

IDENTIFYING EFFECTIVE CHANGE STRATEGIES IN COMPLEX AND DYNAMIC SITUATIONS

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One of the constants we experience in life is the flux of change. Change affects us in varying degrees; sometimes gradual and anticipated, sometimes radical and unpredictable, but always life-changing. Change draws out different responses and reactions in us, as areas of our 'normal' life are impacted. Our thinking, emotions and actions are involved sometimes in harmony and sometimes discordantly with the change. During a time of change, we are likely to experience grief; leaving behind or letting go of something that was comfortable and predictable, to embark in a new direction; often into the unknown. Some people handle change with optimism and a sense of adventure while others find change daunting and exhausting, and something to be resisted.

Typically, change that occurs incrementally occurs within defined stages as part of the natural evolution of circumstance and situation. In contrast, radical change happens as a result of a major or catastrophic event that dramatically shifts the conventional axis of normal activity, usually with a *fait accompli* with no-return to the status quo.

The theme of this Scope edition *Change Strategies* has drawn a wonderful variety of perspectives on change, change management and transformation, with a focus on the process of changing from one state to a better or higher one. Several of the articles highlight culture, employee welfare, leadership, effective communication, and collaboration as elements of change.

Other articles tell the story of the journey of change, articulating key success elements that contribute to successful change outcomes. Key themes are keeping it real, changing our thinking, and using empathy when supporting people through change.

Another submission addresses the importance of the actions of 'one' which can be the force that leverages collective momentum for change as well, while another considers the use of technology to transform business practice and so rethink efficiency, production, services, and development from the ground up.

Yet other articles address how changing one's perspective can change customers' overall experience, and how applying a lens of human resource management offers ways of ensuring effective systems that value people.

This edition of Scope considers change strategies from many perspectives at a time when change is a predominant theme within business, education and our personal lives.

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