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**Center for
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**Transformations from Control
to Involvement**

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Abstract

Identifies conditions which causes organizations to change their management approach from a control oriented to an involvement orientated one. Points out that such things as benchmarking and education can help the change but that environmental factors such as what the competition is doing are probably more important in determining whether a change takes place.

Transformations From Control to Involvement

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The premise of this paper is that major changes in the way organizations are managed aren't chance happenings. They are produced by motivated actions on the part of organizations. These actions come about as a result of a complex combination of their characteristics and the business environment they face. The focus here is on when and why organizations make a particular shift in their management approach, one in which they move from the control oriented bureaucratic management approach to one based on commitment or involvement (Walton, 1985). Once an analysis has been made of when and why this shift occurs consideration will also be given to what actions can be taken to encourage an organization to make this shift. However, before we discuss the reasons for this shift consideration needs to be given to the two competing management paradigms of control and involvement.

Control versus Involvement

Basically, a paradigm is a set of assumptions about how the world works that produces a congruent and often tightly interconnected system of policies and practices in an organization. When new paradigms arise they compete with the older more established ones for acceptance. Typically when a new paradigm conquers or triumphs over an old one it requires a fundamental restructuring of people's thought processes and the way they operate (Mohrman and Lawler, 1984). This is certainly true in the case of the competition between the control oriented paradigm and the involvement oriented paradigm.

The control oriented paradigm assumes that organizations can best get people to perform their tasks by using formal reward and punishment systems to motivate them. This suggests such practices as carefully described jobs, detailed measurement of job performance and rewards that are contingent upon job performance. In the control approach lower level members of the organization are assumed to be primarily in a performing role and are not asked to participate actively in the planning, scheduling, controlling, and strategy issues that arise in every organization. Their actions are coordinated through rules, procedures and supervisory direction. It is typically assumed that their major interactions are the ones that they have with their supervisor who provides them with direction and control and administers rewards and punishments.

The involvement approach, which is becoming increasingly popular, makes a very different set of assumptions about what produces organizational effectiveness (Walton, 1985). It assumes that most employees can figure out the right thing to do if they are properly trained and informed. It also stresses that they can be intrinsically motivated to see that the organization performs effectively and that they are capable of a considerable amount of self control and self direction. Finally, it believes that most employees are capable of producing important ideas about how the business should be operated. It calls for such practices as quality circles, teams, skill based pay and flat lean organization structures (Lawler, 1986). It is based on decades of research and writing and includes notable early contributions by Likert, McGregor, Argyris and a host of others concerned with organizational theory.

Until the last decade most of the ideas that are part of the involvement paradigm were taught in business schools but not practiced. This has changed recently with the decision by a number of large corporations to change to an involvement oriented management style. Notable among these corporations are Honeywell, Mead, Xerox, Ford, Motorola and some of the smaller steel companies. The fact that change has begun raises the fundamental question: Why after years of little change has the involvement paradigm begun to catch on?

Motivation for Change

If we assume that changes in management style are examples of motivated behavior then, we can use some of our knowledge about motivation to help explain shifts from the control paradigm to the involvement program. Expectancy theory has proven to be the most useful approach to understanding organizational behavior (Lawler 1973). It argues that people's tendency or motivation to behave in a particular way is a result of the attractiveness of the rewards or outcomes that are attached to that particular behavior as well as the perceived probability that the behavior can be accomplished. In short, for a person to behave in a particular way they need to feel they can accomplish the behavior and that the behavior will be rewarded.

In many situations people have the opportunity to choose among a number of alternative behaviors many of which have some attractive and unattractive outcomes attached to them. The behaviors usually differ in their achievement difficulty. Essentially, expectancy theory argues that when people have to choose among alternative behaviors they choose to try that behavior which is most likely to produce the best mix of positive and negative outcomes. In many cases this leads to people

continuing to perform well learned behaviors if those behaviors are producing a reasonable mix of positive outcomes.

Known behaviors are seen as achievable and the positive results associated with them are seen as high probability occurrences. New behaviors on the other hand may be perceived as difficult to accomplish and the connection between them and positive outcomes may be in doubt. What all this argues of course is that individuals and organizations are unlikely to change their behavior if their present behavior is producing a relatively satisfying mix of rewards. Indeed, the literature would suggest that they are not even likely to begin a search for alternative behaviors if they are obtaining a satisfying level of rewards from their present behavior (March and Simon, 1958).

A management style paradigm change is particularly difficult and costly to accomplish because of the systems issues involved. Numerous organization researchers have stressed that organizations are made of many interconnected systems and that effectiveness occurs only when the systems are in alignment (see e.g., Katz and Kahn, 1966; Galbraith, 1973; Nadler, 1987). Changing the management style of an organization therefore is not a simple matter of changing an individual's behavior or of changing a single part of an organization such as the reward system. Making a major paradigm shift involves changing the behavior of a large number of individuals as well as virtually all the systems in an organization (Lawler, 1986).

Writers who have advocated the involvement oriented approach call for new organization structures, cultures, reward systems, information systems, supervisory behaviors, and human resource management systems. Because such massive change is needed, it can be very costly to move to

an involvement oriented approach. Not only are major amounts of training needed, major organization design changes are needed. New pay systems, job designs and career tracks are needed. In the case of the involvement approach making these changes is particularly difficult because some of the technology to support them hasn't been developed. It is not always clear how to run an effective selection system, pay system, and information systems when the involvement paradigm is used.

To a degree developing the technology to support a new paradigm is a classic chicken and egg problem since development requires testing but testing cannot take place unless someone is convinced to try the new paradigm. Just the opposite is true with respect to the control approach; it has been practiced for so long that knowledge about how to do it is well developed. Many consulting firms are available to help organizations use the control approach and it is the approach which is explained and advocated by most management textbooks.

Complicating major organizational change is the effect that a paradigm shift may have on the key individuals in an organization. It is one thing to argue that the organization may be better off after a paradigm shift, it is quite another to argue that an individual will be better off after a shift. This issue is particularly pertinent with respect to a shift from control to involvement oriented management. This shift has the potential of making the quality of work life better for many individuals in the organization, particularly the lower level participants who gain in authority, responsibility and work challenge. The same, however, may not be true for middle level managers and executives. In some cases they may become redundant and in others they may lose power and certain kinds of perquisites and rewards, because of

the egalitarian power sharing emphasis in the involvement paradigm. Given this they often perceive that they have more to lose than gain from a shift to involvement oriented management. Given that leadership for this type of shift best comes from the top (Tichy and Devanna, 1986), if we exclude revolution that is, it is not surprising that shifts toward employee involvement still are relatively rare.

Given the analysis so far we can make some predictions about when a major paradigm shift is likely to occur. First and foremost it is likely to occur only when the present paradigm is seen to be significantly inferior to the new paradigm. One common way to conceptualize this is to think of dissatisfaction with the present as ranging from zero to one and the attractiveness of the new as ranging from zero to one (see, for example, Beckhard and Harris, 1977). Conceptually we can imagine these two as combining multiplicatively--to produce motivation for a paradigm shift. In this approach if either dissatisfaction with the present or the attractiveness of the new is zero the prediction would be no shift. Stated another way shifts are likely to occur when the new is very attractive and considerable dissatisfaction exists with the old. Little motivation for change is likely to exist if it is simply a matter of a new alternative appearing or simply a matter of a high level dissatisfaction with the present.

Although the multiplicative idea is intriguing the Expectancy Theory approach doesn't necessarily agree with it. Expectancy theory argues that people are simply motivated to perform the behavior that is most attractive. Thus, if an extremely attractive new paradigm presents itself it may be adopted even if the existing one is not a source of

dissatisfaction. Also, if there is great dissatisfaction with the existing paradigm even an unproven undeveloped new approach may be chosen if it lacks obvious weaknesses. At this point it is impossible to reject either the expectancy agreement or the multiplicative one since little data exists to support either in the area of organizational change. Perhaps the most important point is that they both argue that change is most likely when a new, attractive alternative is competing with a relatively unattractive old alternative.

Organizational Effectiveness as a Competitive Advantage

What is likely to produce dissatisfaction with an old management paradigm? The answer here seems relatively straightforward: poor organizational performance. Ultimately, poor performance in the marketplace not only has negative effects for the organization, it has negative effects for all individuals in the organizations because their intrinsic rewards are diminished as are their security and financial rewards. Thus, when an organization's performance becomes poor we can usually predict that there will be a high level of dissatisfaction with the existing management paradigm.

The attractiveness of a new paradigm is very much related to its potential perceived effectiveness. Simply stated a paradigm will be attractive to the degree that it is perceived as a way of increasing organizational performance. The clearest case of where a new paradigm might be seen as the answer is one where it is already being used by a competitor and that competitor is performing very effectively. As long as a paradigm is simply a textbook description of what can be done, its perceived attractiveness is likely to be limited because there will be a lack of confidence in its ability to produce promised results.

In addition it may be unclear how to implement it and what practices are needed to make it effective.

Both the involvement and the control styles can be implemented in an effective or ineffective way. Figure 1 illustrates a hypothetical distribution of organizations in terms of their management style and their effectiveness in implementing them. It shows that organizations can be managed on a continuum from control to involvement and that they can range from high to low in how effectively they utilize a management paradigm.

Most organizations are shown as being managed toward the control end of the continuum with a few being managed toward the involvement end. It suggests that many of the organizations managed with the control approach are perhaps less than optimally effective in implementing this. This is an increasingly difficult style to implement in the United States with the kind of work force and social conditions that prevail. Evidence continues to accumulate that the work force and societal conditions are becoming increasingly favorable to the involvement approach because it fits with the democratic values and education level of the society (Lawler, 1986). This point admittedly is a debatable one but it is not critical to the overall argument. Finally, the figure shows that organizations which practice involvement on the average don't do it as well as those that practice control. This is related to the point made earlier that relatively little is known about how to design and manage an involvement oriented organization: the experience simply doesn't exist.

When an organization wants to improve its performance, it essentially has two ways it can change. It can try to improve its

performance by doing a better job of implementing the management paradigm it has been using or it can choose a new management paradigm. I think it is fair to say that most organizations choose to try to improve by better executing the paradigm with which they have traditionally operated. As a result they end up making only marginal changes in their basic systems and practices. In essence they try to move up the vertical axis in Figure 1 in the hope of improving organizational performance. Occasionally an organization, like Motorola chooses to move to the right on the continuum in order to increase organizational effectiveness. It is just this kind of paradigm shift behavior that is both unusual and important to understand.

As has been stressed already, any explanation of why an organization chooses the involvement paradigm has to look closely at its potential effectiveness. Research suggests that it tends to be particularly good at producing improvements in product quality, facilitating problem-solving, attracting and retaining high talent individuals and helping an organization remain flexible and responsive (Lawler, 1986). On the other hand, the control approach tends to be effective in getting repetitive reliable behavior from individuals at a relatively low labor cost.

Given the kind of performance it produces, contingency approaches to organization design suggest there are certain kinds of work situations which are particularly amenable to the involvement approach (see e.g., Burns and Stalker, 1961; Gabraith, 1973). Figure 2 captures some of this thinking by making predictions about the relative performance effectiveness of the different management paradigms. Essentially it suggests that the more an organization has knowledge work

the more advantage it is gains from using the involvement paradigm. Knowledge work is found in many high technology organizations, universities, and professional firms. It is usually done by highly trained individuals who expect to control the way they do work.

Similar effectiveness relationships probably exist with respect to work flow interdependence and environment stability such that:

1. The more work of individuals is interdependent the more effective the involvement approach is likely to be.
2. The more the organization operates in a dynamic environment the more effective the involvement approach is likely to be.

Interestingly, this line of reasoning suggests that an organization can be less effective in implementing an involvement approach than its competitors are at implementing the control approach and still more effective. This will occur if they have picked the superior management paradigm for their particular technology and business situation. Of course, the reverse of this can also be true when the situation favors control, even a good involvement oriented organization may lose out.

Predictions Concerning Change

Our discussion of the costs of adopting a new paradigm lead to an interesting prediction: adoption of a new paradigm is most likely to occur when a new organization starts. A new organization doesn't have a heavy investment in the existing paradigm. Thus, when it compares the control with the involvement paradigm it is more likely to see involvement as most attractive. In contrast to the existing organization it doesn't have to invest in retraining and in the dismantling of old systems. There is a good reason to believe that the involvement paradigm can be made operational much more rapidly in a new

organization because the old system and behaviors don't have to be unlearned (Perkins, Nieva, and Lawler, 1983). In the new situation, key managers also often don't perceive they have as much to lose so they are more agreeable to trying new paradigm.

Our discussion of competitive advantage leads to some interesting predictions about what kinds of organizations are particularly likely to adopt involvement. The competitive advantage analysis suggests that organizations which face dynamic environments, and perform complex interdependent work are particularly likely to adopt the involvement-oriented paradigm. One qualification is in order here, however.

Even though the involvement approach may lead to greater effectiveness, as was noted earlier it does not follow that organizations will necessarily adopt it. Indeed they may be in a position to gain from it, but still maintain the control approach. The key here is how effective they perceive they are with their present approach. If they perceive they are doing reasonably well then the probability of change is relatively low. On the other hand, if they feel they are not effective then there is likely to be a strong motivation to adopt involvement. But how do organizations judge their effectiveness/ineffectiveness? There are of course a number of absolute financial measures (e.g., ROA) but perhaps the most compelling is the relative performance of the organization, that is, how the organization compares to its competitors.

There are two developments which can cause an organization to be at a competitive disadvantage. One involves someone from a different part of the world having an entirely different cost or other situation that allows them to deliver a product or service much more effectively. This

by itself can stimulate the adoption of a new paradigm although it may not. It may simply encourage the organization to strive for better utilization of its existing paradigm.

A good guess is that one of issues which determines how an organization responds to a foreign competitive disadvantage is the size of the improvement that it feels it needs. Only if a major improvement is needed is a paradigm shift likely. The logic for this statement is that most organizations feel they can improve by 15 to 20 percent without a major shift. They can accomplish this kind of improvement by the typical cost cutting and top down edicts which are characteristic of the control model. Thus it may take a perceived need for a 30-50 percent improvement for serious consideration to be given to a paradigm shift. Also if the organization does the kind of work which on the surface seems amenable to the new paradigm it is much more likely to shift paradigms in order to be competitive.

In summary, when an organization's dissatisfaction with its present state is stimulated primarily by foreign competition a new paradigm is likely to be adopted when the new paradigm fits the organization's situation and when a significant performance improvement is needed.

The situation is different when the issue is a competitive disadvantage that is produced by a local competitor. Here it matters both what kind of management style the competitor uses and how significant a disadvantage the organization feels it has. As with an offshore competitor an organization is particularly likely to choose a paradigm shift if it is at a large performance disadvantage. However, in the case of a domestic competitor the key to understanding the response may be the management paradigm used by the competitor.

If an onshore competitor not only has a significant advantage, but is seen as obtaining it by using a new paradigm then the motivation of an organization to adopt the new paradigm will be particularly strong. In essence there will be a high level dissatisfaction with the existing state of affairs and a high attractiveness associated with a new paradigm. When a domestic competitor uses a new paradigm, it establishes that it can be made to work under similar conditions, thus dealing with the "can do" issue in expectancy theory. It also helps to solve some of the technology development problems mentioned earlier that go along with pioneering a new paradigm.

This point leads to one last observation about change which is motivated by foreign competition. The nature of these changes may depend on a combination of the type of paradigm used by the foreign competitors and the perceived similarity between their culture and the domestic culture. At least initially practices from very different cultures are unlikely to be adopted even though they lead to high levels of effectiveness in competing organizations. They are easily dismissed as not being applicable. This argument was used for a long time by American companies with respect to many of the things done in Japan. It was even used to discount some of the initial American successes with high involvement management (Lawler, 1986). Successful rural high involvement plants, for example, were dismissed as not being significant because the approach would not work in other environments.

The discussion so far suggests that a domino effect may occur: the more that competitor organizations adopt a new paradigm and succeed with it, the greater will be the motivation for the remaining organizations to adopt it. This point leads to an additional non-obvious prediction

about within organization change. In those organizations that operate in multiple businesses, the paradigms they use on a business by business basis may be more influenced by what is going in particular industries than what is occurring in other parts of the same organization. Thus, if you want to predict the paradigm that part of an organization will use, it may be more important to know what their competitors are doing than what other parts of their organization are doing.

Finally, one other situation needs to be mentioned. It is the situation where an organization simply decides the best way to be effective in the business world is to adopt a new paradigm. In short, an organization perceives that it can gain a competitive advantage by going to the involvement paradigm. This is predicted to be the least likely scenario for change although one that can't be ruled out completely, particularly if the technology and organizational situation is one that seems to strongly favor the involvement paradigm.

In conclusion, predictions about whether a particular organization will switch paradigms can be made if we know its age, its current performance effectiveness relative to its competitors, the kinds of work, technology, the environment it faces, and the investment it has made in the existing paradigm. The greatest probability of a paradigm shift exists when an organization needs to make large improvements, faces onshore competitors who are successfully using the new paradigm and has little invested in the old paradigm. The other extreme situation is where an older organization is quite effective with the traditional paradigm and everyone in the industry uses it. In between these extremes are a variety of situations which potentially could lead to paradigm shift.

Patterns of Change

With the discussion so far in mind, let us look at some of the changes which are taking place in the American economy. It is, of course, extremely difficult to characterize the paradigms which organizations use much less the paradigm which whole industries are using. Nevertheless, we can at least make some general observation about what seems to be going on in the United States.

Given what has been said so far it is not hard to see four key reasons why the involvement approach had trouble winning acceptance when it was first advocated in the 1950s.

1. Most business organizations in the United States were performing well.
2. Little proof existed that the involvement approach produced superior results.
3. Many of the details of how to install and implement involvement were unknown.
4. Top management, which had to lead any change to involvement saw itself as better off under the control approach.

In short is it hardly surprising that for decades, business schools taught about involvement but few of these teachings were implemented. What is perhaps surprising is that some people expected that involvement would be implemented simply because it was taught and some evidence existed to support it! Given the current competitive problems that some United States businesses are having, it is also not surprising that change is for the first time taking place.

The paper industry represents a particularly interesting example of a paradigm shift taking place. About twenty years ago Procter & Gamble introduced the involvement paradigm into the domestic paper industry. It seems that this change came about largely because of the combination

of an internal individual effectively selling the new paradigm and dissatisfaction with the poor manufacturing performance of existing unionized facilities. In addition it was a new business for Procter & Gamble so they had little investment in the existing paradigm in that industry. Finally, they discovered that some Scandinavian paper companies were using the involvement paradigm as were some other parts of Procter and Gamble and they were enjoying considerable success.

Part of the willingness of Procter & Gamble to change may also have been based on the technological fit between paper making and the involvement paradigm. Much of paper making is knowledge work with high levels of interdependency. In short, Procter & Gamble wanted to gain a competitive advantage and chose to adopt a new paradigm. This is understandable given what was occurring offshore, the nature of the work, the newness of the business to Procter & Gamble, and the presence of a charismatic individual who was willing to work for the new paradigm.

Over the years since Procter & Gamble has introduced the involvement paradigm they appear to have gained a competitive advantage and to have motivated most other paper companies to adopt it. This appears to be a clear case of a domestic company getting a competitive advantage with a new paradigm and the rest of the domestic companies feeling that they needed to adopt that new paradigm in order to compete. Mead, Weyerhaeuser, Kimberly Clark, Scott and James River for example have all adopted an involvement approach to managing their businesses. This pattern is consistent with the arguments that have been made so far. We have the case of a domestic competitor gaining a competitive advantage through a new management style. This produced a high level of

dissatisfaction with the existing approach, a clear example of how to do it differently, and clear evidence that doing it differently had a strong return in terms of organizational effectiveness. Given all this, it is hardly surprising that most paper companies have adopted some form of involvement.

Interestingly, as predicted, not all parts of the companies in the paper industry have adopted the involvement paradigm. For example, Procter and Gamble does not use it in its non-manufacturing areas and other companies don't use it in their non-paper businesses.

The situation in the auto industry is somewhat different but nevertheless, worth examining. Until approximately ten years ago the American auto companies competed with each other strictly in terms of their effectiveness in implementing the traditional paradigm. There was no great level of dissatisfaction with that paradigm and the three major auto companies had no clear vision of a new paradigm, despite the fact that Volvo and Saab were utilizing involvement to an increasing degree. The U.S. auto companies denied the applicability of the Volvo and SAAB experimentation with involvement (different culture, low volume production) and continued to compete by doing the traditional better.

Things started to change, however, when the Japanese made strong inroads into the U.S. market. They appeared to use a different management paradigm approach but, more importantly, they increased the level of dissatisfaction with the old. They had quality and cost advantages that were large and perhaps unachievable through better execution of the traditional paradigm. Indeed, General Motors often cited as an excellent implementor of the traditional paradigm must have felt considerably at sea. They were supposedly good at what they were

doing and yet were orders of magnitude too ineffective to compete in the domestic marketplace. Not surprisingly this situation set off a search for a new paradigm that continues to this day.

The NUMI plant of General Motors in Northern California and the proposed Saturn plant are examples of how General Motors is trying to implement the involvement paradigm in order to close the gap between themselves and the Japanese. Change, however, has been relatively slow, partially because despite the early work of Saab and Volvo the involvement paradigm is not fully developed for the auto industry. In addition, some of the work in the industry does not fit the conditions of knowledge work and interdependent work that were mentioned earlier. This is in contrast to the paper industry where because of automation much of the work is knowledge work and interdependent. Finally, as many critics of the American auto companies have pointed out, the senior executives have a lot to lose if involvement is adopted. They have a long tradition of control oriented management, and the special benefits and perquisites that go with it (O'Toole, 1985). Thus, it is perhaps not too surprising that the auto industry has been slower to change, but that currently many in the industry are struggling mightily to change its paradigm.

In many ways the conditions in rubber, steel, and glass are very similar to those in autos. Foreign competition is forcing a change in paradigm but it is occurring slowly because of the lack of well articulated domestically visible alternative paradigm and the traditions in those industries.

Clearly the analysis done here of the paper and auto industries does not prove the validity of the kind of thinking that has been articulated so far. However, after further systematic analysis, the management paradigm shift patterns in American industry may be predictable and they may offer support for the kind of motivated competitive advantage arguments which have been made here.

Producing Change

The arguments which have been made here suggest some things that can be done to stimulate paradigm shifts. First, dissatisfaction with the existing state can be elaborated, clarified, or produced. Two approaches suggest themselves here. The first is benchmarking performance relative to the competition. This has been used extensively by Xerox in their paradigm shift efforts and has proven to be a very valuable tool. It has served to highlight just how big the gap is between Xerox and some of its competitors and has heightened dissatisfaction with their traditional approach to management. Very much related to this is the idea of contrasting the existing to an ideal state. This is a technology that has been used in survey research guided change for years. If people can be shown that the current system is producing results far short of what they desire then motivation for a shift can be produced. Finally, improving the performance measures that are used by an organization can often help clarify the shortcomings of the existing paradigm. Surveys, measures of human resource activities, quality indices, etc, can all help point to the shortfalls in the existing paradigm and increase dissatisfaction with it.

In short, perhaps the best way to increase dissatisfaction with the existing is to be sure that all the consequences of it are known and to

compare the organization's performance to that of its competitors. There is one danger in working on increasing dissatisfaction, however. It may produce a counter productive, defensive reaction on the part of organizational members. There is very little evidence on when and why this happens but a good guess is that it is particularly likely to occur when there is a strong suggestion that any problems are due to poor performance on the part of employees or to overly conservative behavior. Less defensiveness might be expected if people can feel good about their past behavior but made to realize that environmental or technological changes requires a paradigm shift (Nadler, 1987).

Finally, working on the dissatisfaction side of change is not likely to be effective if an organization is doing well relative to its competitors, but is falling far short of its potential because it is simply using the wrong paradigm. The major hope for stimulating a desire for change here is to increase the attractiveness of the new.

Attractiveness of the New

There are a number of things that can be done to increase the attractiveness of a new paradigm. Simply educating people in the new paradigm can be useful. This can include visiting locations that use the new paradigm, reading about it, attending conferences and trying it on a limited basis. Emphasizing to people that they are going to have the option to invent their own version of it can be particularly effective. There is no question, that participation in the invention of a paradigm is a powerful way to pre-sell it in an organization (Nadler, 1987).

Also important in increasing the attractiveness of the new is the role that leadership can play in creating a vision (Bennis and Nanus,

1985). Most successful large scale organizational change programs are led by an individual who is clearly able to articulate a positive vision of how the new paradigm will operate. Basic to a positive vision of the involvement paradigm is the combination of values such as democracy, individual growth and justice, and arguments concerning organizational effectiveness.

Critical also to the attractiveness of the new is providing people with some sense of security about their own position in it. Having them participating in the design, of course, is one way to accomplish this. However, other things may be needed such as: guaranteeing them employment, guaranteeing them their current wage levels and perhaps even rewarding them for adopting the new paradigm (Lawler, 1981). If the issues of personal security and careers are not at least taken into account it is natural to expect considerable resistance to the new paradigm on the part of management. In some cases management resistance may simply be unavoidable and the assumption made that turnover will occur in this group, but where possible it is highly desirable to try to reduce resistance through a combination of providing personal security and rewards for a change.

In summary, a number of things can be done to encourage paradigm shifts, they involve both decreasing satisfaction with the existing and increasing the attractiveness of the new. To a degree, paradigm shifts can be stimulated and motivated by change agents and individuals. On the other hand, the situational arguments that were made earlier suggest that they are only going to be effective if certain environmental conditions exist and if the organization is operating with technologies and work situations that favor the involvement paradigm. When the

skills of internal change agents, the technology and the external environment all come together to support change, as they seem to have in the number of situations lately, then the kind of paradigm shift that involves moving from control to commitment can occur.

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Figure 1 Distribution of Management Styles

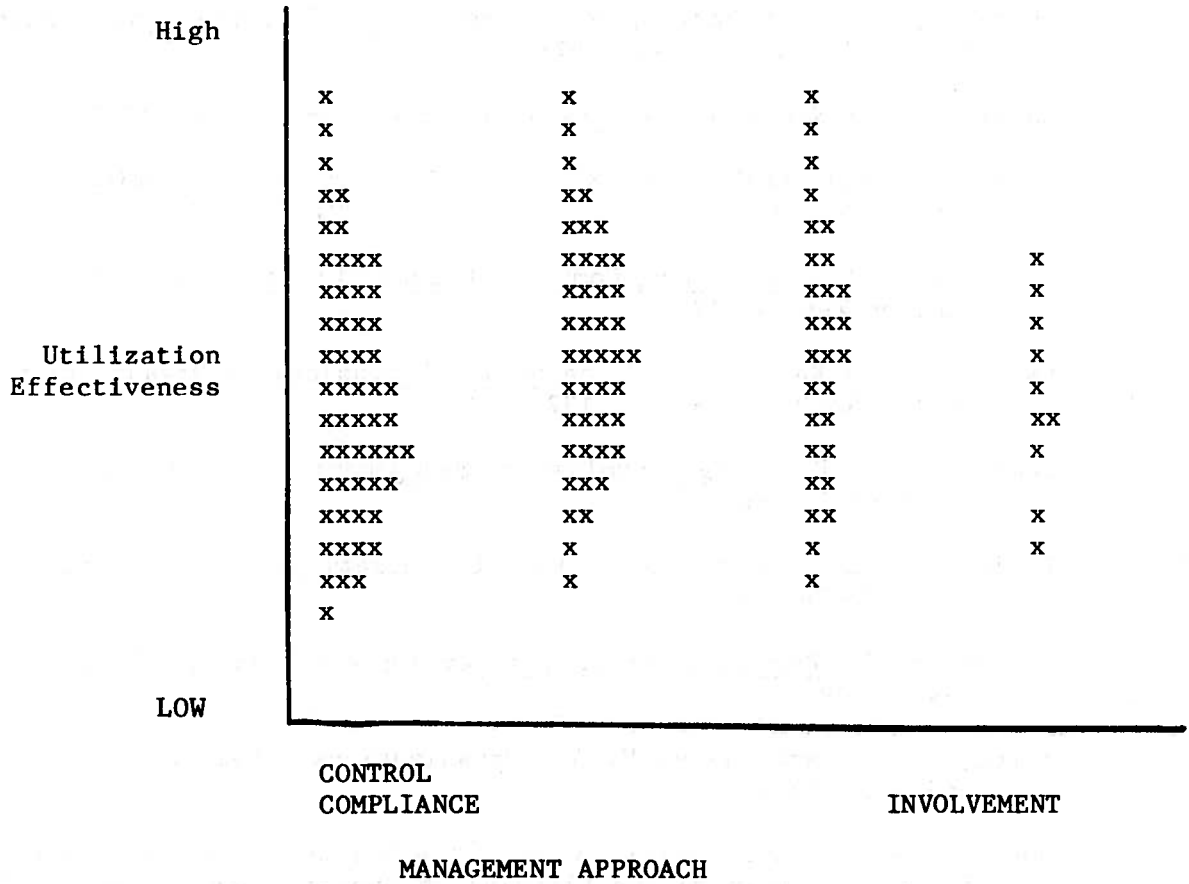


Figure 2 Performance Effectiveness of Management Approaches

