Change Readiness: A Recipe for Successful Change Implementation

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Abstract

This research aims to understand how organizations define, understand, and interpret change management in Pakistan. The research explores how organizations are managing change and what are the major factors that can play an important role in implementing and managing change. In today's world, organizations must embrace change to remain competitive. Therefore, change management becomes an essential strategy for better implementing a change initiative. For the implementation and management of change, organizations usually come across different problems and unexpected circumstances which is one of the biggest challenges. Organizational development is a continuing and systematic procedure of executing effective organizational change. In this modern era, social, economic, and environmental changes are occurring rapidly, due to which some organizations are growing speedily, and some are gone; therefore, the main intention of the study is to highlight the management of change in Pakistan. In this paper, we have used qualitative research methodology to investigate change management. We have selected the banking sector. The tools used for this qualitative research were in-depth interviews and focus group discussions. Thematic analysis was used to analyze the data. In this study, we can infer from the data that large organizations like the case study organization understand the importance of change, and they are adapting and managing change efficiently. The findings of the study conclude that, in Pakistan, the case study organization is more toward dialogic change as compared to diagnostic change. Further, it focuses on individual change to change their mindsets, which will lead to organizational change by changing its culture. This study recognizes that the case study organization of Pakistan is also on the path of continuous change.

Keywords: Change management, dialogic organization development, diagnostic organization development, resistance to change

Introduction

In the 21st century, organizations are experiencing rapid growth due to continuous change in the business world. The focus of intended change can be structural change, new strategies, updating operations, implementing new technologies, new organizational directions, or increasing organizations' capabilities (Todnem, 2005). To compete in a competitive environment, it is very important for organizations not only to change in terms of new technology, procedures, and techniques but also to change the mindsets of their workforce to make them agile. The management of the change is very critical; some organizations can achieve their objectives of changing themselves, whereas others might fail due to different circumstances (Kotter, 1995). Organizations usually come across different problems during the implementation stage of change. Therefore, its management is one of the biggest and most complicated tasks for organizations.-

The traditional models of change, such as diagnostic change, assume that the top management has the responsibility of managing the change (Burnes & Cooke, 2012). Further, resistance to change is a common phenomenon and it can create difficulties for the management to implement change successfully (Aladwani, 2001). Organizations often face the problem of resistance during the implementation stage of change. Change leaders must address the problems of their human resources. During the planning stage, top management should engage the key stakeholders (Burnes & Cooke, 2012). Change is a critical process that requires extensive research and analysis for successful execution. Top management uses an approach that may include the true assessment of the organization's past, readiness for change, and capabilities.

Change management may lead organizations toward growth and financial stability. Organizations may have a clear vision of what they are looking for. Organizations can grow in various ways, such as aligning resources, maintaining day-to-day operations, managing employees' concerns, reducing risk and inefficiency, reducing costs and increasing income return, boosting the morale of the workforce, and creating opportunities to develop more. To achieve success, organizations may adopt a culture that keeps on changing. Organizations generally manage change by analyzing current state and future demands and allocating proper resources. This may include the problems being faced by them and the factors needed to solve them. They are supposed to create the vision, empower others to participate, and communicate the vision for continuous change management.

There are many factors that can decrease the efficiency of change management. A Change Plan is one of the key factors that creates problems if it is not clearly defined. Organizations may not plan properly which may cause failure. Communication is another factor. An organization can fail during change due to the lack of communication

of vision. Organizations may not focus on the integration of change. They may not embed change in their cultures. Organizations may fail to manage the workload; they may also ignore the necessary steps of performance evaluation which may lead to failure of change management.

Organizational development (OD) is considered a major approach to managing organizational change (Burnes & Cooke, 2012). If change is not properly managed, the goal of organizational development will not be achieved. Dialogic and diagnostic approaches are two different approaches to organizational change (Bushe & Marshak, 2009). In diagnostic OD, the organizations focus on realizing or identifying the problems in the organization. The problems or gaps are identified after analyzing the current and desired performance of the organization. The change occurs due to problem-solving or fulfilling the gaps. Whereas the dialogic OD promotes creativity and innovation. Dialogic OD focuses on promoting new conversations regarding new habits and imaginations instead of problem-solving. The change occurs due to dialogic OD provides new ideas and innovation to the organizations (Nida et al., 2021).

Organizations in Pakistan are also becoming aware of the importance of change (Nida et al., 2021). The role of change agents and leaders is crucial in managing change. If an organization's change requires changing behavior, then the leader may take the initiative to change it before working on changing the behavior of others (Burnes & Cooke, 2012). Nowadays, it is difficult to operate an organization in a competitive environment. To maintain a competitive edge, organizations need to update/change themselves on a continuous basis. Many organizations change themselves but some of the organizations do not accomplish their objectives. In this paper, we aim to investigate how organizations can achieve their organizational objectives. This paper analyzes what is the importance of change management. Is it necessary to manage the change? And if the necessary actions are not taken then what will be the consequences?

The purpose of this study is to highlight the nature and management of change in the case study organization of Pakistan. This study will answer different questions regarding change management, such as why organizations embrace change and how they manage change.

Literature

Change management refers to managing change and development in an organization. Change consists of building new patterns or reproducing old trends with new techniques and actions to be more productive. It is important for an organization that the occurring changes are calculated and priorly discussed with the workforce (Robbins, 1990).

To survive and succeed, the successful management of change is very important to maintain a competitive edge among rivals, and it is also crucial for all organizations for the growth of their businesses. It is also narrated by various researchers of change management that change consists of modern possibilities (new behaviors, patterns, policies, methodologies, and market ideas or could be new products) depending upon developing the latest ideas and innovative patterns in the firm (Kanter, 1992). The role of stakeholders is also very important in the change process. Change commencement is designed with the active participation of stakeholders (Dunphy, 1996). So far, the understanding of change management around the globe is well known. Nowadays change management is very important for growth in organizations. Organizations in Pakistan have also shown enormous growth in the last decade.

Till the 19th century, it was very difficult to operate in organizations because there was no knowledge about change management. The organizations could not overgrow because there was no concept and knowledge of managing change and development in large organizations. Later, after the 1950s, when the companies found out the importance of change management and understood the basic fundamentals of change management, the growth became rapid in organizations. Change management is a new approach that many consulting firms follow. The skill of individual consultants plays an important role in the successful development of the organization (Warren et al., 1999). Based on this argument, our first proposition is as follows:

Proposition 1*: The successful development of organizations is due to the information and understanding of change management.*

Organizations need to evolve to maintain their place in the market and achieve a more significant market share over their competitors. A regular bubble of change revolves around the organizations to sustain in the market; however, integrating component suppliers and mergers with competitive organizations may result in getting a better base for expansion (Harris, 1997). Some organizations focus on their systems and self-organizing procedures of learning. They provide independence to new systems, procedures, and policies and the leadership (Gronn, 2002; Weick, 2001; Wenger, 1998). Whether it is a small or large organizational change, organizations must always follow some steps and processes. First, the initiator of change must analyze the market's new trends and conditions to make a valuable plan. Afterward, the initiator must assign tasks to its team members along with a monitoring mechanism. After creating sufficient knowledge and task allocation, the "change leader" has to produce new whatever he/she wants to do (Lewin, 1951).

Change management is a continuous process of renovating organizational structure, direction, new behaviors, patterns, policies, methodologies, and products.

Change is essential to serve the needs of internal and external customers (Moran & Brightman, 2001, p. 111). Due to the rapid change in the field of information technology, the upgradation of organizations is very critical to remain competitive. Companies have suffered from huge losses that do not change themselves with fast-changing information technology. Organizations have faced recession and have failed to understand the importance of change. The main reason behind the failure of Nokia was a lack of innovation (in alignment with the market demand). For a decade, Nokia produced many phones with very little innovation in its models. They made lots of phones, sold them at low prices, and ignored the innovation. It was an era when Andriod, a mobile operating system, was introduced in 2008 (Andriod, 2008).

Due to globalization, organizations must adopt technological innovation and new methods of developing their workforce to become agile (Graetz, 2000). Change can take any form, such as structural change, new strategies, updating operations, implementing new technologies, or developing new organizational capabilities (Todnem, 2005). Change is a global phenomenon on the strategic and operational level of an organization. It is the organization that needs to identify the importance of change management and to be familiar with what their objectives are, i.e., at what level the organization should be in the near future. As an outcome, organizational transformation never disconnected from managerial policies, procedures, and strategy or the opposite of that (Burnes, 2004). The role of a change agent is very important in changing management. Change management aligns the company's resources, considers employee concerns, and reduces cost, risk, and inefficiency. There are different situations under which an organization can grow without managing the change, i.e., an organization having a monopoly in the market does not need to manage the change to grow. However, most of the organizations that recognize the importance of change management and adopt the processes of change management are growing more quickly as compared to the organization which ignores the importance of change management. Therefore, proposition two is as follows:

Proposition 2: *Organizations that understand the importance of change are growing rapidly compared to those that do not pay attention to change management.*

A failure rate of about 70 percent of change programs was reported due to different circumstances, whereas one of the main issues was implementing the change. If you plan well, things happen correctly (Balogun & Hope Hailey, 2004). It is stated and demonstrated that the poor success rate and failure rate show a significant lack of a practical framework of how to plan and then execute. This also shows the poor management of organizational change (Burnes, 2004).

Organizational change comes into existence when there is any value addition. It creates interest among the employees and their actions (Harlan-Evans, 1994;

Woodman & Dewitt, 2004). The skill sets of managers should be highly competitive in dealing with change. No one can add value (change) without providing complete information to employees and all other stakeholders (Senior, 2002). Most notably, those planned changes aim to help the organization to remain competitive. Adding to these kinds of changes, change agents must bring a regular and adaptive procedure to influence employees' minds to improve their intuition. Help them to attain adaptability towards changing and progressive environments (Lawrence et al., 2006).

Change is a continuous process and is implemented successfully due to the willingness of almost every stakeholder to change (George & Jones, 2001). The change could be within and outside the organization, but the most important thing is to create willingness. If no one is willing to bring about the change, then it isn't easy to implement it. Change is about the changing of mindsets. The uttermost objective is to transform mindsets and behaviors. The performance and the culture of any organization will only change when the behaviors and mindsets of the workforce change (Goodman & Dean, 1982; Tannenbaum, 1971).

The change brings advancement in work for the organization and a competitive advantage. However, if the change is not successfully implemented, there can also be a worse effect. Companies may have to face heavy losses if the organization does not properly manage the implementation of change. The role of change agent and leader is critical while implementing organizational change. Hence, proposition three states that:

Proposition 3: *Implementation of change is critical as it is the key process of change management. If Change is not implemented effectively and efficiently, the impact may turn negative.*

Organizational development is all about planning and designing programs that increase effectiveness. It usually works on processes and ways of doing work. T-groups, action research, and participatory management were some core components of organizational development, connected to Kurt Lewin's contributions (Benne, 1976; Burnes, 2007; Cooke, 2007; Dent, 2002; Freedman, 1999; Schein, 1988). Organizational development is the primary purpose of change (Burnes & Cooke, 2012). If the proposed change is not managed correctly, the goal of development in the organization will not be achieved. Dialogic and diagnostic organizational development are two different approaches (Bushe & Marshak, 2009). Dialogic organizational development is newer and better than diagnostic organizational development.

In diagnostic OD, the organizations focus on realizing or identifying the problems in the organization. The problems or gaps are identified after analyzing the current and desired performance of the organization. The change occurs due to problem-solving or fulfilling the gaps. Diagnostic OD is all about classical science and

positivism, with the approach of reality based on objective facts. This approach is more goal oriented by focusing on change in behaviors rather than mindsets. In contrast, Dialogic OD promotes creativity and innovation. The focus of dialogic OD is to promote new conversations regarding new habits and imaginations instead of problem solving. Change that adopts a dialogic approach can provide new ideas and innovation to organizations. Dialogic OD is inspired by social constructionist ontological assumptions, which create a mechanism for meaning-making in change.

There are some key dialogic approaches, i.e. appreciative inquiry, search conferences and future search, open space, and word cafes. Appreciative Inquiry focuses on what works well in the organization. AI believes in self-organizing change and seeks new ideas (Bushe & Kassam, 2005). The data of appreciative inquiry is the story of narratives rather than objective facts (Ludema, 2002). Search conferences and future search refers to a large number of groups. Groups help identify their future needs and targets and, most importantly, how to achieve them. This approach of dialogic OD enables us to present numerous proposals as a replacement for objective facts. These approaches attain new social agreements and mindsets (Emery & Purser, 1996; Weisbord, 1993).

In this current era of globalization, it is becoming difficult for organizations to gain a competitive edge. Every organization wants to be ahead of its competitors. To maintain competitiveness in the industry, organizations need to develop innovative and creative ideas and a proper plan for implementing those ideas. Promoting dialogic organizational development rather than diagnostic OD is essential to follow this approach. Hence, proposition four states that:

Proposition 4: *As dialogic organizational development is a creative and innovative way to bring change to an organization, it is considered that organizations nowadays are more inclined to follow dialogic organizational development than diagnostic organizational development.*

Methodology

To achieve the research objectives, we used qualitative research methodology. Qualitative research is mainly exploratory research used to investigate, discover, and explain individuals' behaviors, experiences, actions, and social interactions without statistical procedures (Shank, 2002). It is intended to develop a clear understanding of the meaning and experiences of humans' lives and social networks by asking relevant questions (Davidson, 2002). Qualitative research helps highlight individuals' understanding of subjective constructs, actions, and social contexts. The main advantage of qualitative research compared to quantitative research is that it offers a detailed and wide-ranging examination of the matter without controlling the

respondent's responses and the scope of the research. (Saul Johnson, 2002). That is why we opted for the qualitative approach, as we wanted to discover and understand the participants' perceptions of change management. However, due to the limited number of respondents, it is precarious to make a sweeping statement on a more comprehensive inhabitants/sample (Williams, 2005).

The tools used for this qualitative research were in-depth interviews and focus group discussions with the top management, including senior vice presidents and vice presidents who work as departmental and divisional heads. The purpose of in-depth interviews was to explore their thoughts regarding the research topic. The advantage of in-depth interviews is that they eliminate the risk of non-response rate because it involves direct contact of interviewers with interviewees (Puchta, 2004). However, there is a risk that the topic might deviate from the original path into vague answers (Collis, 2013).

To conduct interviews and focus groups, semi-structured questions were developed around change management and organizational development, which were used as a guide during the interviews. Purposive sampling is a type of non-probability sampling in which the sample is selected according to their knowledge regarding the research topics: the top management and their team. In this research, data was collected from organizations that have gone through change recently. The participants of this study were the members of the top management of MCB Bank Limited (MCB Bank will be used in the following sections). We conducted three interviews and one focus group of five members.

The interviews and discussion with the focus group started with clarifying the scope of the research topic. Interviews were conducted at the different offices of MCB Bank and lasted approximately 1 to 1.5 hours. During the interviews, notes were made for further data analysis, and audio recordings were made, except one of the divisional heads did not allow us to record the interview. All the interviews and focus groups were transcribed. After scrutinizing the data given by our respondents, we identified the themes that emerged from the respondents' responses in different categories. We developed a thematic framework by analyzing and discussing the similarities and differences in the responses. We developed descriptive codes to better understand the extracted themes into second-order themes, which led to theoretical dimensions as mentioned in Table 1 and Figure 1, respectively (King, 2004). We used Thematic Analysis for this research. Thematic analysis is a largely used subjective information investigation strategy.

Findings and Discussion

We identified several themes from the in-depth and detailed interviews and focus groups with the top management of MCB Bank. We first extracted the Descriptive codes from the detailed responses, as mentioned in Table 1 below. Those themes were further arranged under the two major categories, derived from the literature of the relevant field based on their relevance, as shown in Figure 1.

Table 1

Descriptive Codes and Second-Order Themes

Second Order Themes	First Order Codes (Descriptive Codes)
Change in culture and procedures	• "...changing of organization's structures, process, methods, procedures and most important thing is its culture" • "...organizational change is basically changing of organization's culture"
Change is a continuous process	• Change is a process to become different. "…to compete in a challenging way everyone needs to change." • Change is a process of forecasting future goals, which is very important for a marketing competition.
Importance of technology for change	• Being a banker, I will say that we cannot increase shareholder wealth without bringing a change." • "…without bringing a change organization cannot sustain in a competitive environment for a long term." Change is too important in the present era, especially due to the rapid technology change. • Banking is filed which is very dynamic due to rapid technology change. • "…without bringing a valuable change organizations become stagnant."
Decision making by top management	• "…the top management analyses and chooses the new projects introduced to it by the administrators." • Top management/sponsors took the decisions normally, but stakeholders were also involved upto some extent. • "…for major type of change like merger top management has to take decision and middle management has to follow."
Creation of urgency to Merger	• We analysed the market condition and then decided to go with the merger. • "...top management create awareness and urgency to bring the change." • Our target also was to acquire Burj Bank, but we go for NIB, as most of the branches of Burj Bank were rented out. We see that NIB bank is going into loss, and that kind of bank got tax rebates, so that was also the opportunity. • "…we were supposed to be an efficient team i.e, "maximum output". The task was very challenging due to the diverse customer and we were afraid of losing customers."

	• "…We change the systems and our main challenge was to meet the deadlines.
Variation in plan	• We prepared a self-explanatory process to implement the change. However, the planned process always varies from the actual preplanned process during execution due to some hidden factors. • We followed the process as planned, but yes, there were some slight changes due to partial ignorance during planning.
Management of critical situations while implementation of change	• The most critical part was the continuity of work without minimum interruption. As MCB was also supposed to run its day-to-day operations apart from the merger, that was the critical path to managing MCB's daily tasks along with the timely execution of the merger. • "… I think most critical part was meeting customer expectation…"
Resistance from employee to implement change/obstacle to change	• "If you are a job holder than you cannot show resistance and if you do not have any other options. But one of the EXNIB employee file a case in high court and state bank with reference to this merger…" • "…For smooth execution of merger we gave them 1 year contracts to NIB employees."
Long term wins by successful merger	• "…raising financial impact." • "The decision was very good and yes it is paying off. But we learnt a lot of lessons from this activity…" • There is smoother execution of all the operations and our desire outcomes are achieved. • We achieved well integrated systems. Became top of the financial service provider. We are number one in market capitalization in stock exchange.
Execution of activity as we planned	• If you planned well the things fall in place where you want to see that. • No. there is nothing as such mistakes and regrets but we always learnt lessons.
Communication of vision for change	• Change was communicated through day to day meetings and change seminars. • "...After providing the sufficient knowledge they make different groups of share commitment." • Top management formed different committees and groups to articulate the change. They communicated it through meetings also. In each committee, the seniors from each department are merged. That senior was supposed to spread the messages to the entire team.
Self-Organization and Execution	• "...the great achievement for us was we done this activity by our own. We did not hire any consultancy firm" • "...only for some critical situations we consulted."
Production of more changes by getting wins	• "...by this achievement we are planning for demerger of 90 branches." • "...they decided to merge all the NIB branches and then demerge 90 well established branches. These 90 branches will

	merge with MCB Islamic, and they will not count as a less experienced and small bank." • They also told us about the demerger, as everything was pre-planned. The future expectations are the successful demerger of all 90 branches and, obviously, profit maximization.
Change is part of MCB's culture	• With this achievement we are planning for a demerger of 90 branches. MCB is making the change as part of its culture.

Diagnostic Organizational Development Themes

Our thematic analysis indicates that Pakistani organizations are still working on centralized systems and structural changes, as mentioned in Figure 1. Any organization's decision-making process for change always comes through top management. The top-down approach is mainly used in most organizations and discourages participative management (French & Bell, 1995 p. 351).

Our respondents indicated it:

"...the top management analyses and chooses the new projects introduced to it by the administrators."

Another respondent added,

"Top management/sponsors took the decisions normally but stakeholders were also involved up to some extent."

Another respondent added,

"...for major type of change like merger, top management has to take decision and middle management has to follow."

Organizations are more willing towards Structural Change. Organizations change with respect to new technology, procedures, techniques, etc., to compete with other organizations. Graetz (2000) argues that against a background of expanding globalization, the hurried jump of technological innovation and disruption poses some important questions for organizational leadership to address. That is how one will manage change and empower its leadership (Graetz, 2000). And it is confirmed by a respondent.

"...without bringing a change, organization cannot sustain in a competitive environment for a long term." Change is too much important in present era especially due to the rapid change in technology."

Another respondent added.

"Banking is filed which is very dynamic due to rapid change in technology."

The findings mentioned above, and the argument are related to Diagnostic Organizational Development. MCB Bank wants to increase its market share, so it identified the gap and found the opportunity to expand its business. In 2016, MCB Bank reported less profit than in 2015 due to the taxes imposed on customers for using banking services. After the merger in 2017, it got a tax rebate due to NIB's losses and earned a profit of more than 21 billion rupees.

Another main issue was the establishment of the MCB Islamic Bank. MCB Bank started Islamic banking as a separate entity. They merged with all the NIB branches and then demerged 90 well-established branches. These 90 branches were again merged with MCB Islamic to showcase it as an experienced and big bank.

In summary, they have a centralized management system. Top management makes all the decisions, and others are supposed to follow them.

Dialogic Organizational Development Themes

Nine themes emerged under the dialogic approach. The research findings indicated that a planned strategy to achieve goals is crucial to change in every organization. It is stated and proven that the poor success and failure rates show a significant lack of an effective framework for planning and executing strategies to achieve the goals. This also shows the poor management of organizational change. Good strategy leads to better execution (Burnes, 2004). According to a respondent:

"Strategy is very important part of change. Planned process always varies with actual planned during execution due to some hidden factors."

Another respondent added,

"If you planned well, the things fall in place where you want to see."

The performance and the Culture of any organization will only change when the mindsets of the workforce change (Tannenbaum, 1971; Goodman & Dean, 1982). Change in behaviors is essential to change the organizational culture. Subsequently, the innovative behavior yields some cluster advantage for timeframe, and later, the workforce understands the association between the innovative activities and the implemented change (Kotter, 1996). Two respondents said.

"...changing of organization's structures, process, methods, procedures and most important thing is its culture"

"...organizational change is basically changing of organization's culture"

The findings show that organizations must seek opportunities to bring about change. Top management created an urgency to merge with NIB. Change agents take

movements that imprison the consideration of serious organizational participants. Change agents clarify the significance of constructing immediate modifications to the prevailing condition (Kotter, 1996). Respondent said.

"We analyses the market condition then decided to go with the merger."

One view was.

"...top management creates awareness and urgency to bring the change."

One view was.

"Our target also was to acquire Burj Bank but we go for NIB, as most of the branches of Burj Bank were rented out. We see that NIB bank is going into loss and that kind of banks got tax rebates, so that was also the opportunity."

Another respondent added,

"...we were supposed to be an efficient team i.e., "maximum output". The task was very challenging due to the diverse customer and we were afraid of losing customers."

Another respondent added,

"...we change the systems and our main challenge was to meet the deadlines."

Meeting Customer Expectations was MCB Bank's main challenge. Day-to-day operations did not lag because of this merger. All MCB Bank, including NIB employees, were taken on board from day one of the change. Employees were fully engaged in both activities, i.e., mergers and daily operations. Whenever customer facilities decline, then customer satisfaction also declines (Dresner & Xu, 1995). One response was;

"... I think most critical part was meeting customer expectation..."

Another respondent added,

"The most critical part was the continuity of work without minimum interruption. As MCB was also supposed to run its day to day operations apart from merger so that was the critical path to manage MCB daily task along with the timely execution of merger."

Without building up a mission, vision, and qualities to help build up a procedure, an organization cannot achieve its goals. Change at the strategic level reflects its ability to identify the importance of change by seeing it at a higher level shortly, i.e., its vision (Burnes, 2004). One of the respondents said,

"The overall task was to align business with vision. We seek the rebate as opportunity."

The change agent must face resistance during its implementation and remove the obstacle. Agents can remove all obstacles by gaining employees' confidence about the change that will be held. They should be involved in the decision-making process. Opposition will be allied towards consequences: "lower level of job satisfaction and higher intentions to leave, lower level of commitment and increased levels of stress" (Rush et al., 1995; W&B, 2000). Our respondent added,

"If you are a job holder and you do not have any other options than you cannot show resistance. But one of the former NIB employee files a case in high court and the State Bank of Pakistan with reference to this merger…"

One practitioner shared;

"…For smooth execution of merger, we gave them (NIB employees) 1 year contracts."

Another shared;

"We conduct interactive sessions to satisfy people about the change."

Building on the change requires incremental changes that lead to successful change. Research advocates that the workforce essentially seeks a convincing requirement for transformation and its ability to implement it (Armenakis & Harris, 2009). In addition, an interviewee shared his/her views:

"…we merge one department then all."

Another respondent shared;

"The decision was very good and yes, it is paying off. But we learnt a lot of lessons from this activity…"

One view was;

"There is smoother execution of all the operations and our desire outcomes are achieved.

Another said;

"We achieved well integrated systems and became one of the top financial service providers. We are number one in market capitalization in stock exchange."

Change requires the identification of the resources and capabilities of the key actors. Managers' skill sets should be highly competitive in dealing with change. No

one can add value without having knowledge workers with a shared commitment (Senior, 2002). In addition, respondents said.

"...after providing the sufficient knowledge they made different groups of of employees with shared commitment."

He/she shared.

"Top management formed different committees and groups to articulate the change. They communicated it through meetings also. In each committee, they merge the seniors from each department. That senior was supposed to spread the messages to entire team."

The change was totally self-organized, which led to self-leadership. Some organizations focus on their systems and self-organizing learning procedures. They give independence to new systems, procedures, policies, and leadership (Gronn, 2002; Weick, 2001; Wenger, 1998). Our respondent shared.

"...the great achievement for us was we done this activity by our own. We did not hire any consultancy firm"

He/she shared.

"...only for some critical situations we consulted."

The above-mentioned findings and argument are related to Dialogic Organizational Development. We can infer that MCB Bank made a good strategy as a meaning-making system. They welcomed new ideas from its stakeholders. They organized the whole change independently and hired consultants only for liaison at the initial level. Their focus was to change the mindsets and behaviors of the workforce by changing the whole culture. They conducted interactive sessions with MCB Bank and NIB employees to make them relaxed about the change. MCB Bank helped its workforce in their shared interests, which is the best example of "Open Space". MCB Bank also appreciated suggestions from the stakeholders which aligns with the approach of "Appreciative Inquiry."
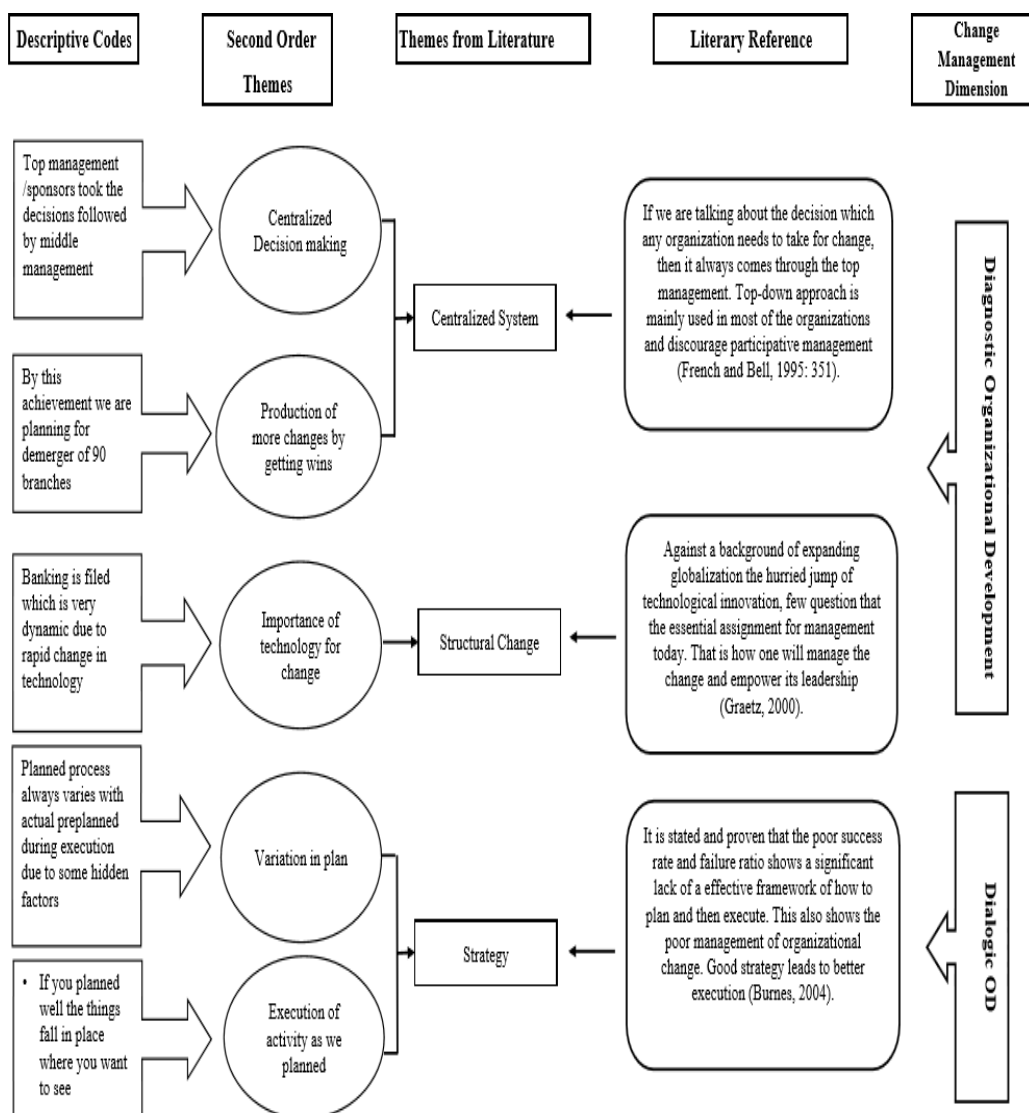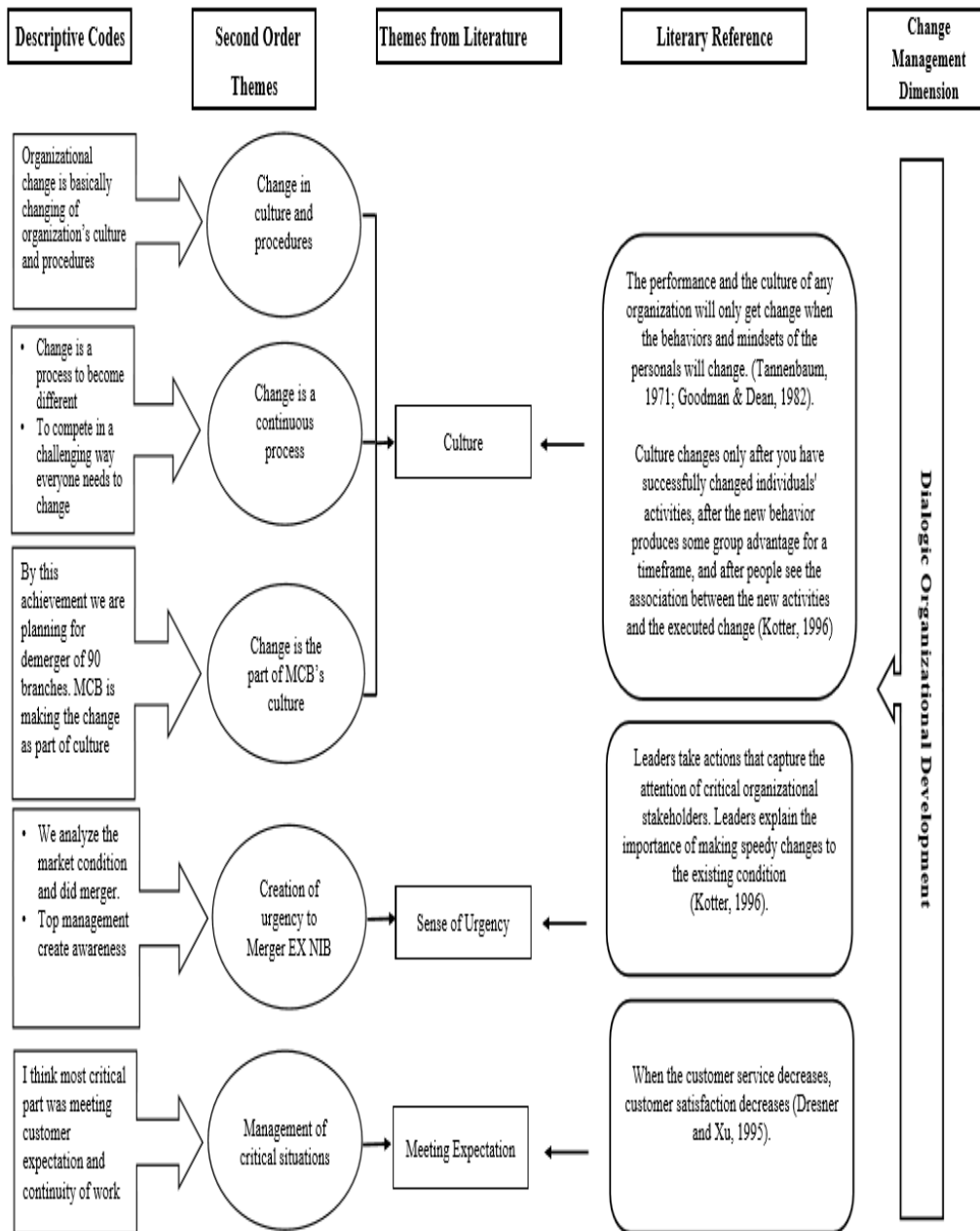
Figure 1a. *Thematic Analysis*
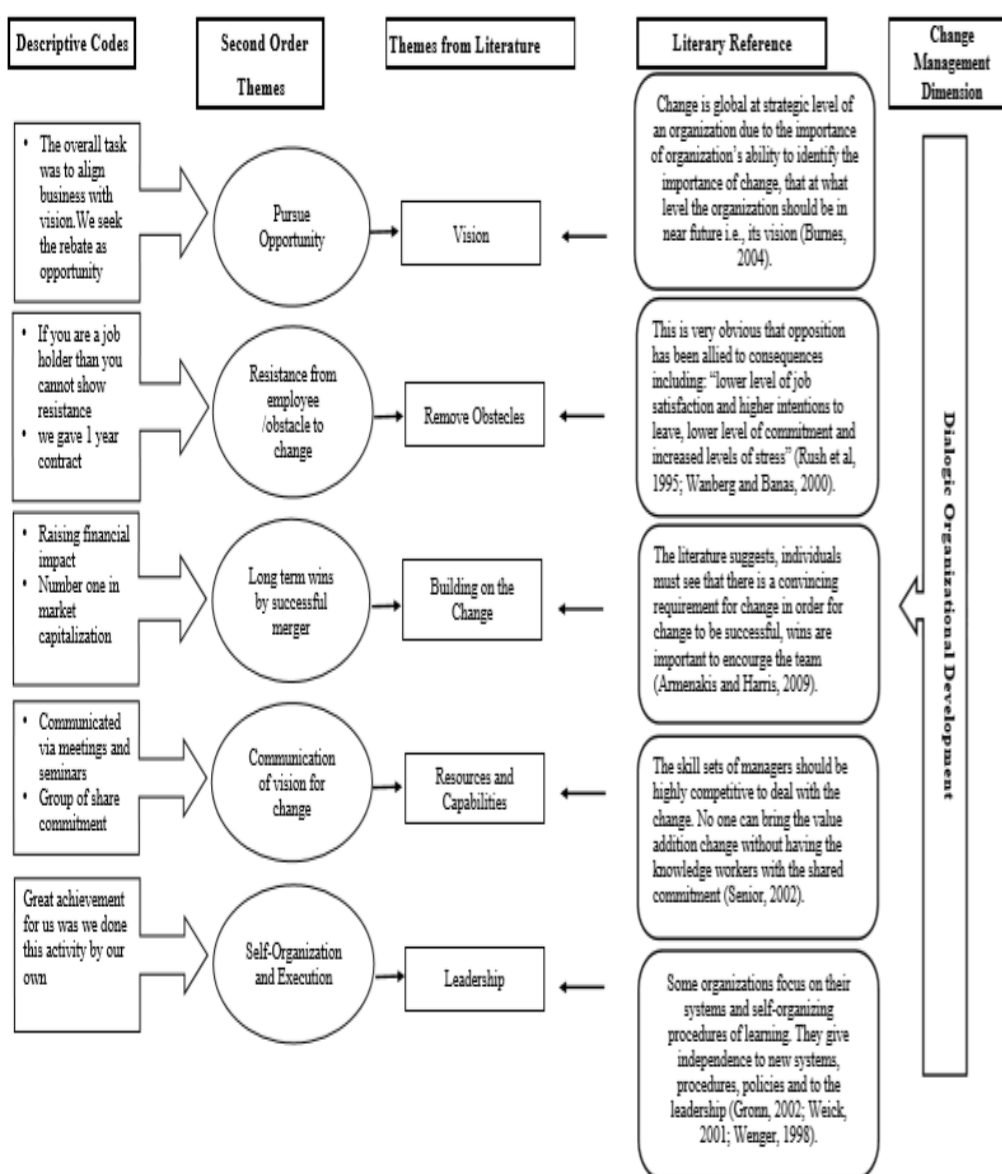
Figure 1b. *Thematic Analysis*

Figure 1c. *Thematic Analysis*

Conclusion

While carrying out this study in a Pakistani organization, we learned that organizations in Pakistan are willing to bring change in this fast-paced era of technological change. Banking is a field that has a very dynamic environment due to rapid changes in technology-driven banking operations. Without bringing change, organizations cannot achieve long-term benefits. Further, to bring efficiency to organizations, it is necessary to maximize the utilization of resources, and for this

change is very important. To adopt new strategies and maintain market shares, everyone needs to bring a change. We are less likely to survive if we do not adopt change. We must also say that change should be addressed in a dialogic organization development approach to ensure its acceptance. Change cannot get the status of success without its successful management. Organizations today understand the importance of change management and its fundamentals to achieve rapid growth and a competitive edge. Change management is a new approach in Pakistani organizations, and most organizations must follow it to reap its benefits, i.e., the successful development in organizations is due to the information and understanding of change management.

MCB identified the opportunity prevailing in the market: the merger with NIB. As we all know, merging with an organization with almost the same procedures is more accessible than establishing new branches. MCB Bank seized the opportunity for growth. Thus, organizations that understand the importance of change are snowballing compared to organizations that do not pay attention to change management. NIB Bank was merged with MCB, and MCB Bank replaced its entire system. A total of 170 branches were using T24 software as a core banking software solution to run their branches, whereas MCB Bank was using Symbols 8.5. The biggest challenge for MCB Bank at the time of merging was to convert the core system of NIB into Symbols 8.5. The MCB is not only supposed to convert the core banking system of NIB Bank but also train the staff of NIB to use the core banking system. Besides managing the Core banking system, MCB should also manage the implemented rules and procedures on the merged branches. In 2016, MCB Bank earned less profit than in 2015 due to the taxes imposed on customers for using banking services. After the merger in 2017, they got a tax rebate due to the losses of NIB and earned a profit of more than 21 billion rupees.

The top management of the MCB Bank analyzed and selected the new projects and introduced them to its workforce. The top management made the decision, followed very effectively by the middle management in alignment with the second proposition, i.e., change implementation is critical as it is the crucial change management process. If Change is not implemented effectively and efficiently, the impact may turn into negative results. This study also concluded that MCB Bank is moving towards dialogic organizational development. They focused on individual change, which would lead to organizational change. They preferred changing people's mindsets to changing the organizational culture. This supports the fourth proposition, i.e., dialogic organizational development is a creative and innovative way to bring change to an organization. Organizations are more inclined to follow dialogic organizational development than diagnostic organizational development.

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