. The way reality is constructed falls into question as does how individuals create group and individual meaning through the work.

7.5.5 Tenure and Age Dynamics

Further work is required on the relationship between tenure and age dynamics in historically grounded organisations versus younger organisations and organisational behaviour. Much of the *hype* within OD circles (in particular Agile and Holacracy organising methods) in recent years has focused on new Tech industries and market disrupters, which are comparatively young. Yet most organisations are historically grounded leading to questions about the nature of change and success, which could be a further interesting area for debate and discussion in OD. Is it possible for organisational transformation from public sector to be commercially similar to the WOC with an existing workforce? How should historically grounded organisations approach this? The WOC in this case struggled to create new meaning that the actors could align too, is the logic for organising between perpetual reasoning and exploitative reasoning incompatible when an individual reaches a certain point in their career? And if so, what might this be and what are the implications?

7.5.6 OD Realities

This research uncovered two dual realities for organising. A traditional stability reality and a fluidity reality. However, it is possible that there are more realities and that these might have implications on the nature of organising. How might other OD models' approach this? What would an open systems model look like in this context?

7.5.7 The Gig Economy

What are the implications of the emerging gig models of employment on historically grounded OD that have traditionally stood for stability of employment? Here the researcher feels that there is much that can be learnt through additional research in the field. The WOC was using a mixed employment model, could

this be explored further? Is this a method for creating organisational change? Would the actors be more willing to accept change if their employment arrangements were more flexible?

7.6 Summary

The focus on this final chapter has been to highlight the why, what and how of this research, addressing of the research questions, the main contributions of the thesis, acknowledging the limitations of the study and provide recommendations for future research. The contributions highlighted in this chapter are significant and useful for scholars and managers alike. The researcher feels that this research had added significantly to the understanding of OD in the context of local government and WOC's.

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Appendix A – Structured Interview Questions

Opening

Thank you for taking timeout of your busy schedule to make time to take part in this research. My name is Stuart Wigham, am currently a PhD student at Aston Business School. You might also be aware that I have a permanent HR role in Parent Organisation My role here is as a PhD student, anything we discuss here will be held as part of the research process and is confidential.

The purpose of this research is to understand the organisation design of The WOC since becoming a Wholly Owned Company. The methods I have chosen to use in gaining access to information about the organisation have been observation of the working environment and interviews.

I would like to highlight that there are no wrong answers and no 'trick' questions, if I ask you something that you're not sure of or don't understand please ask me to clarify. If I ask you a question that you do not want to answer please let me know and we can move onto the next question. It's important that I record your views and opinions accuracy and completeness to ensure that my research reflects what people believe about The WOC and working in organisation.

You've kindly signed a consent form and you are aware that I will be using an audio recorder to ensure I capture the information you give me accurately. I would like to once again confirmed that your confidentiality and anonymity will be maintained thorough the research process and beyond. You have indicated how I might record information about you on the consent form and this will be honoured within my work.

1. Can you tell me how long have you worked for Parent Organisation n please? (Includes PO depending on how they view their status)
2. What is your position and grade at The WOC?

Identity

I am interested in the differences in working for THE WOC compared to PO.

1. If you were talking to a stranger and they asked you to describe what it is like to work here, what would you say?
 - a. Can you describe any differences between working for here for The WOC and previously for PO? ? Does it feel any different?
2. Have you been told what the The WOC Vision and Values are? IF yes
3. What if anything do they mean to you?
 - a. Do they have an influence in reality to how you do your work? Could you offer any examples where you feel these have influenced your work?

4. What are your views on the name plates on the desks serve? In your view what is their main purpose
 - a. I think I noticed that some have The WOC on them and others don't, why do you think this is?
5. Can you explain the significance of wearing of name badges for the organisation?
 - a. Do you normally wear yours? Why is this?
 - b. They're not worn by everyone; do you have a view as to why this is?
 - c. How do name badges help with external clients?
6. Are any ways you feel that your identity has changed since joining The WOC?
 - a. Why is this and what has contributed to this?
7. Are there any ways that you feel the organisations identity has changed since the creation of The WOC?
 - a. Why is this?
8. Is there anything else relating to the organisational or individual identity that you feel is important to your working life?

Work

Systems (formal and Informal) Outside the workplace as well as inside. These might include paper based systems and technology as well as systems designed to track work and time such as time recording (bora) and informal understandings you might have between fellow workers, managers and other stakeholders (customers, clients, TU's and so on).

1. What would you say that the time recording system (bora) is used for?
2. How do you record your annual leave? (Skip to c if completely electronic)
 - a. Why do you still use a paper based system when there is an electronic system available?
3. Do you attend any recorded meetings with your manager/supervisor aside from your PDR discussions?
4. Which policy and procedures are important to your work?
 - a. How would you describe their usefulness in achieving your objectives?

5. Can you talk me through a typical day so I can understand the work systems that you use and how these work?
 - a. Are there other systems that you need that you currently haven't got access too?
 - b. Is there any support with existing systems that you need??
 - i. What are these? How would this help
 - c. Are there systems in place that you feel aren't useful to the organisation?
 - i. What do you think could be done to improve or change this?
 - d. What systems are of most used to the organisation?
 - i. How might these be improved?
6. What types of communication do you use at work?
 - a. How do these support your work?
 - b. Which are the most important?
 - c. Are there any barriers to good communication that you could describe ?
7. Are there any examples of social media that have been useful to your job?
8. Are there any social media that you think are helpful to the organisations?
 - a. What has been the outcome of using them?
9. Is there any form of communication form that you do not have access to?
 - a. How would that help your workload ?
10. Are there any barriers to using technology around here?
 - a. How does this affect your ability to do your work?
 - b. What would you change?
11. Are there any examples when you had an IT related problem where you've had to seek support from someone other than an immediate colleague?
 - a. Who did you ask for help from?
 - b. Talk me through what the problem was and how it was resolved?
12. What's your experience of your IT support services?
 - a. Who provides these?
 - b. What if anything would you change?
13. What does 'BIM' (Building Information Modelling) mean to you?
 - a. How important do you believe it is?
 - b. Do you believe it will change the way you work?

i. How might this be?

14. Is there anything else on work systems that you feel is important for the research to capture?

Organisational Co-ordination

1. What type of meetings do you attend regularly?
 - a. How often are they held?
 - b. What purpose do they serve at your work?
2. Can you talk me through an example where a meeting you attended was particularly useful or conversely not?
 - a. What happened?
 - b. What reasons can you think of that make this (these) examples stick out in your mind?

3. How much decision making happens through team meetings

Are decisions implemented as a result of meetings?

3. How easy it is to give your ideas in meetings?
 - a. Why do you think this is?
4. Can you describe any barriers to 'getting things done' in your work or in the organisation generally? (distractions, policy/procedural, any history that could contribute to apathy or inefficiencies?)
5. Can you describe how you use the PDR system?
 - a. How often do you refer back to your objectives?
 - b. How are your objectives set?
 - Dictated? Self-created? Collaboration? Etc
 - c. What does the 'Behaviour Way' mean to you?
 - d. Is this different to when the organisation was a direct part of Parent Organisation?
 - How so?

6. Are there any ways you would change the PDR system?

- a. Please elaborate, is there anything else?

7. If you had the opportunity to change elements of your work, would you change anything?

- a. How, do you have any examples?
- b. Why would you do this?

8. Do you currently feel empowered/able to make changes to your work process?

- a. If yes, have you got examples where you've done this successfully? Could you describe please?
- b. If no, why is this?

I know I've asked you about communication previously, however I just wanted to ask in relation to the co-ordination of the organisation, if you feel you've already covered the next few questions sufficiently, please say and we can skip to the next.

- 9. What is the most important communication medium that you use?
 - Prompts - instant messaging, Webinars, teleconferencing telephone, face to face, email, etc
- b. How do you use e-mail?
 - Formal? Informal? Mixed?
- c. In what situation would you use formal communication?
 - How would this manifest itself?
 - Why do you think this is?

1. *Business Model*

- 1. What does "to be commercial" mean to you, please can you explain?
- 2. Have you noticed any differences in risk taking between when you were at PO and now as The WOC in terms of how the organisation is managed?
 - Through immediate line management
 - Through strategic management?
- 3. Is there a difference between now and when you worked for PO in your own personal ability to take risks?
 - a. Could you give some examples if so?
- 4. How would you describe The WOC's propensity to taking risks?
 - (majority of participants overview, some will be detailed where job is relevant)
 - b. Is this different or the same as when you were at PO?
 - c. Why?
- 5. How do you view the success of the company?
 - a. What would you suggest are the important components for this?
 - b. Why do you say this?
- 6. Is it something that you can personally identify with in terms of your work?
 - a. Does your PDR link to the success of the company, can you describe if so?

- (Do you do anything specific for your employees? – those that do PDR's)
7. Have you ever worked in a private sector organisation? If no, go to question 8.
 - a. Can describe any differences you've found between The WOC and that (those) organisation(s) in terms of how they operate their businesses (for example management arrangements, financial arrangements, deployment of resources)?
 - b. What do you believe are the unique aspects of the two work setups that contribute to efficiency and effectiveness?
 - c. What were your main achievements in the private sector?
 - d. Are you able to innovate at The WOC in the same way? (Go to section 'Space')
 8. If you've not previously worked in private sector, do you feel able to innovate in The WOC?
 - a. Can you describe any differences between now and when you were in PO in terms of ability to innovate?

Space

I am particularly interested in employees experience of the physical space that they occupy and any implications on the way in which work happens. The following questions seek to explore this.

1. Are there any ways in which you've adapted your new work environment to suit your work needs?
 - Position of the desk, the way paper files are stacked on top of cupboards, the magazine area, 'ad-hoc' meeting spaces, introduction of LCD screen with advert about The WOC etc
2. Which aspects of the work environment do you find helpful?
 - a. Can you explain why?
3. Are there any aspects that find are unhelpful or hinder your ability to perform your job?
 - a. Can you explain why?
4. Does the organisation use any virtual spaces for work (conversational email, Instant Messengers, online forums, webinars, teleconferencing etc)? (Possibly drop this question if previously covered)
 - a. How useful are these?
5. Which aspects of virtual space work best for you, can you give examples?
6. Is there any that you think would be useful that you haven't got access too?
7. What do you feel is the best things about the work environment?

- a. What would you suggest is the worst things about the work environment?
- 8. Is there anything else related to the space/work environment that you feel is important for the research to capture?

Organisational Climate

- 1. How would you describe what's it like to work here?
 - a. Do you feel empowered to make decisions without reference to a manager or supervisor about how and when to do your work?
 - b. What type of situation(s) do you seek permission from a supervisor or manager?
 - c. How would you describe your relationship with your manager or supervisor
 - Is it formal or informal in the main?
- 2. Can you describe any examples where you've contributed towards decision making?
- 3. How are decisions normally made?
 - Are they told, consulate, collaborate, empowered to decide for self/groups?
- 4. Are there any aspects of your work that you do not have control over that you would like to be able to control or you feel would be helpful to the organisation?
 - a. Why is this?
- 5. Is there anything else related you feel is important that I have not asked you?

END

Thank you very much for your contributions, I really appreciate it.

Appendix B – Selection Criteria

Selection Criteria

Length of service criteria

- Mix of length of service, however would like a large proportion of post Department A (i.e. only known The WOC) world. Also will include longest serving and shortest serving.

Age

- Mixed

Grade

- Mixed

Race

- Mixed

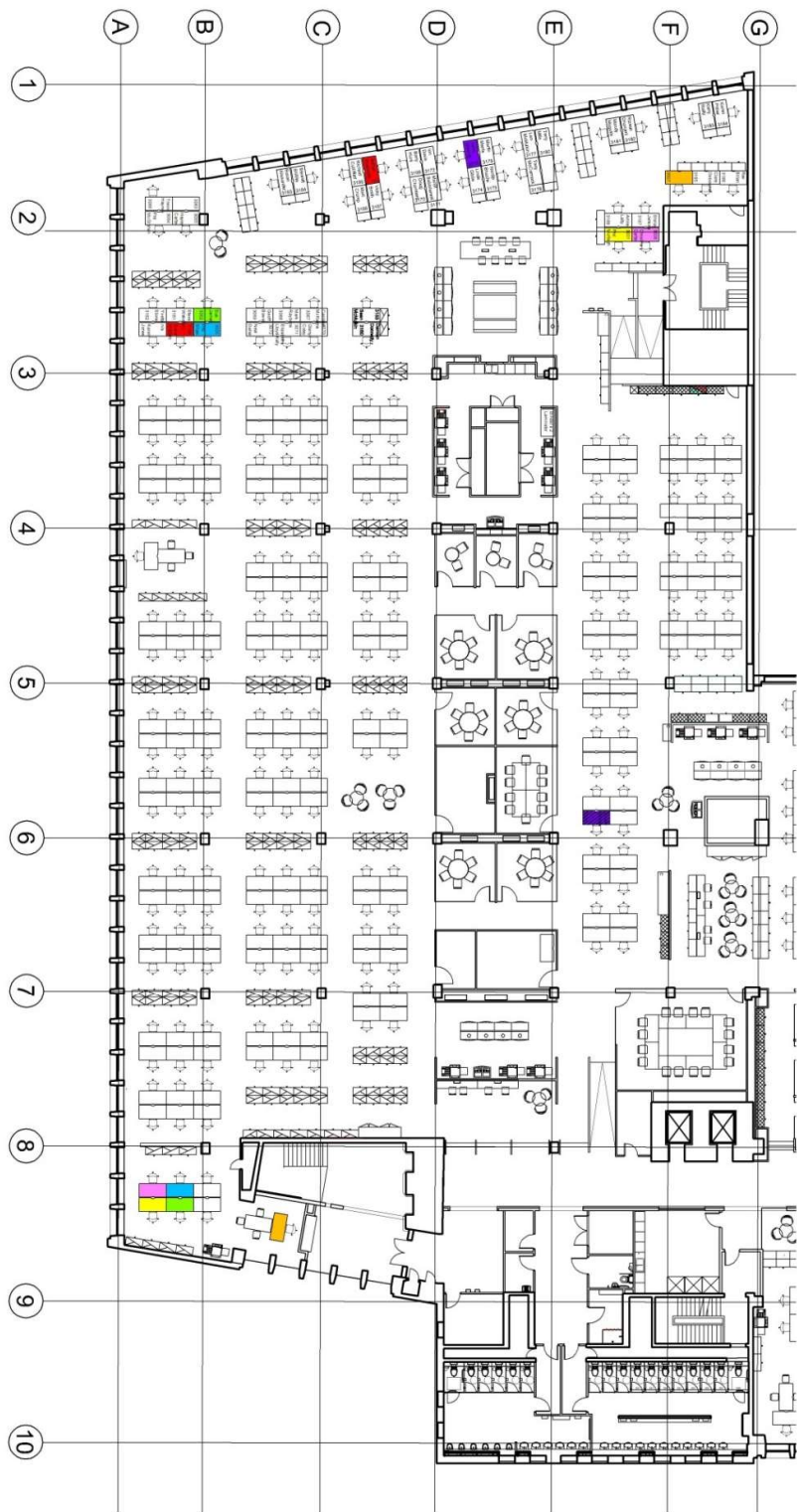
Division

- 2/3 DEPARTMENT B, 1/3 Building Consultancy (larger proportion of Building Consultancy relative to org as is cited as being more commercial also need to make the sample meaningful).
 - Equals 12 Department A
 - 26 DEPARTMENT B

Position

- Mixed managerial and none-managerial, professionals and none professionals

Appendix C – The WOC Floor Plan



Appendix D – Consent Form

When making his observations and or his interviews I would like Stuart to make his records related to me personally as follows (please indicate yes or no against each of the statements):

1) Can record my name, job title & grade	Yes/No	2) Can record my job title & grade	Yes/No
3) Can record my grade	Yes/No	4) Can make a record, but needs to ammonise personal details about me and my job	Yes/No
5) I do not want any record related to me or my job title or grade.	Yes/No		

Signed _____ Print

Position _____ Location

Date _____

When making his observations and or his interviews I would like Stuart to make his records related to me personally as follows (please indicate yes or no against each of the statements):

1) Can record my name, job title & grade	Yes/No	2) Can record my job title & grade	Yes/No
3) Can record my grade	Yes/No	4) Can make a record, but needs to ammonise personal details about me and my job	Yes/No
5) I do not want any record related to me or my job title or grade.	Yes/No		

Signed _____ Print

Position _____ Location

Date _____

When making his observations and or his interviews I would like Stuart to make his records related to me personally as follows (please indicate yes or no against each of the statements):

1) Can record my name, job title & grade	Yes/No	2) Can record my job title & grade	Yes/No
3) Can record my grade	Yes/No	4) Can make a record, but needs to amonise personal details about me and my job	Yes/No
5) I do not want any record related to me or my job title or grade.	Yes/No		

Signed _____ Print

Position _____ Location

Date _____

Appendix E – PhD Update Letter

3rd June 2014

Stuart Wigham
11th Floor
Main Building
Aston Business School
Aston University
Birmingham B4 7ET

RE: Doctorial Research

Dear Research Participant,

Thank you once again for giving your time to help with my research project, it was and is very much appreciated.

I am still working on much of the material I gathered whilst I spent time at The WOC, there was much more than I originally anticipated!

The next stage for the research is to have the interviews transcribed. I had originally opted to do this work myself, however have since realised that this is impractical and I therefore need to seek additional help.

This does affect you if you were interviewed by me and therefore I need to inform you of the details of this change and the measures I am planning to take to protect your confidentiality.

I have chosen an individual to support who works for administration section within the Parent Organisation. The reasons for this are mainly two fold, firstly cost, the service is being provided to the research project free of charge and the second is data confidentiality. The individual I have chosen has been known to me for some years and I have 100% confidence in their professional and personal integrity to maintain the necessary confidentiality of the material. I feel that this approach is a better alternative to outsourcing the work to unknown transcribing services that I am unable to verify personally as to the quality of the data management (aka encryption of data files, security systems and such like).

In addition, the person transcribing the recordings will be asked to sign a confidentiality agreement to enable their involvement in the research project which will include the need to disclose in the unlikely event that any of the participants are known (or have been known) to them. In this situation I will ask them not to transcribe until I've sort agreement from the individual concerned.

Clearly there is a change to my original plans and therefore you are within your rights to ask for your data to be withdrawn from the study. Whilst this would be disappointing it is perfectly legitimate and your confidentiality will be maintained in this situation. I would ask that you inform me of this within two weeks of the date of this letter, following this date the work to transcribe the interviews will commence.

My details are below as are my supervising team should you wish to speak to any of them instead of me.

Thank you once again for your support.

Best Wishes

Stuart Wigham

Email: [REDACTED]

Tel: [REDACTED]

Supervising Team

Pawan Budhwar, PhD, MCIPD, FBAM, AcSS

Professor of International HRM

Email: [REDACTED]

Tel: [REDACTED]

9

Dr J.W. Scully

Senior Lecturer Work and Organisational Psychology

Email: [REDACTED]

Tel: [REDACTED]

Senior Manager

Assistant Director

Email: [ANON](#)

Tel: ANON

Appendix F – Participant Information Letter

Dear ****

RE Organisation Design Research

Aston University Business School have been commissioned to carry out research within The WOC to investigate the organisation design since becoming a Wholly Owned Company and as the organisation responds to the demands being placed on it.

Type of research

The research will be observation based, that is, observation of the working environment, the practices employees use and essentially how the organisation works. The researcher (Stuart) would like to be an extra pair of hands in order to understand the work that people do at **all levels** of the organisation and also be invited to meetings (team meeting and management meetings etc) or discussions related to how the organisation works. Stuart will need to take notes during his observations which he will analyse as part of the research; this will either be using an electronic note pad (Ipad or Iphone) or hand written notes.

It is also proposed that there will be some interviews, informal where employees wish to talk about their work when Stuart is observing and later in the research there will be longer interviews scheduled with a selection of individuals. A record of these conversations will be taken, notes written (using an electronic note pad or hand written), the longer interviews may need to be audio recorded to maintain accuracy. Any concerns related to this can be raised with Stuart or any member of the research team, please feel free to let Stuart know if you particularly would like to be involved in the longer interviews.

The research is proposed to last a minimum of three months, however may last longer with the longer interviews being scheduled towards the end of the observation study.

How will this affect me?

The study is interested in the organisation design and not in any specific individual, although it does take an interest in employees as a collective. There is a consent form attached, you have the opportunity to indicate how Stuart can record any details related to your work or, if you wish, not at all.

The benefits for individuals is the opportunity to highlight the way The WOC works, make comments or suggestions that might make it more efficient or effective in what it does.

The benefits The WOC will be a management report with recommendations and publicity from any conference papers, journal articles and any other media interest that is generated as a result of the research.

Giving your agreement

It is possible that all individuals within The WOC may come into contact with the Stuart and therefore be involved in the research. To be clear there is no compulsion for anyone to be involved in the research, if you do not want to be involved please let the research team know. In

addition, if at any point you wish for Stuart not to observe a meeting or event, please let him know or ask him to leave the room and he will gladly do so and will not take offence.

There will be no negative consequences if you choose not to participate. In any case, anyone who approaches Stuart or that Stuart approaches to discuss The WOC will be asked to sign a consent form if they have not already completed one and indicate the level of record they are comfortable being made. You have the right to refuse to be involved and can withdraw or change your level of consent at any time during and after the research have been undertaken. Clearly the research team would be disappointed if this is the case; however it is a very important principle that involvement is voluntary. In the case of visitors to The WOC, Stuart is not in a position to approach non-employees/workers, however would welcome people being introduced to him. He is interested in how The WOC is designed and is happy to speak to anyone who can offer insight into this. Again, anyone who is introduced and wishes to make comment/add to the research will be asked if they are willing to have these recorded.

Thank you for taking time to read this letter, in anticipation, I look forward to working with you.

Yours faithfully

Stuart John Wigham, MA, MCIPD

Additional information/contacts

The research team for the study is as follows:

Stuart John Wigham*, PhD Student (Researcher)

[REDACTED]

Office base:

ANON

Professor Pawan Budhwar, Associate Dean, Aston Business School (Lead Supervisor)

[REDACTED]

Dr Judy Scully, Director of Corporate Partnerships, Aston Business School (Second Supervisor)

[REDACTED]

Professor Joanne Duberley, Professor of Organisational Studies, University of Birmingham (Third Supervisor)

[REDACTED]

*Please note, Stuart John Wigham also occupies a part time HR role in within Parent Organisation's HR department. In addition, he holds two international voluntary roles as a Director of the Organization Design Forum based in the USA and as a Director of the European Organisation Design Forum based in

the UK. If you have any questions or concerns related to any of these positions, please do not hesitate to contact Stuart or anyone from the research team.

Please tear off here and give to Stuart

When making his observations and or his interviews I would like Stuart to make his records related to me personally as follows (please indicate yes or no against each of the statements):

1) Can record my name, job title & grade	Yes/No	2) Can record my job title & grade	Yes/No
3) Can record my grade	Yes/No	4) Can make a record, but needs to amonise personal details about me and my job	Yes/No
5) I do not want any record related to me or my job title or grade.	Yes/No		

Signed

Print

Position

Location

Date

Appendix G – Coding Example (notes from Nvivo)

Name	Sources	References	Created On	Created By	Modified On	Modified By
Org Design	41	2337	14/06/2013 11:30	AUS	09/12/2014 16:01	SIW
Work	31	1372	14/06/2013 11:14	AUS	02/03/2015 14:14	SIW
Organisational co-ordination	29	928	21/10/2013 14:35	SIW	02/03/2015 16:17	SIW
Performance	23	239	14/06/2013 11:53	AUS	05/03/2015 15:43	SIW
PDR	18	137	09/07/2013 16:20	AUS	05/03/2015 15:43	SIW
Meetings	24	169	14/06/2013 11:15	AUS	05/03/2015 14:59	SIW
SMT	8	27	09/07/2013 16:19	AUS	03/03/2015 16:02	SIW
Work Design	26	149	14/06/2013 11:59	AUS	05/03/2015 16:07	SIW
BIM	20	62	29/07/2013 11:30	AUS	05/03/2015 13:58	SIW
Construction H&S	2	4	29/07/2013 14:13	AUS	16/08/2013 15:07	AUS
Decision making	19	131	06/11/2013 13:07	SIW	05/03/2015 16:12	SIW
Communication	20	124	29/07/2013 14:37	AUS	05/03/2015 15:54	SIW
Email	17	82	29/07/2013 14:59	AUS	05/03/2015 15:18	SIW
Telephone	11	30	29/07/2013 15:00	AUS	26/02/2015 15:15	SIW
Coordination	3	3	30/10/2013 09:42	SIW	02/03/2015 15:56	SIW
Language	2	2	29/07/2013 15:02	AUS	07/11/2013 16:26	SIW
Change Management	20	91	16/08/2013 11:19	AUS	05/03/2015 15:18	SIW
Talent	4	14	06/11/2013 15:45	SIW	03/03/2015 11:43	SIW
WOC relationships	7	9	16/08/2013 14:57	AUS	04/02/2015 11:07	SIW
Client relationships	13	69	16/08/2013 11:55	AUS	05/03/2015 16:08	SIW
Audit	11	25	16/08/2013 14:57	AUS	05/03/2015 14:51	SIW
Business Model	26	133	14/06/2013 13:37	AUS	05/03/2015 15:45	SIW
Commercial	25	234	29/07/2013 10:32	AUS	05/03/2015 16:11	SIW
Finance	23	138	29/07/2013 11:05	AUS	05/03/2015 15:47	SIW
Business Model	8	50	21/10/2013 14:36	SIW	03/10/2014 16:06	SIW
Commercial	13	79	21/10/2013 14:36	SIW	05/03/2015 11:32	SIW
Finance	5	10	21/10/2013 14:36	SIW	10/12/2014 10:52	SIW
Risks	2	2	21/10/2013 14:36	SIW	03/10/2014 11:15	SIW
Risks	10	35	29/07/2013 13:59	AUS	05/03/2015 15:36	SIW
Systems	18	101	14/06/2013 14:34	AUS	05/03/2015 15:18	SIW
Technology	23	311	14/06/2013 11:30	AUS	05/03/2015 14:50	SIW
IT Service	18	87	16/08/2013 11:53	AUS	05/03/2015 14:50	SIW
Social Media	15	27	14/06/2013 14:17	AUS	05/03/2015 14:06	SIW
Design Software	8	15	29/07/2013 11:30	AUS	05/03/2015 13:57	SIW
Digital Immigrant	5	12	24/10/2013 13:46	SIW	05/03/2015 15:55	SIW
Databases	5	6	16/08/2013 12:08	AUS	24/02/2015 11:13	SIW
Website	3	6	24/10/2013 14:56	SIW	20/02/2015 14:17	SIW
Connectivity	1	3	24/10/2013 15:02	SIW	30/10/2013 09:42	SIW
Process	23	137	29/07/2013 11:25	AUS	05/03/2015 16:02	SIW
Time recording	18	97	29/07/2013 15:30	AUS	05/03/2015 15:34	SIW
Innovation	12	20	24/10/2013 13:43	SIW	05/03/2015 15:49	SIW
Paper	1	1	06/11/2013 14:30	SIW	06/11/2013 14:30	SIW
Engagement	13	46	29/07/2013 14:45	AUS	05/03/2015 16:12	SIW
Stakeholder	11	35	09/07/2013 14:54	AUS	03/03/2015 11:38	SIW
Strategy	9	35	14/06/2013 11:25	AUS	05/03/2015 16:11	SIW
Training	8	28	09/07/2013 16:21	AUS	03/03/2015 15:15	SIW
Success	11	25	14/06/2013 11:27	AUS	05/03/2015 15:36	SIW

Trades Unions	9	13	14/06/2013 11:45	AUS	02/03/2015 11:55	SIW
Rules	6	11	23/10/2013 14:12	SIW	05/03/2015 14:57	SIW
Confidentiality	6	9	14/06/2013 11:19	AUS	03/03/2015 15:01	SIW
Org Messages	5	6	14/06/2013 11:25	AUS	02/10/2014 15:55	SIW
Identity	37	382	14/06/2013 11:45	AUS	05/03/2015 10:54	SIW
Values	21	54	29/07/2013 11:18	AUS	05/03/2015 15:05	SIW
Status	14	53	02/10/2014 14:35	SIW	05/03/2015 14:06	SIW
Name plates	21	40	21/06/2013 12:51	AUS	05/03/2015 10:04	SIW
Clothing	8	16	14/06/2013 11:45	AUS	02/03/2015 15:47	SIW
Management Identity	14	14	16/08/2013 11:12	AUS	05/03/2015 11:34	SIW
Org Identity	2	11	14/06/2013 11:45	AUS	03/10/2014 13:41	SIW
Brand	20	54	14/06/2013 14:12	AUS	26/02/2015 13:18	SIW
Space	36	261	14/06/2013 10:44	AUS	05/03/2015 16:00	SIW
Physical Space	10	47	24/10/2013 15:09	SIW	26/02/2015 15:12	SIW
Artefacts	22	40	09/07/2013 15:20	AUS	05/03/2015 15:52	SIW
Work instruments	8	15	14/06/2013 10:59	AUS	05/03/2015 15:51	SIW
Security	15	26	14/06/2013 10:46	AUS	05/03/2015 10:52	SIW
Virtual Space	13	19	29/07/2013 15:38	AUS	05/03/2015 15:55	SIW
Location	10	16	14/06/2013 14:21	AUS	03/03/2015 10:57	SIW
Meeting rooms	8	12	14/06/2013 11:18	AUS	24/02/2015 15:34	SIW
Signage	10	11	29/07/2013 11:43	AUS	23/05/2014 11:28	SIW
Cycling facilities	3	7	29/07/2013 14:31	AUS	23/05/2014 11:20	SIW
Architecture	2	4	29/07/2013 15:37	AUS	23/10/2013 14:19	SIW
Building or Office Design	6	7	14/06/2013 14:49	AUS	04/02/2015 16:22	SIW
Desk	16	32	21/06/2013 13:01	AUS	05/03/2015 15:51	SIW
Office layout	6	18	14/06/2013 10:58	AUS	05/03/2015 14:00	SIW
Background areas	2	3	09/07/2013 15:38	AUS	29/07/2013 15:48	AUS
Touchdown	2	2	09/07/2013 15:06	AUS	29/07/2013 15:20	AUS
Cafe	1	1	16/08/2013 10:54	AUS	16/08/2013 10:54	AUS
Sounds	3	4	14/06/2013 12:32	AUS	26/02/2015 15:17	SIW
Structure	20	83	14/06/2013 14:19	AUS	05/03/2015 16:12	SIW
Workers	34	908	14/06/2013 10:47	AUS	05/03/2015 15:03	SIW
Differentiation	32	311	14/06/2013 12:21	AUS	05/03/2015 16:01	SIW
Tension	26	225	29/07/2013 14:08	AUS	05/03/2015 16:12	SIW
Behaviour	22	149	14/06/2013 11:19	AUS	05/03/2015 15:02	SIW
Tenor	20	72	21/06/2013 12:33	AUS	05/03/2015 16:01	SIW
Redundancy	18	43	29/07/2013 14:02	AUS	05/03/2015 16:00	SIW
Restructure	14	28	16/08/2013 14:07	AUS	05/03/2015 16:12	SIW
Attendance	9	21	16/08/2013 10:06	AUS	05/03/2015 11:06	SIW
Credibility	5	9	29/07/2013 11:11	AUS	03/02/2015 14:29	SIW
Experience	7	9	14/06/2013 13:30	AUS	02/03/2015 16:35	SIW
Recruitment	6	8	16/08/2013 11:54	AUS	26/02/2015 13:17	SIW
Education	2	7	14/06/2013 12:26	AUS	29/07/2013 10:36	AUS
Involvement	4	7	29/07/2013 14:18	AUS	02/03/2015 11:24	SIW
Demographics	3	6	29/07/2013 11:45	AUS	06/10/2014 12:22	SIW
Age	9	15	29/07/2013 11:45	AUS	02/03/2015 16:35	SIW
Race	1	1	29/07/2013 11:46	AUS	29/07/2013 11:46	AUS
Employee Benefits	1	1	14/06/2013 11:55	AUS	14/06/2013 11:55	AUS
Leadership	11	65	14/06/2013 14:20	AUS	03/02/2015 14:01	SIW
Team Management	13	47	21/06/2013 12:42	AUS	05/03/2015 16:04	SIW

Org Climate	19	65	14/06/2013 11:04	AUS	05/03/2015 10:48	SIW
Culture	27	212	14/06/2013 10:51	AUS	05/03/2015 16:09	SIW
Culture	15	42	09/07/2013 15:10	AUS	26/02/2015 14:20	SIW
Control	5	6	09/07/2013 15:10	AUS	23/05/2014 12:35	SIW
Trust	5	15	09/07/2013 15:10	AUS	02/02/2015 15:47	SIW
Panoptican	1	3	09/07/2013 15:10	AUS	14/06/2013 14:52	AUS
Pride	5	5	09/07/2013 15:39	AUS	05/03/2015 11:38	SIW
Transparency	2	2	09/07/2013 15:10	AUS	04/12/2014 09:48	SIW
Transparency	4	6	14/06/2013 11:18	AUS	04/12/2014 11:24	SIW
Control	25	107	14/06/2013 14:35	AUS	05/03/2015 16:07	SIW
Trust	22	105	14/06/2013 11:00	AUS	05/03/2015 16:04	SIW
Panoptican	8	18	14/06/2013 14:16	AUS	05/03/2015 11:22	SIW
Power	18	37	06/11/2013 12:42	SIW	05/03/2015 16:02	SIW
Atmosphere	12	20	23/10/2013 14:13	SIW	09/12/2014 11:18	SIW
Future	19	52	14/06/2013 11:25	AUS	05/03/2015 16:10	SIW
Future shape	6	14	29/07/2013 10:35	AUS	09/12/2014 11:36	SIW
Purpose	17	22	14/06/2013 13:38	AUS	05/03/2015 16:07	SIW
Scale or Size	5	12	23/05/2014 13:28	SIW	03/03/2015 15:31	SIW
Salami slicing	1	1	02/10/2014 15:31	SIW	02/10/2014 15:31	SIW
External pressure	6	9	16/08/2013 15:05	AUS	05/02/2015 16:24	SIW
Efficiency	20	212	23/05/2014 11:47	SIW	05/03/2015 15:52	SIW
Management	19	208	03/10/2014 14:36	SIW	05/03/2015 16:11	SIW
Researcher	20	149	14/06/2013 10:57	AUS	09/12/2014 15:13	SIW
Researcher identity	16	45	14/06/2013 10:50	AUS	03/03/2015 15:14	SIW
Researcher self awareness	14	40	14/06/2013 10:50	AUS	03/03/2015 15:27	SIW
Researcher seating position	8	22	14/06/2013 12:07	AUS	02/10/2014 14:38	SIW
Relationships	6	12	16/08/2013 10:40	AUS	05/02/2015 16:40	SIW
Access	6	10	21/06/2013 13:34	AUS	30/01/2015 10:22	SIW
Researcher opinion	5	9	16/08/2013 11:21	AUS	03/03/2015 15:26	SIW
Researcher needs	4	7	09/07/2013 16:24	AUS	06/11/2013 13:37	SIW
Researcher questions	2	2	16/08/2013 14:06	AUS	06/11/2013 12:39	SIW
Bureaucracy	16	128	04/12/2014 13:24	SIW	05/03/2015 15:46	SIW
History	26	108	21/06/2013 12:32	AUS	05/03/2015 15:49	SIW
Customer	14	95	05/12/2014 13:54	SIW	05/03/2015 15:31	SIW
Risk management	19	91	23/05/2014 11:45	SIW	05/03/2015 15:30	SIW
Contradiction	17	62	03/10/2014 11:20	SIW	05/03/2015 14:58	SIW
flexibility	14	59	03/10/2014 16:10	SIW	05/03/2015 11:15	SIW
Private Sector	13	57	05/12/2014 14:22	SIW	05/03/2015 16:10	SIW
HR	16	56	23/05/2014 14:22	SIW	05/03/2015 11:23	SIW
contract	16	55	04/12/2014 10:02	SIW	05/03/2015 11:36	SIW
Project Management	13	51	04/12/2014 10:48	SIW	05/03/2015 14:01	SIW
Politics	17	46	29/07/2013 11:17	AUS	06/03/2015 11:39	SIW
motivation	12	43	03/10/2014 11:36	SIW	05/03/2015 16:10	SIW
Competition	8	37	04/12/2014 13:33	SIW	03/03/2015 15:02	SIW
SPV	10	35	23/05/2014 13:28	SIW	04/03/2015 11:03	SIW
Legal	15	34	23/05/2014 11:43	SIW	03/03/2015 10:38	SIW
Conspiracy	13	34	03/10/2014 11:58	SIW	05/03/2015 16:09	SIW
Speed	9	34	04/12/2014 13:28	SIW	05/03/2015 14:10	SIW
Governance	13	33	04/12/2014 10:03	SIW	05/03/2015 16:08	SIW
reward	11	32	04/12/2014 10:24	SIW	02/03/2015 16:38	SIW

Procurement	12	31	23/05/2014 11:43	SJW	05/03/2015 15:33	SJW
Annual Leave	14	31	04/12/2014 10:33	SJW	05/03/2015 11:18	SJW
Transparency	11	27	23/05/2014 15:24	SJW	05/03/2015 16:04	SJW
Space Disruption	9	27	08/12/2014 15:29	SJW	05/03/2015 16:00	SJW
Admin	10	26	06/10/2014 12:31	SJW	05/03/2015 13:39	SJW
Parent	10	25	04/12/2014 10:22	SJW	05/03/2015 15:36	SJW
Consent	20	24	14/06/2013 11:45	AUS	04/03/2015 10:49	SJW
Consent	4	4	14/06/2013 11:46	AUS	04/12/2014 09:44	SJW
badges	12	24	09/12/2014 15:13	SJW	05/03/2015 10:50	SJW
Birmingham Way	11	23	04/12/2014 15:55	SJW	05/03/2015 15:05	SJW
Stake Managing	11	21	03/10/2014 13:38	SJW	02/03/2015 14:37	SJW
Partnership	8	20	23/05/2014 13:12	SJW	05/03/2015 14:38	SJW
Reputation	7	17	05/12/2014 15:31	SJW	02/03/2015 11:18	SJW
Hierarchy	6	17	04/02/2015 10:54	SJW	05/03/2015 16:02	SJW
Profit	7	16	05/12/2014 13:54	SJW	05/03/2015 16:11	SJW
gender	8	16	10/12/2014 09:34	SJW	03/03/2015 15:30	SJW
Resource	6	15	08/12/2014 10:51	SJW	05/03/2015 15:46	SJW
fear	6	14	03/10/2014 13:44	SJW	05/03/2015 16:09	SJW
safety	6	13	03/10/2014 14:40	SJW	03/03/2015 11:17	SJW
Distance	6	12	04/12/2014 10:02	SJW	26/02/2015 11:52	SJW
Output	6	12	04/12/2014 10:30	SJW	03/03/2015 11:55	SJW
pay	5	11	03/10/2014 16:09	SJW	04/03/2015 11:02	SJW
Measures	7	11	05/12/2014 13:57	SJW	26/02/2015 15:03	SJW
Objectives	4	11	24/02/2015 14:30	SJW	05/03/2015 15:06	SJW
Economics	4	10	23/05/2014 11:49	SJW	24/02/2015 15:20	SJW
awards	3	8	03/10/2014 16:09	SJW	26/02/2015 14:55	SJW
Free Market	2	7	03/10/2014 11:26	SJW	06/10/2014 13:42	SJW
Support	5	6	04/12/2014 10:52	SJW	03/02/2015 10:04	SJW
Loyalty	3	6	10/12/2014 09:36	SJW	24/02/2015 11:59	SJW
self-awareness	4	6	02/02/2015 14:58	SJW	26/02/2015 13:20	SJW
Cloud	2	6	04/02/2015 11:11	SJW	05/02/2015 16:24	SJW
Questions	2	5	14/06/2013 14:48	AUS	06/10/2014 12:35	SJW
Development	3	5	03/10/2014 11:22	SJW	30/01/2015 10:56	SJW
Foreboding	5	5	03/10/2014 11:42	SJW	05/03/2015 16:08	SJW
Deadlines	4	5	03/02/2015 14:22	SJW	02/03/2015 15:55	SJW
Collaboration	3	5	04/02/2015 11:29	SJW	03/03/2015 11:20	SJW
Battle	3	5	26/02/2015 11:07	SJW	05/03/2015 15:14	SJW
Growth	1	5	03/03/2015 10:35	SJW	03/03/2015 15:56	SJW
Income	2	5	03/03/2015 10:45	SJW	05/03/2015 16:10	SJW
TUPE	4	4	23/05/2014 15:27	SJW	03/03/2015 11:26	SJW
Takeover	4	4	03/10/2014 13:42	SJW	02/03/2015 14:20	SJW
Software	3	4	04/12/2014 12:03	SJW	20/02/2015 13:35	SJW
Manipulation	3	4	04/12/2014 14:35	SJW	03/02/2015 14:30	SJW
Normative	2	4	08/12/2014 16:04	SJW	20/02/2015 13:56	SJW
Qualifications	1	4	02/02/2015 13:50	SJW	02/02/2015 16:26	SJW
Appearance	3	4	02/02/2015 14:13	SJW	03/03/2015 11:15	SJW
Legitimacy	3	4	03/02/2015 14:37	SJW	26/02/2015 10:49	SJW
Parity	3	4	05/02/2015 15:09	SJW	05/03/2015 15:19	SJW
Equipment	2	3	02/02/2015 11:27	SJW	26/02/2015 15:15	SJW
Optimistic	3	3	05/02/2015 14:01	SJW	05/03/2015 10:54	SJW

Temperature	2	3	19/02/2015 12:00	SJW	05/03/2015 16:00	SJW
Data	2	3	24/02/2015 11:31	SJW	05/03/2015 15:44	SJW
Consistency	2	3	24/02/2015 15:16	SJW	26/02/2015 10:55	SJW
Confused	2	3	26/02/2015 11:19	SJW	02/03/2015 16:43	SJW
Retirement	2	3	02/03/2015 14:20	SJW	03/03/2015 11:43	SJW
Team Work	2	3	03/03/2015 10:53	SJW	05/03/2015 16:04	SJW
Other orgs	2	2	14/06/2013 11:44	AUS	06/10/2014 12:35	SJW
Media	2	2	29/07/2013 11:08	AUS	05/02/2015 15:58	SJW
Diversity	2	2	23/05/2014 11:17	SJW	06/10/2014 12:35	SJW
Invest	2	2	03/10/2014 11:26	SJW	04/12/2014 13:50	SJW
lean	2	2	03/10/2014 11:53	SJW	06/10/2014 12:40	SJW
jealousy	1	2	03/10/2014 16:04	SJW	06/10/2014 12:35	SJW
Coach	1	2	06/10/2014 12:16	SJW	06/10/2014 12:35	SJW
negotiation	1	2	04/12/2014 10:02	SJW	04/12/2014 10:34	SJW
Schedule	2	2	04/12/2014 10:51	SJW	02/03/2015 11:22	SJW
Loss	1	2	05/12/2014 15:13	SJW	05/12/2014 15:22	SJW
blame	2	2	11/12/2014 15:06	SJW	03/02/2015 15:29	SJW
Autonomy	1	2	02/02/2015 13:55	SJW	02/02/2015 13:56	SJW
Friendship	1	2	03/02/2015 10:03	SJW	03/02/2015 10:04	SJW
Expectations	1	2	03/02/2015 14:05	SJW	03/02/2015 14:06	SJW
Digital Native	1	2	04/02/2015 11:11	SJW	04/02/2015 11:23	SJW
Instant Messaging	1	2	04/02/2015 11:23	SJW	04/02/2015 15:49	SJW
Disruption	1	2	26/02/2015 15:14	SJW	26/02/2015 15:18	SJW
Health	1	2	02/03/2015 14:29	SJW	02/03/2015 14:37	SJW
Work volume	2	2	02/03/2015 16:23	SJW	03/03/2015 11:31	SJW
merge	1	2	03/03/2015 11:24	SJW	03/03/2015 11:26	SJW
Stress	1	2	05/03/2015 11:44	SJW	05/03/2015 11:44	SJW
DEPARTMENT AC OD Team	1	1	29/07/2013 15:21	AUS	06/10/2014 12:35	SJW
Civic Catering	1	1	16/08/2013 11:52	AUS	06/10/2014 12:35	SJW
Incentive	1	1	02/10/2014 16:04	SJW	06/10/2014 12:35	SJW
Victim	1	1	03/10/2014 11:19	SJW	06/10/2014 12:35	SJW
culture	1	1	03/10/2014 11:59	SJW	06/10/2014 12:35	SJW
leadership	1	1	03/10/2014 13:31	SJW	06/10/2014 12:35	SJW
spa	1	1	03/10/2014 14:38	SJW	06/10/2014 12:35	SJW
constraint	1	1	03/10/2014 14:42	SJW	06/10/2014 12:35	SJW
business card	1	1	04/12/2014 09:56	SJW	04/12/2014 09:56	SJW
hardware	1	1	04/12/2014 13:24	SJW	04/12/2014 13:24	SJW
CSR	1	1	10/12/2014 09:36	SJW	10/12/2014 09:36	SJW
mistakes	1	1	03/02/2015 15:31	SJW	03/02/2015 15:31	SJW
image	1	1	05/02/2015 14:38	SJW	05/02/2015 14:38	SJW
Morality	1	1	19/02/2015 11:27	SJW	19/02/2015 11:28	SJW
Brain Drain	1	1	19/02/2015 11:58	SJW	19/02/2015 11:58	SJW
Turnover	1	1	20/02/2015 14:21	SJW	20/02/2015 14:21	SJW
Good & Evil	1	1	26/02/2015 11:35	SJW	26/02/2015 11:35	SJW
Survival	1	1	26/02/2015 11:37	SJW	26/02/2015 11:38	SJW
Latent Knowledge	1	1	26/02/2015 13:34	SJW	26/02/2015 13:34	SJW
Verbal	1	1	26/02/2015 13:35	SJW	26/02/2015 13:35	SJW
Open plan	1	1	26/02/2015 15:16	SJW	26/02/2015 15:16	SJW
Quality	1	1	02/03/2015 14:15	SJW	02/03/2015 14:15	SJW
Progress	1	1	02/03/2015 15:49	SJW	02/03/2015 15:49	SJW
Regime	1	1	03/03/2015 11:35	SJW	03/03/2015 11:35	SJW

Knowledge	1	1	05/03/2015 16:11	SJW	05/03/2015 16:11	SJW
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Appendix H – Example WOC Performance Review Documentation

2013/14 PDR Objectives: Name: **029PI**

Meeting Update	Objective 1 STANDARD Energetically enthuse the WOC vision & values to all employees	Objective 2 STANDARD Energetically enthuse the WOC vision & values to deliver your part of the business	Objective 3 CHALLENGING Energetically enthuse the WOC vision & values to develop the business	Objective 4 CHALLENGING Energetically enthuse the WOC vision & control costs to maximise income and control costs	Objective 5 CHALLENGING Energetically enthuse the WOC vision & values within your contribution to excellence	Objective 6 CHALLENGING
	<ol style="list-style-type: none"> 1. As an WOC Manager, demonstrate that you effectively and efficiently implement all relevant WOC policies and procedures. 2. Complete PDR's at all stages where applicable, and to deadline, and manage employees through capability procedures as required. 3. Manage long and short term absence as detailed in the policies and procedures. Ensure all data is recorded timely, through People Solutions and paperwork is comprehensive and compliant. 4. Conduct regular team meetings and supervision/one-to-ones, or any other appropriate communication method. Ensure all key messages and plans are cascaded effectively to each team member. 5. Demonstration that decision making is taking place at lowest level of competency and closest to 'coal face'. 6. Morale and motivation indicators (360, turnover, absence rates direction of travel). 7. Handling any underperformance issues professionally, timely and in accordance with THE COUNCIL policies and procedures. 8. From mid-year review onwards, identify and harness the known and unknown strengths of employees and work to reduce their weaknesses based on the strengths approach to performance management. 	<ol style="list-style-type: none"> 1. Use of SMART targets related to key business outcomes which may include retention of existing / securing of new work. 2. Positively contribute to the service's primary delivery targets – make reference to work programmes, work plans, specific tasks being worked on including any relevant timescales. 3. Client feedback (satisfaction rates, end of project surveys, compliments & complaints) demonstrating effective and improving service delivery to clients (including internal clients). 	<ol style="list-style-type: none"> 1. Clearly defined roles/work of teams and individuals with 'WOC V&V golden thread' apparent in client and potential client interaction. 2. Work pipeline and developing income streams. 3. Actions to achieve growth inherent and agreed at team briefings and 121's. 4. Clear indicators of positively managing growth and key contacts, retaining good existing clients and efforts to bring in new business. 5. Achievement against growth targets, positive communication with clients and providers of potential fresh income sources. 6. Positively support WOC in managing its reputation, continuous improvement and vision through your individual contribution - make reference to specific tasks being worked on that are helping to develop the business. 	<ol style="list-style-type: none"> 1. Relevant indicators clearly demonstrating positive management of output ratios's and productivity of both individuals and teams. 2. Indicators designed to identify and bring about economies of scale and avoid duplication with other areas within Construction & FM. 3. Achievement against income targets. 4. Savings against projected expenditure. 5. Positively contribute to the cost effectiveness of the service through process efficiency and the quality of work for which you are responsible - make reference to specific tasks being worked on that are helping to improve efficiency/reduce costs. 	<ol style="list-style-type: none"> 1. Indicators to demonstrate individual and team contributions to collaborative working and use of synergy (both within the business and externally). 2. Individual and team contributions to ISO 9001, ISO 14001, QA, CSE, CBC, IIE, etc. 3. Indicators to demonstrate professional approach to communication at all levels with V&V's clearly embedded throughout. 4. Positive contribution to employee engagement forums. 5. Positive publicity within WOC, THE COUNCIL and externally (newstletters, journals, web and other media forms). 6. Positively contribute to a supportive team culture where the client is at the forefront of all service interactions and demonstrate a flexible approach to service delivery including individual agility and, making best use of your strengths where they are most required. 	<p>To create update and maintain a bespoke master data bank or spreadsheet for WOC listing all dates and type of maintenance required for each property which WOC are maintaining.</p> <p>Use the information collated for data to work with WOC's Help D to create the PPM schedules for 2014/15 maintenance period with such evidence is available. This enable THE COUNCIL client and other WOC clients to authorise F and for WOC to issue PPM requests to contractors via TFC Voyager systems as applicable.</p> <p>ensure WOC's contractors undertake all due testing by due anniversary dates (subject to THE COUNCIL agreement being reached) Some items will not be able to be captured by end of fiscal year as this is noted.</p>
	<ol style="list-style-type: none"> 1. As and when required I share all relevant information with Staff and am always willing to sit down with them and go through any items that they are unsure of. This is done by e-mail in the first instance and subsequent 121 if required 2 PDR requirement met although as stated in my e-mail on 17th September I have reservations relating to the PDR objectives and how compliance can be evidenced 3 There are no current absence issues within my team 	<ol style="list-style-type: none"> 1 I always actively promote WOC and offer our services at any opportunity I do not believe my Job Role allows further ability to promote WOC I have worked with private organisations who use WOC to install electrical supplies for Events staged in The City This has brought in private income for WOC. Due to this relationship I have recently carried out electrical installations for Eventmen outside The City and hope to develop this area of work in conjunction with Paul Madders at the Events Depot 	<ol style="list-style-type: none"> I actively undertake critical analysis of the PPM processes in conjunction with Colleagues. Contractors and Clients to ensure best value and compliance. By applying this adjustments have been made to the PPM carried out which has resulted in cost savings for the Client whilst at the same time ensuring compliance. I feel this will build the relationship with Clients as we will be seen to be taking an active part in working together to achieve Best Value not just maximising work value to increase profit. 	<ol style="list-style-type: none"> I feel this ties in with 3 but could be considered as in conflict It may be considered that looking to reduce the overall PPM bill is in conflict with maximising income. However the approach of taking the most now whilst we can would be a short term benefit and worsen the perceived reputation of WOC. It is my belief that working together to achieve cost effective PPM programmes will develop long term relationships. This will work towards the aim that WOC will be the preferred choice after exclusivity or exclusivity can be extended. I also apply the critical 	<ol style="list-style-type: none"> I feel that the response to previous objectives showing dedication to working together covers the requirements of this objective I am working to develop the WOC web site to allow Client controlled access to a data base where PPM records will be available to view and download. It is my opinion that this will encourage Clients (Particularly external) to stay with us I also ensure that all WOC policies and procedures are adhered to and be positively responsive to change I arrange and facilitate seminars with colleagues and contractors to look at 	<p>The master spread sheet has been created and data cleaned in conjunction with all parties including Client. Colleagues and Contractors. This will never be a completed document as property stock and plant are constantly changing. I feel that at present the Stock list and plant register are accurate as they can be. It is therefore intended to concentrate on populating and updating anniversary dates and costs. This should enable the PPM module (CAFM) to be populated thus crea</p>

Appendix I – Further Background Information of the Case Study

Legal

The post Labour years brought with it a number of key legislative changes with the aim of furthering the political agenda set out in the agreement between the Conservative and Liberal Democrat parties. Essentially this was a combination of manifesto pledges, which both parties believed they could work together on. Two of these pledges we will discuss here are the Localism Act and Local Government Act. It is in combination of these two frameworks, which enable the WOC to exist legally and are briefly summarised next.

Localism Act 2011

The creation of the Localism Act brought with it new powers that enabled Local community's greater ability to influence and control their situation in their own communities. Key provisions were:

- “new freedoms and flexibilities for local government
- new rights and powers for communities and individuals
- reform to make the planning system more democratic and more effective
- reform to ensure that decisions about housing are taken locally” (Department for Communities and Local Government, 2011)

Local Government Act(s)

Prior to the 1972 Local Government Act, there had been a number of iterations of legalisation designed to create and frame the governmental arrangements locally. The Local Government Act 1972 was a significant shaper of the current reality of the PO and the WOC, it marked the beginning of the PO as a metropolitan district authority and therefore the largest local authority in Europe in terms of employee numbers and largest in the UK in terms of population served. The size and scale of the PO is an important contextual frame for this study, in particular the way the actors view their own existence and status in the newly created WOC.

In addition to the two primary pieces of legislation, the WOC and the PO are also constrained by a key piece of European Case Law, which is briefly covered next. In particular, the nature of trading within a

public sector context is given tight controls which affect how businesses should operate and limit the scope of what is possible in terms of profit making.

European Case Law (Tekcal)

In addition to the Localism and Local Authority Acts, the European courts hold sovereignty with regards to procurement of public sector contracts.

The particular case that affects the WOC is named 'Teckal' relating to an Italian case presented to the EU courts (Capita, 2013; Local Government Association, 2012). Essentially it means that a WOC will be treated as if it is the Local Authority itself providing that the purpose of the organisation is to provide that service as its main function. The basic premise therefore is that the EU procurement rules do not apply to contracts and works that the WOC does for the local authority.

In addition to these provisions there are also issues related to state aid, in short, the local authority cannot 'give' financial aid to the company, the company must be able to cover its own costs. Leading to a narrowing of the possibilities of what a WOC under the control of a local authority can provide in terms of operating profit back to the local authority (HM Government, 2016).

The following sections are devoted to the wider research context. In particular, the researcher highlights a number of key areas in terms of the technical and social landscape, which have framed much of the data analysed later on. Specially many of the themes, which the respondents brought into the conversation.

Social-Technical Emerging Issues

In addition to the legal frameworks it is important to note that the constructs identified by earlier scholars related to Social-Technical issues of organising are not only important to the functioning of the organisation in modern times, they are imperative to the performance issues at hand (Trist, 1981). In 'The Age of the Smart Machine', Zuboff (1988) traces pre-industrialisation through to the early 1980's of companies and development of trends related to technology. Formed as a result of research at Harvard Business School it gives insight into the changing nature of technical approaches to organisation design, in

particular the way in which advancement in technology and its application within the workplace radically changed society and the world of work.

In later works, Zuboff highlights the changing nature of capitalism and the shift towards individualisation of products and services as a result of further developments in technology (Zuboff, 2010) and at organisation design conferences such as the Organization Design Forum (Organization Design Forum, 2015). She identifies global trends related to the ability of the consumer to customise and bespoke products and services. Other thinkers such as Rita Gunther-McGrath further this debate in identifying the changing nature of organisational strategy aligned to the technology that is now within the grasp of companies through mass data collection and analysis of this by internet search giants such as Google and social media applications like Facebook (McGrath, 2013). Gunther-McGrath (2013) argues that strategic advantage has been replaced by transient advantage as a result of the disruptive effect of technology. Companies can no longer rely on acquiring or developing a capability that will sustain it over the longer term. Instead, she argues that the competitive advantage is *transient* and this understanding is critical for sustainability of profitability.

The current big technology giants such as Google and Facebook appear to be adopting this strategy in part with apparent continuous acquisition and broad development of products and services rather than focusing solely on what made them successful in the first place (Zuboff, 2010). If one considers for a moment the nature of Agile methodologies (see section 2.4.11) then we can see the combination of development, launch, and iteration in action. TQM type approaches beginning to lose their appeal because of the historic focus on quality prior to launch. The new way in the technology space is to launch and allow user feedback to improve in real time. This is serendipitous related to the nature of virtual spaces where remote control of applications across the globe is possible meaning no longer does the maintenance and development of product have to be in a physical space local to the user.

As with all organisations are affected by the continued emerging social and technical issues. The researcher briefly highlights some pertinent issues in Table 2.6.

Table: Analysis of Contemporary Emerging Social and Technical Issues Affecting the WOC

Emerging Issue	Description
Internet of things	Ever increasing connectivity through appliances and devices to the internet. Offering the ability to monitor in real time activities including gathering data relating to performance of industrial equipment remotely. The WOC is in the business of maintenance of large industrial equipment across a variety and diversity of locations.
Cloud computing	The ability to hold and process large data without the need for internal servers. The WOC's ability to respond to the challenges it faces were/are directly related to the nature of its computing services provider (part owned by Parent Organisation).
BIM	Building Information Modelling, a key emergent technology, which the WOC was in the process of planning for at the time of the research. The basic premise was that it was software that would allow the design and build of buildings virtually including modelling the lifecycle of the long-term maintenance costs as well as being able to foresee potential architectural conflicts in the process before they became costly retrofits.
Social media	Emerging as an important tool for publicity and for attracting new customers. Prior to the WOC the organisation had not needed to focus attention on either, now their long-term sustainability was somewhat dependent on it.
Fast and Slow divergence	The WOC was being placed in a competitive market place with the need to respond accordingly. However, the author notes a divergence of speed between larger public sector organisation (slow) as a result of normative democratic structures and smaller private sector organisations (faster) without the same level of public scrutiny and accountability.
Demographic	The WOC was formed out an historic organisation with long tenures. Many of the organisation with particular skills where heading towards retirement. At the time of research there were no active plans to address longer-term workforce planning issues.
Values and Ethics	The WOC is nested within an ownership arrangement of the local government creates the potential for political interference as and when pragmatic managerial decisions are made. This is compounded by the nature of social media and access to information (such as the freedom of information act) where competitor organisations could legitimate use these means to pressurise the WOC away from commercially viable opportunities.
Government Borrowing	Public borrowing meant that just as the WOC was being realised large-scale government contracts, the type for which the WOC would have traditionally been targeting were disappearing. Commercially, it was a very weak period to launch a design and build company.

Post Globalisation/Glocal Trends

The final area of concern related to the economic environment relates to trends experienced generally within organisations, which is challenging the dominant efficiency arguments of design towards customisation. In particular, the alignment of technologies, which allow for customisation and the ability of the customer to engage directly with this. The early example of this was within the music industry, which found itself at the centre of disruptive technology related to the distribution model. As internet became widely adopted the emergence of file sharing websites challenged the previous model of direct distribution and control of music content away from compact discs to virtual sharing. Eventually this led to the emergence of streaming websites where the user opts for free music with adverts or a subscription model. The user in this situation is able to shape their own music playlists and is no longer reliant on the music producers providing a predefined album of tracks. The user is essentially customising their experience with a huge amount of control. This trend can now be observed in other industries including

physical objects where the customer now has the ability to download designs to a 3D digital printer and print products bespoke to their own needs. The technology price has fallen to the level that means it is as accessible as a regular ink printer. Aligned with the emergence of such technology is a sense in which the individualisation of things is becoming important to the customer and this author argues is becoming an expectation (McGrath, 2013; Zuboff, 2010). Such trends are challenging notions of organisational strategy as well as design. If cost and quality are no longer the main definition of meeting customer expectations the way in which an organisation might choose its' design is disrupted away from traditional structural archetypes designed with the linear production model in mind towards flexibility and adaptability, both of which are essential to modern conceptions of what constitutes performance.

The emerging context that the WOC finds itself within is complex and highly complicated. As a business model it is located within new ground of being neither a traditional public sector organisation nor is it really nested within the private sector. These issues frame the research and are saturated in the data collected.