

## **Keep on (Re)Searching**

Transcend ...in pursuit of Learning

Transcend is committed to both underpinning our practice and adding value to clients by undertaking research into the nature of change and, importantly, the leadership practices that lead to successful change implementation. In doing this we approach research in a way that combines rigour (in the way in which the research is conducted) with relevance to business in terms of the issues we address, insights we obtain and their practical applications.

In pursuing these aims we attempt to work in a collaborative way with the organisations that participate in our lines of inquiry. To date we have conducted studies into the ways in which change approaches adopted by organisations impact on the success of their initiatives (see "All Changes Great & Small") and the pivotal role that leaders play in making change work ...up to 50 % of variation in change success is attributable to leader practices and behaviours (2006 Research Survey Summary).

In pursuing our researching journey we have become aware of the extent to which the research into both change and its leadership is dominated by work from the USA and the UK. The few studies that move beyond this tend to examine these topics in multi-national/global companies that are based in either the USA or the UK. Thus we know little about practice in national companies or international companies based outside of these regions.

With this in mind we have established an opportunity to explore our leadership practices framework in a sample that comprises Danish companies that are either national or, if international, based in Denmark. This will enable us to test our leadership practices framework in a totally different context. The project has been designed to follow exactly the same methodology that we have employed in our earlier studies (see Sustaining Change. Leadership that works).

This research is currently in progress with interviews conducted or planned to take place over the next month or so, with more than 25 change leaders. We will be analysing this data and reporting our findings by late autumn this year.

The word "researching" is an important one for us. This project will hopefully provide a basis for similar research and further lines of inquiry in different national contexts. In this way we hope to provide insights into the leadership practices that help with the effective implementation of change in different cultures as well as those aspects that have differing impacts in differing cultures. Thus whilst we believe that we have a robust model in the USA/UK context we are excited to learn

what may be different in differing contexts and how this learning may enhance an organisation's overall ability to make change work.

Professor Malcolm Higgs, Chairman

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(This is not so much 'a learning' in itself as a fount of potential learnings in the near future)