

**AN EVALUATION OF CHANGE COMMUNICATION IN ENSURING THE
SUSTAINABILITY OF CHANGE AT BARCLAYS AFRICA'S FIRST "GREEN"
BUILDING**

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By

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DECLARATION

I, Nokuzola Magubane, hereby declare that this research report is my original work, that all reference sources have been accurately reported and acknowledged and that this dissertation has not previously, in its entirety or in part, been submitted to any University for assessment purposes.

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Nokuzola Magubane

24/12/2014

Date

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I dedicate this piece of work to my son, Sbhongakonke Okhulekodwa Magubane. I hope that when you are old enough to read this and understand the achievement that you'll fully understand that all things are indeed possible with God. I love you very much.

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TABLE OF CONTENTS

INTEGRATIVE SUMMARY.....	7
SECTION 1: EVALUATION RESEARCH REPORT.....	9
1.1 INTRODUCTION.....	9
1.2 RESEARCH CONTEXT	9
1.3 LITERATURE REVIEW	11
1.3.1 DEFINITION OF IMPORTANT TERMS	11
1.3.2 KEY THEORIES AND MODELS OF CHANGE COMMUNICATION	12
1.4 RESEARCH METHOD	14
1.5 RESULTS.....	15
1.5.1 DOCUMENT ANALYSIS RESULTS	15
1.5.2 SEMI-STRUCTURED INTERVIEW RESULTS.....	18
1.5.3 SURVEY RESULTS	25
1.6 DISCUSSION AND RECOMMENDATIONS	40
1.6.1 DISCUSSION AND RECOMMENDATIONS BASED ON SIMILAR ELEMENTS	41
1.6.2 DISCUSSION AND RECOMMENDATIONS BASED ON UNIQUE ELEMENTS	47
SECTION 2: LITERATURE REVIEW	60
2.1 INTRODUCTION.....	60
2.2 ORGANISATIONAL CHANGE MANAGEMENT	60
2.2.1. ORGANISATIONAL CHANGE MANAGEMENT OVERVIEW	60
2.3 PLANNED ORGANISATIONAL CHANGE	61
2.3.1 LEWIN'S BACKGROUND AND MODEL OF ORGANISATIONAL CHANGE.....	61
2.3.2 LEWIN'S THREE STEP MODEL	62
2.3.3 ADDITIONAL PLANNED CHANGE MODELS.....	62
2.4 CHANGE SUSTAINABILITY.....	64
2.4.1 DEFINITION OF CHANGE SUSTAINABILITY	65
2.4.2 CHANGE COMMUNICATION FOR SUSTAINABILITY	65
2.5 GREEN BUILDING AND CHANGE COMMUNICATION.....	75
2.5.1 GREEN BUILDING OVERVIEW	75
2.5.2 GREEN BUILDING CHANGE COMMUNICATION.....	78
2.6 CONCLUSION	80
2.7 REFERENCES.....	82
SECTION 3: RESEARCH METHODOLOGY.....	86
3.1 INTRODUCTION.....	86

3.2	RESEARCH AIMS AND OBJECTIVES	86
3.3	RESEARCH PARADIGM AND METHODOLOGY	86
3.4	DATA COLLECTION AND ANALYSIS	87
3.5	POPULATION AND SAMPLING.....	89
3.6	ETHICAL CONSIDERATIONS	89
3.7	RELIABILITY AND VALIDITY	90
3.8	CONCLUSION	91
3.9	REFERENCES.....	92
ANNEXURE A		94
	SURVEY QUESTIONS	94

LIST OF FIGURES

Figure 1: Building Occupation Period	26
Figure 2: Move Information	27
Figure 3: Rationale for Building Barclays Towers West	28
Figure 4: Difference between Barclays Towers West and Conventional Building	28
Figure 5: Appropriateness of building Barclays Towers West	29
Figure 6: Awareness of Barclays Towers West Features and Facilities	30
Figure 7: Understanding Benefits for Barclays Towers West Occupants	31
Figure 8: Understanding Barclays Towers West Required Behaviour	32
Figure 9: Colleagues' Understanding Barclays Towers West Required Behaviour	33
Figure 10: Ability of Barclays Towers West Occupants to Maintain Green Standards	34
Figure 11: Current Communication Channels	34
Figure 12: Preferred Communication Channels	36
Figure 13: Sentiments Regarding Barclays Towers West Change Communications	37
Figure 14: Barclays Towers West Contacts for Information and Assistance	38
Figure 15: Communication Model (Shrivastava, 2012: 10)	66
Figure 16: Comprehensive Model of Communication Barriers (Shrivastava, 2012:11)	69
Figure 17: Comprehensive Model of Noise Barriers in Communication (Shrivastava, 2012:15)	70
Figure 18: Strategic Employee Communication Model (Barrett, 2002: 221)	73

LIST OF TABLES

Table 1: Statement Descriptions for Communication Channels	35
Table 2: Similarities in Change Communication Theories and Models	41
Table 3: Planned Change Models (Henderson, 2002: 190 – 193; Armenakis and Bedeian, 1999: 301, 302, 305; Kotter, 2007: 99; Kritsonis, 2004: 2 – 4; Pryor, Taneja, Humphreys, Anderson and Singleton, 2008: 8)	63
Table 4: Comparison between "green buildings" and "non-green buildings" (Samer, 2013: 26)	76
Table 5: Green building benefits as per the balanced scorecard (Heerwagen, 2000: 356)	77

INTEGRATIVE SUMMARY

The purpose of the study was to conduct an evaluation on the effectiveness of the change communications distributed to the occupants of Barclays Towers West, Barclays Africa's first green building, in ensuring the sustainability of the change after the move into the building. In addition, recommendations are made to improve the change communications directed towards the building occupants to ensure the sustainability of the change and for future moves to green buildings.

The research paper is made up of the following three distinct sections:

Section One – Evaluation Research Report: this section outlines the organisational and research context for the study, the objectives of the research and rationale for conducting the research. A brief overview of the key theories and models on change communication that were utilised in the study are discussed, and definitions of important terms are presented. The research methodology is also described which includes an explanation on the evaluation research approach utilised as well as the use of both qualitative and quantitative data in the study. In addition, the results from the research conducted are presented, based on three data collection methods utilised: document analysis, semi-structured interviews and a survey. The results are then analysed and discussed in relation to the literature reviewed on change communication. Recommendations are made on improvements that can be made to the change communications to ensure the sustainability of the change.

Section Two – Literature Review: the literature, theories and important concept definitions of organisational change management, change sustainability, change communication and green buildings which are relevant for the research topic and have been used as the theoretical base of the study are explored in this section. A key component of the literature review is the description of the change communication theories and models: communication theory, Armenakis, Harris and Field (2007) Model, and the Barrett (2002) Model. An understanding of the theories and models is imperative, as the effectiveness of the change communications after the move into Barclays Towers West is assessed based on the elements of the change communication theories and models.

Section Three – Research Methodology: the research methodology for the study is described in this section. Specifically, the research aims and objectives, the research paradigm, the population and sampling, data collection, data analysis and ethical considerations are outlined. A key component of the section is the explanation on how the data was collected and analysed in the study and the sequence. The post move communications and artefacts and meeting presentations were collected first. The qualitative data was analysed and used to determine the questions for the semi structured interviews. Semi-structured one on one interviews were then conducted. The qualitative data and the change communication theories and models used in this study were used to determine the questions for the online survey. An online survey tool was used to administer a predominantly five point Likert scale questionnaire with an invitation to participate emailed to the building occupants. The quantitative data was analysed using descriptive statistical analysis.

Research Findings

The key research findings revealed that the messages communicated to the occupants after the move into the building have been mainly focused on operational matters and rarely on educating occupants on the green aspects of the building. A large majority of the survey respondents were aware of the building facilities, details and required behaviour. However it was found that the occupants, Line Managers and Senior Management are not displaying the required behaviour for a green building and do not know how to use some of the building facilities. A major gap was found in communicating with people moving into the building. In addition it was found that some of the information communicated to occupants is outdated. Written communications are used extensively and face to face communication is rarely used to communicate with the occupants. As a result, a number of changes are required to improve the effectiveness of the change communications to the occupants of Barclays Towers West. The improvements include communicating to new occupants; utilising additional communication channels; focusing communication messages on educating occupants on the strategic objectives for the building; rationale for building features and facilities; how to use the facilities and the impact of their behaviour on the building objectives being achieved.

SECTION 1: EVALUATION RESEARCH REPORT

1.1 INTRODUCTION

In this section, the organisational and research context for the study, the objectives of the research and rationale for conducting the research are outlined. A brief overview on the key theories and models on change communication that were utilised in the study are discussed and definitions of important terms are presented. The research methodology is also described which includes an explanation on the evaluation research approach utilised as well as the use of both qualitative and quantitative data in the study. In addition, the results are presented from the research conducted based on three data collection methods: document analysis, semi-structured interviews and survey. The results are then analysed and discussed in relation to the literature reviewed on change communication. Recommendations are made on improvements that can be made to the change communications to ensure the sustainability of the change.

1.2 RESEARCH CONTEXT

Historically, companies regarded green buildings as interesting but unfeasible experiments (Lockwood, 2006: 130). Now, a large number of Fortune 500 corporate headquarters are green buildings, as companies realise that conventional buildings result in wasteful spending and inefficiencies (von Paumgarten, 2003: 27-28).

Barclays Africa Group was formed in July 2013, when Barclays Bank PLC increased its stake in ABSA Group Limited from 55.5% to 62.3% (Barclays Africa, 2014a: 1). The deal resulted in a combination of ABSA Group Limited and Barclays' African operations, making it one of Africa's major financial service providers (Barclays Africa, 2014a:1; Barclays Africa, 2014b:1). In addition, the name of the organisation was changed from ABSA Group Limited to Barclays Africa Group Limited (Barclays Africa, 2014b:1). In 2006, the organisation also heeded the call for going green and commenced a R1.8bn project to build its first green building (Murray and Roberts, 2010: 1; Sander, 2013: 225-226).

The building, Barclays Towers West, which is one of the eight buildings at the organisation's head office in Johannesburg was designed based on global best

practices (Murray and Roberts, 2010: 1). It was built as a demonstration of the organisation's commitment to sustainability and to deliver greater returns to their shareholders (ABSA, 2010a: 4; ABSA, 2011: 1; Sander, 2013: 225-226). A five-star rating from the Green Building Council of South Africa was received for the building, and it was officially opened in July 2011 by then Minister of Finance Pravin Gordhan with both employees and contract workers occupying the building (ABSA, 2010b: 4, ABSA, 2010c: 4; ABSA, 2011: 1). Some of the key green features of the building include a grey-water system which is able to recycle 43m³ of used water a day, a highly energy efficient lighting system, an advanced heating, ventilation and cooling system, gas generators to reduce peak energy consumption and cut CO² emissions by an estimated 19 000 tons a year as well as the use of environmentally friendly building materials such as sustainable local timber (Sander, 2013: 236-237).

Change management for those moving into the building is important as studies indicate that approximately seventy percent of organisational change initiatives fail (Pellettiere, 2006: 38). As a result, organisations that want to succeed must have the ability to manage changes being implemented (Schein, 1996, cited in Desplaces, 2005: 25). In addition, most organisations focus on the implementation of projects and excel at developing and implementing the change plan (Edgelow, 2012: 5; Merrell, 2012: 22). However, many make the mistake of assuming that the "finish line is at the end of the project" (Merrell, 2012: 22; Edgelow, 2012: 5). Best in class organisations focus on ensuring that change sticks to achieve the envisioned benefits (Merrell, 2012: 22; Maurer, 2005: 30). In order to assist organisations, a number of models have been developed for planned change based on Lewin's (1947) three step change model which indicates the steps required to ensure the success of a change initiative (Bouckennooghe, 2010: 514). A common thread in all the models is an emphasis on the importance of change sustainability which is the third step of the Lewin model called "refreezing" (Burnes, 2004a: 313). Lewin included the step in the model as he recognised that change could be short-lived and that it is important to stabilise the group once the change has been implemented to ensure that they do not revert back to their old behaviours (Burnes, 2004b: 985).

A key enabler for successful change sustainability is effective change communication, as without it “change management fails” (Barrett, 2002: 219). Engaging communication involves the effective exchange of information between the stakeholders impacted by a change and those who have to implement it (Edgelow, 2012: 6). It needs to educate stakeholders on the change by using clear and consistent messages, motivate support for the change, minimise misunderstandings and align stakeholders behind the company’s strategic and overall performance improvement goals (Barrett, 2002: 220). Due to the increasing demand for green buildings by companies and the challenge of change management and specifically change communication for change sustainability; the purpose of the study was to conduct an evaluation on the effectiveness of the change communications distributed to the occupants of Barclays Towers West after the move into the building in ensuring the sustainability of the change. In addition, recommendations are made to improve the change communication to the building occupants to ensure the sustainability of the change and for future moves to green buildings.

1.3 LITERATURE REVIEW

In this section, the definitions are presented of important terms utilised in this study as well as a brief overview of the key theories and models on change communication that formed the theoretical base for this research.

1.3.1 DEFINITION OF IMPORTANT TERMS

Change sustainability in this study refers to ensuring that the new working methods and performance levels persist (Buchanan, Fitzgerald, Ketley, Gollop, Jones, Lamont, Neath and Whitby, 2005: 190). This is achieved when the thinking and attitudes of those impacted are fundamentally altered, and the systems surrounding them are transformed (Buchanan *et al.*, 2005: 190).

Communication in this study refers to the “process of transferring thoughts and ideas from one person to another” to ensure that people understand a change, for their buy-in to be obtained and to change their behaviour (Hamilton, 2008: 5; Barrett, 2002: 219-220). In essence, it entails sharing information with a number of people while avoiding misunderstandings (Hamilton, 2008: 5)

1.3.2 KEY THEORIES AND MODELS OF CHANGE COMMUNICATION

The following key theories and models have formed the theoretical base on change communication for this study:

Communication Theory

It indicates the important communication elements that determine the quality and effectiveness of communication (Gillard and Johansen, 2004: 26). The communication process involves a source or sender encoding a message which is transmitted to a receiver utilising a specific channel or medium (Shrivastava, 2012: 11). When the message is received by the receiver, a decoding process occurs which is influenced and affected by barriers or noise in the communication process. This can be due to several problems arising from the sender or receiver (Shrivastava, 2012: 11-17).

Armenakis, Harris and Field Model

The model is based on Lewin's (1947) three step change model and defines five components that should be incorporated in change messages for change readiness, adoption and change sustainability to be achieved (Neves, 2009: 217). The five components are:

1. *Discrepancy*

Discrepancy captures the sentiment that a need for change exists (Armenakis, Holt, Harris and Field, 2007: 276). It is important that information provided explains why an organisational change is needed (Rousseau and Tijoriwala, 1999, cited in Armenakis *et al.*, 2007: 276).

2. *Appropriateness*

In addition to believing a discrepancy exists, if stakeholders are to support a change, they must also believe that the specific organisational change being proposed will effectively address the discrepancy (Armenakis *et al.*, 2007: 276). They must believe that the proposed or implemented change is/was the correct one for the present situation of the organisation (Armenakis *et al.*, 2007: 276).

3. Efficacy

It is the confidence in one's personal and organisational abilities to successfully implement the organisational change (Armenakis *et al.*, 2007: 277). It is the belief that "we can do this" (Bernerth, 2004: 41). Stakeholders must feel that success is possible for them to be motivated to support a change (Armenakis *et al.*, 2007: 277).

4. Principal Support

It is the belief that key organisational members such as change agents, line managers and colleagues demonstrate that they support the organisational change and are motivated to see it through to success (Armenakis *et al.*, 2007: 277-278). Support for change is undermined if it is perceived that key organisational members are not serious about fully supporting the change implementation (Armenakis *et al.*, 2007: 278).

5. Valence

Valence refers to the perceived personal benefit (or personal loss) one may reasonably expect as a result of an organisational change and addresses the "what's in it for me" sentiment (Armenakis *et al.*, 2007: 278). If organisational members do not see the personal benefit to them, they simply will not "buy in" to the change (Bernerth, 2004: 44-45).

To maximise organisational member commitment, organisations and change agents need to clearly and effectively communicate the five message components (Bernerth, 2004: 46). Resistance may develop when organisational members feel one or more of the message components has not been communicated adequately (Bernerth, 2004: 46).

Barrett Model

It is a model which provides an analytical tool to assess and improve employee communications (Barrett, 2002: 219). It captures the major components of employee communications (Barrett, 2002: 221).

The components are strategic objectives, supportive management, targeted messages, effective media/forums, well positioned communication staff, on-going assessment and integrated processes (Barrett, 2002: 221 - 222). Barrett emphasises that meaningful communication accomplishes two primary objectives: informs and educates

stakeholders at all levels about the company's strategy and motivates them to support the strategy and the performance goals (Barrett, 2002: 220). In addition, effective communication during major change needs to have five primary goals: ensure clear and consistent messages to educate stakeholders in the company vision; strategic goals and what the change means to them; motivate stakeholder support for the company's new direction; encourage higher performance and discretionary effort; limit misunderstandings and rumours that may damage productivity and align stakeholders behind the company's strategic and overall performance improvement goals (Barrett, 2002: 220). The strategic employee communication model and change communication approach are designed to accomplish these goals (Barrett, 2002: 220).

The change communication theories and models have some common elements and similarities and some unique elements. All the elements of the models and theories were used as the theoretical base for this study and to evaluate if the change communications sent to the occupants of Barclays Towers West after the move have been effective in sustaining the change.

1.4 RESEARCH METHOD

An evaluation research approach was used as it is an analytical method that aims to evaluate a programme compared to a set of explicit or implicit standards in order to improve the programme and generate knowledge (Weiss, 1998: 4; Powell, 2006:102). Both qualitative and quantitative data was collected. Qualitative data was collected by collecting documentation and conducting semi-structured interviews. Quantitative data was collected by conducting a survey.

In terms of the document analysis, after move communications and artefacts, the move project documentation and meeting presentations regarding the building and the move were collected and analysed. The qualitative data was analysed to understand the objectives Barclays Africa had for the building and move, the change communication approach and the change messages communicated to sustain the change. The analysis was used to determine the questions for semi structured interviews.

One on one interviews were conducted with the Facilities Head, one of the Floor Managers, the Communications Manager currently responsible for communicating to

occupants and the Move Project Change Management Team who were responsible for the change management for the initial move into the building. The purpose of the interviews was to obtain more clarity on the change communication approach before and after the move, the change impact for occupants moving into the building, and the successes and challenges experienced to date in terms of meeting the objectives of the move by using change communication. Qualitative data was used to determine the questions for the survey questionnaire.

In terms of the survey, an online survey tool was used to administer a predominantly closed-end questionnaire. An invite to participate in the survey was emailed to all 2446 building occupants with a link to the online questionnaire. The quantitative data was analysed using descriptive statistical analysis to evaluate the effectiveness of the change messages communicated after the move in ensuring change sustainability.

Respondents were selected to complete the survey based on them being occupants of Barclays Towers West. An email indicating the importance of the survey, and a link to the online questionnaire was sent to all 2446 building occupants requesting their participation. A reminder email was also sent to the building occupants after the initial email. A minimum response rate of 10% was expected. In total 283 responses were received which represented an 11.57% response rate.

1.5 RESULTS

In this section, the results from the research conducted are presented on the evaluation of the change communications distributed after the move into Barclays Towers West in sustaining the change. As three data collection methods were utilised in the study, the results are divided into the following three sections to analyse the data obtained: document analysis, semi-structured interviews and the survey.

1.5.1 DOCUMENT ANALYSIS RESULTS

After move communications and artefacts, the move project documentation and meeting presentations regarding the move were collected and analysed. The document analysis of the qualitative data collected helped in understanding the objectives Barclays Africa had for the move, the change impact for building occupants, the change communication

approach and the change messages communicated to sustain the change. The analysis was used to determine the questions for the semi structured interviews. The findings from the document analysis are below:

1.5.1.1 Objectives for building Barclays Towers West and moving occupants

Barclays Towers West was built as a demonstration of Barclays Africa's commitment to sustainability and corporate responsibility, as well as to reduce its reliance on energy from Eskom and reduce the organisation's CO² emissions (ABSA, 2014a:1; ABSA, 2014b:1).

1.5.1.2 Change impact for Barclays Towers West occupants

The occupants of Barclays Towers West experienced the following key differences from a conventional office building due to it being a green building:

- Teleconferencing and video conferencing facilities are available in the meetings rooms. This enables occupants to have meetings with individuals in various locations without travelling and reduces the carbon footprint of the organisation (ABSA, 2010e: 5).
- Recycling is encouraged in the building, with occupants not having bins at their desks, and using the recycling stations which are available on every floor with specific bins for cans, plastics, general and paper (ABSA, 2014c: 1).
- Paper wastage is discouraged in the building as occupants do not have printers at their desks but use centralised printers located in the pause areas (ABSA, 2010b: 6). The follow-you printing technology requires them to enter a pin to release printed documents which eliminates the problem of documents being printed and not collected (ABSA, 2010b: 6). In addition, the limited storage space allocated to occupants discourages them from printing and storing large volumes of paper (ABSA, 2010e: 9). Smart Boards are available in some of the meeting rooms which are touch screens with digital ink enabling occupants to write on the boards. This content can be saved and easily shared which results in flip charts and the use of paper being eliminated (ABSA, 2010b: 10).

- An energy centre is available in the building which has an innovative gas powered turbine generator. It results in a reduction in emissions of 19,000 tons of CO² per annum and reduces the dependence on Eskom for electricity (ABSA, 2014d: 1).
- A grey water system is available in the building which has the capacity of recycling and purifying 43,000 litres of water per day (ABSA, 2014e:1).
- The design of the building results in large amounts of natural lighting and energy saving as the light fittings are fitted with motion sensors and daylight dimmers in order to save energy (ABSA, 2010d: 1).
- The centrally controlled air conditioning system enables optimised fresh air delivery consistently throughout the building during working hours and economy settings in the evenings (ABSA, 2014f:1).
- Occupants are encouraged to use modes of transport that reduce carbon emissions with specific parking bays allocated for Hybrid vehicles which need an electrical point as well as motorbikes and bicycles (ABSA, 2014g:1).

1.5.1.3 Change communication approach and messages post the move into Barclays Towers West

A heavy reliance has been placed on communicating to occupants using email communications and notices put up in the pause areas, toilets and next to the lifts in the building after the move. It was found that a large number of the communications to occupants are focused on operational matters such as planned maintenance, facilities not working and events that will be taking place in the building. The communications are rarely focused on communicating to the occupants regarding the green building aspects and educating them on such aspects.

The following topics related to Barclays Towers West being a green building are typically communicated using the email communications and notices put up in the pause areas, toilets and next to the lifts:

- Promoting the facilities available and guidelines on using the facilities
- Informing occupants of sustainability campaigns and encouraging participation
- Informing occupants of the names and contact details of the Floor Managers for assistance required

A Barclays Towers West intranet site has been created, and the following topics related to Barclays Towers West being a green building are typically communicated:

- Informing occupants of the names and contact details of the facilities management team for assistance required
- Informing occupants of the building rules and required behaviour
- Promoting the facilities available

In the above section, the document analysis results were outlined. Insight was provided on the rationale and objectives for Barclays Africa building Barclays Towers West as a green building. In addition, the change impacts for occupants were explained and the change communication approach and messages after the move were described. The qualitative data from the document analysis was used to determine the questions for the semi-structured interviews. This enabled gathering of additional qualitative data. The results from the interviews are outlined in the section below.

1.5.2 SEMI-STRUCTURED INTERVIEW RESULTS

In this section, the results are presented from the one on one interviews that were conducted with the Facilities Head, a Floor Manager which is a contract worker specifically employed for the day to day maintenance of specific floors in the building and reports to the Facilities Head, the Communications Manager and the Move Project Change Management Team who were responsible for the change management before the initial move into the building. Each interview participant is labelled by a number in the results, e.g. “participant one”. The labelling is done as the interview participants were assured that their responses would be anonymous. The results complement the data obtained from the document analysis and provide additional qualitative data on the change impact for the people who moved into the building, the change communication approach before and after the move and the successes and challenges experienced to date in terms of meeting the objectives of the move by using change communication.

In addition to the data analysis results, the change communication frameworks which form the theoretical base of the study: communication theory, Armenakis, Harris and Field (2007) Model, and the Barrett (2002) Model were used to determine the interview questions. The questions were open ended and designed to obtain as much qualitative

data from the interview participants as possible. The results from the semi-structured interviews are below:

1.5.2.1 Service duration and handover

In line with the emphasis in the literature reviewed on the challenge of sustaining change, the service duration and handover provided to those interviewed indicates that those who begin a change journey will not always be in place for the full duration of the journey to ensure that the envisaged benefits are realised. Participant one had only been in the position for a month when interviewed and indicated that no handover was done, as the previous incumbent left three months before she joined. Participant two and participant three had been in their positions since 2014 with one receiving a comprehensive handover and the other receiving a handover, but it was not comprehensive.

1.5.2.2 Rationale and objectives for Barclays Africa Group building a green building

All the interview participants were aware of the rationale and objectives for Barclays Africa constructing a green building. Participant two indicated that it was to “reduce the total carbon footprint of the Barclays Africa Group and to ensure cost savings”. Participant one added that it was done to “be a sustainable business in terms of the natural environment”. Participant three emphasised that the bank was aligning to the “way of the future” by going green and that the Banking industry as a whole in South Africa was heading in that direction as the other Banks also have green buildings.

The interview participants indicated that the intended objectives are being achieved in the area of cost savings with electricity being one of the biggest cost savings. In terms of the environmental aspect, the participants highlighted that the objectives are being met as water is recycled, and there is full recycling in the building. In addition, participant two indicated that in 2013 Barclays Africa reduced its total carbon footprint by 38,349 tCO₂e and the South African operations saved 20,000,000kWh with Barclays Towers West being a major contributor to the savings. However, participant one highlighted that the toilets constantly get blocked because people flush down the hand towels as it appears that they are not aware that it should not be done. Participant three

added that although the recycling aspect is progressing well, some of the occupants do not seem to be aware of how to sort their rubbish correctly into the correct recycle bins. As a result, two people have been employed full time to sort the items in the recycle bins correctly before the items are sent to a recycling company.

Participant three indicated that clarity is currently being sort on the full commitment that was made by the Barclays Africa leadership in terms of the green standards of the building which results in Facilities Management not being in a position to fully determine whether the intended green standards are indeed being achieved.

1.5.2.3 Differences between Barclays Towers West and a conventional office building

According to the interview participants, the key difference between Barclays Towers West and a conventional office building is the environmental focus of the building which includes reducing carbon emissions and energy usage. The participants added that recycling is a key feature of the building and is encouraged with recycling bins in place. The use of paper is minimised according to participant one due to the printers only being available in the pause areas and not at people's desks. In addition, printing is only released when a person puts in a pin therefore people printing and not collecting their printing is avoided. Some of the features of the building are only in place because it is a green building according to participant three like the energy centre and grey system. In addition, the lighting in the building has sensors, resulting in it switching on and off based on motion according to participant three.

1.5.2.4 Benefits for Barclays Towers West occupants

Participant one indicated that the occupants of Barclays Towers West benefit from not having water shortages due to the grey water system and not having electricity shortages due to the energy centre. Participant two added that they benefit from being part of a great initiative as "we assisted the national energy provider through an initiative where power that is not utilised by us during peak times, is diverted to more than 5 200 households across the country." Participant three indicated that they believe that the occupants are not aware of the benefits of occupying the building and they are not "big on saving the environment and that is what a green building is about".

1.5.2.5 Communication responsibility before and post the move into Barclays Towers West

Participant four indicated that the Move Change Management Team made up of only external consultants was responsible for all the change management aspects of the move project including communications to the people that were moving into the building. However, participant four highlighted that Barclays Africa Senior Management and move champions that were identified across the teams that were moving were also involved in communicating to those who were moving. Participant two explained that one of the Barclays Africa Communications Managers became responsible for communicating to the occupants after the move. Participant one indicated that the Facilities Management team cannot send communications directly to the building occupants as per the current communication process. Participant one explained that a long winded process is in place where a number of stakeholders need to be engaged regarding the communication requirements before the Communications Manager is asked to communicate. Participant one indicated that the Floor Managers have relationships with people on their floors and share messages with them verbally.

1.5.2.6 Effectiveness of the communications before the move into the building in preparing staff for the move

Participant four explained that before the move, the Move Change Management Team used special branding for all move communications with sustainability as a theme for the communications and had an intranet site. According to participant four, the team created “funky communications” such as post cards and desk drops like trees to grow and notepads made of recycled paper; email communications were distributed and the communications were followed by the funky communications which had a summary of what was communicated; this was done as people do not always read formal email communications; as a result it was important that the communications were interesting and short to get people to read them; a fair also took place before the move with stands covering every aspect of the change and sustainability experts were available to answer questions. Participant four also added that competitions were run; a guided tour of the building was provided and training took place on using the building features; in addition, a phone call was made to each and every person that was going to move to ensure that

they were ready for the move. The change readiness assessment before the move indicated that the communications were effective and buy-in was obtained. Participant four indicated that a key lesson learnt was that Senior Management cannot be expected to filter messages and communicate down.

1.5.2.7 Communication channels utilised to communicate to the occupants of Barclays Towers West after the move into the building to sustain the change

Participant two indicated that the following internal communications channels are available for communicating to Barclays Africa employees and contract workers:

- Newsflash messages which are email communications sent directly to stakeholders based on the relevance of the message
- The Beat Magazine which is a bi-monthly colleague magazine that is distributed to stakeholders across Africa
- 'Go-To' Show which is a TV broadcast to all employees and contract workers across Africa
- MySite which is an internal employee and contract worker "Facebook"
- Barclays Africa Intranet Site which is available to all employee and contract workers across Africa
- Town Halls which are face to face sessions with stakeholders where information is shared that is relevant to the audience.

Of the above available communication channels, participant two indicated that the newsflashes and the 'Go-To' show are currently the main channels being used to communicate to the occupants of Barclays Towers West to sustain the change.

1.5.2.8 Effectiveness of the communications post the move into the building in sustaining the change

Participant two indicated that regular surveys are conducted to obtain feedback on whether messages communicated have been understood as intended and to determine the effectiveness of the communications after the move into the building. Participant two strongly believed that the communications sent to the occupants after the move into

Barclays Towers West have been effective in sustaining the change and that the communications “have not been ineffective in any way”.

1.5.2.9 Ineffectiveness of the communications post the move into the building in sustaining the change

The perceptions of participant one and participant three were significantly different to those of participant two. The interview participants indicated that they were of the opinion that the communications after the move into the building had not been effective. Their opinion was based on the observation that “people are not adhering to the behaviour required; they just do what they want.” The interview participants added that it appears that they have gone back to their behaviour before the move into the building. They highlighted that the building rules had to be reinforced as the building was “not as green as it should be.” Participant three indicated that the communication team and Floor Managers do not understand the green building concept fully and they “should be educating people.” Participant three added that the Floor Managers are currently “doing a lot of reading”; in addition, the occupants do not read the communications that are emailed and delete important messages. Participant three also explained that the Floor Managers have to walk around with printed copies of the communications to have something to show people when they say that they are not aware of something that was communicated and then complain. Occupants also do not watch the “Go-To” show added participant one.

Participant three highlighted that a key gap was in the communications for people moving into the building, as there is no induction or communication regarding the building. Participant three added that “if you don’t grab them when they move in, they are not clear on what is expected of them”; the participant also indicated that the Facilities Management team is too short staffed and not skilled to close the gap; if there is an induction, people will understand the building features and facilities and what is expected of them.

Participant one indicated that some of the building features such as the Smart Boards are not being used; the communications should be more face to face where line managers meet with direct reports and share information regarding the building. This

will give them the opportunity to ask questions and line managers to determine if people understand the messages.

1.5.2.10 Line managers and senior management behaviour post the move

Participant one indicated that some of the Line Managers are the “guilty parties” as they break the building rules. They are not “walking the talk” and therefore influencing staff added participant one. A key example provided by participant one was regarding people move into the building. When a new person moves into the building, the moves team needs to be informed as they manage the building occupancy. A current issue is that Line Managers are not informing the moves team of people moving in. It may result in the building going overcapacity and everything in the building being affected including the air conditioning, printing and toilets according to participant one. In terms of the Senior Management, participant three indicated that those who moved into the building when it opened and got “a full run down of how the building operates” are okay but those that moved in afterwards do not understand the rationale for why they cannot do certain things and have difficulty with adhering to the building rules and behaviour required. Both participant one and participant three emphasised that the Facilities Management team is dependent on the Line Managers and Senior Management to support them in ensuring occupants adhere to the building rules.

1.5.2.11 Enquiries or assistance required by Barclay Towers West occupants

Participant one indicated that the building occupants know who their Floor Managers are and how to contact them as they walk around and introduce themselves; however in some instances the notices in the pause areas with the Floor Manager details are out-dated and still have the details of the previous incumbents. Participant one and participant three indicated that the occupants contact the Facilities Management team regarding air conditioning issues, blocked toilets and storage space not being sufficient but “going green means we should not be printing but people want storage space” commented participant three.

In the above section, the semi-structured interview results were outlined. The service duration and handovers in the communication and facilities management teams were outlined. The rationale and objectives of building Barclays Towers West as a green

building were explained from the perspective of the participants as well as their assessment on whether the objectives are being achieved. An explanation of the difference between Barclays Towers West and a conventional office building as well as the benefits for the occupants was provided from the perspective of the participants. An indication was provided of the parties responsible for developing and distributing change communications before and after the move into the building. The channels available and those used after the move were described as well the assessment by the participants on the effectiveness and ineffectiveness of the change communications. In addition, the behaviour of the line managers and senior management after the move into the building was explained. Finally, the enquiries and assistance required by the occupants after the move was highlighted. The qualitative data from the semi-structured interviews was used to determine the questions for the survey which was used to gather quantitative data on the effectiveness of the change communications after the move.

1.5.3 SURVEY RESULTS

In this section, the results are presented from the survey completed by the occupants of Barclays Towers West on change messages communicated after the move in sustaining the change.

The quantitative data was analysed using descriptive statistical analysis to evaluate the effectiveness of the change messages communicated in ensuring change sustainability after the move. The change communication frameworks which form the theoretical base of the study: communication theory, Armenakis, Harris and Field (2007) Model, and the Barrett (2002) Model were used to determine the survey questions and analyse the results.

1.5.3.1 Results from survey

In this next section, the survey results are presented. The data was analysed and interpreted according to the survey questions (please refer to appendix A for the survey questions).

1.5.3.1.1 Building Occupation Period

Figure one below indicates the percentage of survey respondents that moved into the building when it was opened in 2011 and those who moved in after the opening of the building in 2011. The results show that 21.79% of the respondents moved into the building in 2011 when it was opened, and 78.21% of the respondents moved in after the building was opened in 2011.

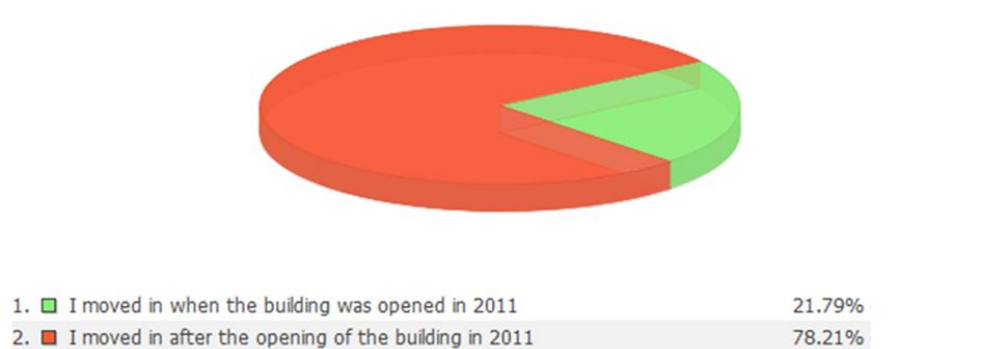


Figure 1: Building Occupation Period

The result is significant as most of the respondents moved in after the initial move into the building and did not benefit from the change management efforts during the move project. In addition, the majority of the respondents have worked for Barclays Africa for 0 – 2 years (29.18%), followed by an equal number of respondents that have worked for the organisation for 2 – 5 years and 5 – 10 years (23.49%), followed by those that have worked for the organisation for 10 – 20 years (14.95%) and finally the least number of respondents have worked for the organisation for over 20 years (8.9%).

1.5.3.1.2 Move information

The respondents were asked to indicate the information that was shared with them when they moved in to Barclays Towers West.

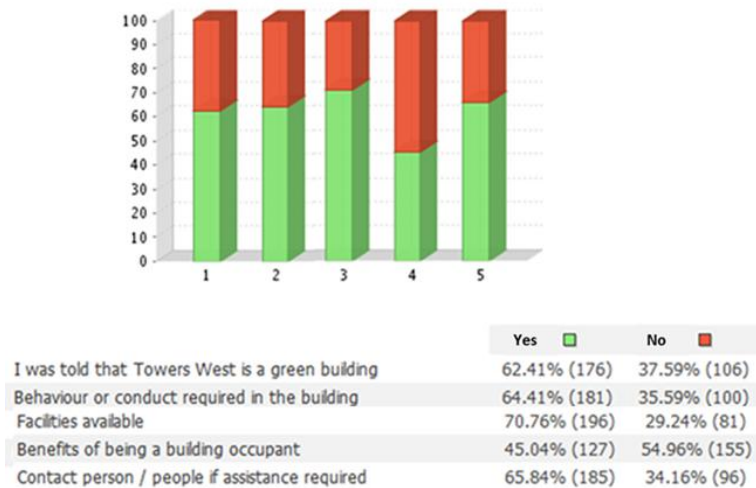


Figure 2: Move Information

Figure two above indicates the information possibly shared with occupants and the percentage of survey respondents that received the information and those that did not receive the information. The results show that 62.41% of the respondents were informed when moving in that Barclays Towers West is a green building, 64.41% were informed of the behaviour or conduct required in the building, 70.76% were informed of the facilities available, only 45.04% were informed of the benefits of being an occupant of the building, and 65.84% were informed of the person to contact if they required assistance. In addition, the respondents indicated that the information was shared largely by their colleagues, line manager and moves team. Some respondents indicated that they received a welcome pack, and others indicated that the information was shared by their Floor Manager. A small percentage of the respondents received the information from HR. A few respondents indicated that the information was obtained from the intranet, by finding their way around, as a result of internal communications, during a guided tour of the building, notices on the wall and information from Personal Assistants.

1.5.3.1.3 Rationale for building Barclays Towers West

The respondents were asked to agree or disagree with the statement: "I understand why Barclays Towers West was built as a green building."

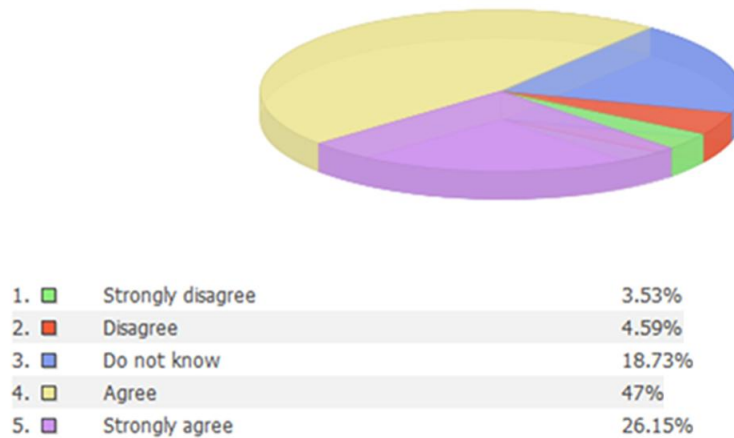


Figure 3: Rationale for Building Barclays Towers West

Figure three above indicates the percentage of survey respondents that agreed or disagreed with the statement regarding understanding the rationale for Barclays Towers West being built as a green building. The results show that the highest numbers of respondents (73.15%) agree or strongly agree with the statement, while 26.85% of the respondents do not know, disagree or strongly disagree with the statement.

1.5.3.1.4 Difference Between Barclays Towers West and conventional buildings

The respondents were also asked to agree or disagree with the statement: “I understand how Barclays Towers West, as a green building, is different from a conventional office building”

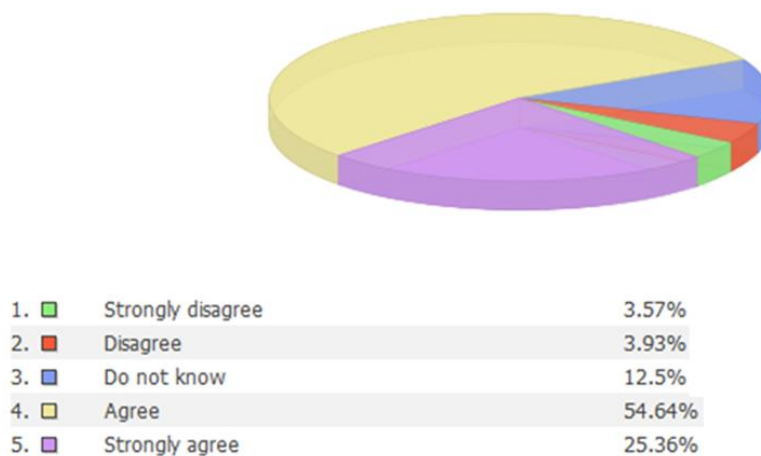


Figure 4: Difference between Barclays Towers West and Conventional Building

Figure four above indicates the percentage of survey respondents that agreed or disagreed with the statement regarding understanding the difference between Barclays Towers West and a conventional building. The results show that the highest numbers of respondents (80%) agree or strongly agree with the statement. The result is interesting as it correlates with the high number of respondents understanding why Barclays Towers West was built as a green building. 20% of the respondents do not know, disagree or strongly disagree with the statement.

1.5.3.1.5 Appropriateness of building Barclays Towers West

The respondents were also asked to agree or disagree with the statement: “I believe that building Barclays Towers West as a green building was appropriate for our organisation”

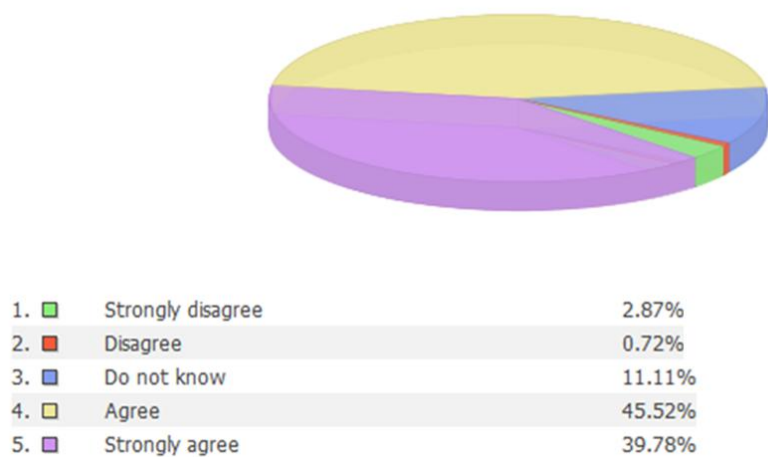


Figure 5: Appropriateness of building Barclays Towers West

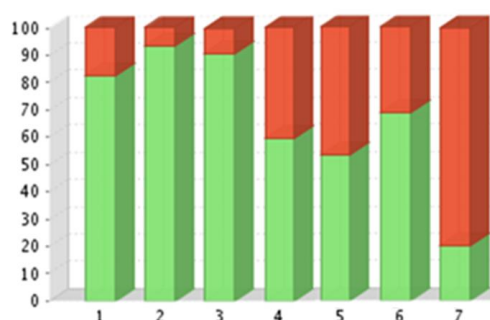
Figure five above indicates the percentage of survey respondents that agreed or disagreed with the statement regarding their belief that it was appropriate to build Barclays Towers West as a green building. The results show that the highest numbers of respondents (85.3%) agree or strongly agree with the statement, while 14.7% of the respondents do not know, disagree or strongly disagree with the statement.

1.5.3.1.6 Awareness of Barclays Towers West features and facilities

The respondents were asked to indicate if they were aware of the following regarding Barclays Towers West:

- It is a five star green building

- The building has an energy efficient lighting system with sensors to save energy
- The air conditioning system is centrally controlled
- The building has a gas powered turbine generator that can provide electricity to the whole campus, reducing the dependency on Eskom and reducing energy costs
- The building has a grey water system that recycles water
- Some of the meeting rooms in the building have touch screen Smart Boards which operate as white boards or electronic flip charts
- Parking bays are available for hybrid vehicles that need electrical points



	Yes	No
It is a five star green building	82.33% (233)	17.67% (50)
The building has an energy efficient lighting system with sensors to save energy	93.64% (265)	6.36% (18)
The air conditioning system is centrally controlled	90.39% (254)	9.61% (27)
The building has a gas powered turbine generator that can provide electricity to the whole campus reducing the dependency on Eskom and reducing energy costs	59.36% (168)	40.64% (115)
The building has a grey water system that recycles the water used from the health and fitness centre showers to flush the toilets in the building	53.36% (151)	46.64% (132)
Some of the meeting rooms in the building have touch screens Smart Boards which operate as white boards or electronic flip charts	68.55% (194)	31.45% (89)
Parking bays are available for hybrid vehicles that need electrical points	19.79% (56)	80.21% (227)

Figure 6: Awareness of Barclays Towers West Features and Facilities

Figure six above indicates key features and facilities of the building and the percentage of survey respondents that were aware and unaware of the key features and facilities. The results show that more than half (50%) of the respondents were aware of most of the features and facilities of the building. One feature, the availability of parking bays for hybrid vehicles was not known by a large majority of the respondents (80.21%). Only about half of the respondents (59.36% and 53.36%) were aware that the building has a gas powered turbine generator and a grey water system.

1.5.3.1.7 Use of building features and facilities

The respondents were also asked if they use the Smart Boards and recycling areas next to their desks and at the pause areas. Only 45.58% of the respondents use the Smart Boards in some of the meeting rooms. However 97.53% of the respondents use the recycling areas next to their desks, and 97.17% use the recycling areas in the pause areas. The reasons cited for not using the facilities and features of the building were: Smart Boards cited as difficult to use or people not understanding what the boards can be used for.

1.5.3.1.8 Benefits for Barclays Towers West occupants

The respondents were also asked to agree or disagree with the statement: “I understand the benefits to me as an occupant of Barclays Towers West”

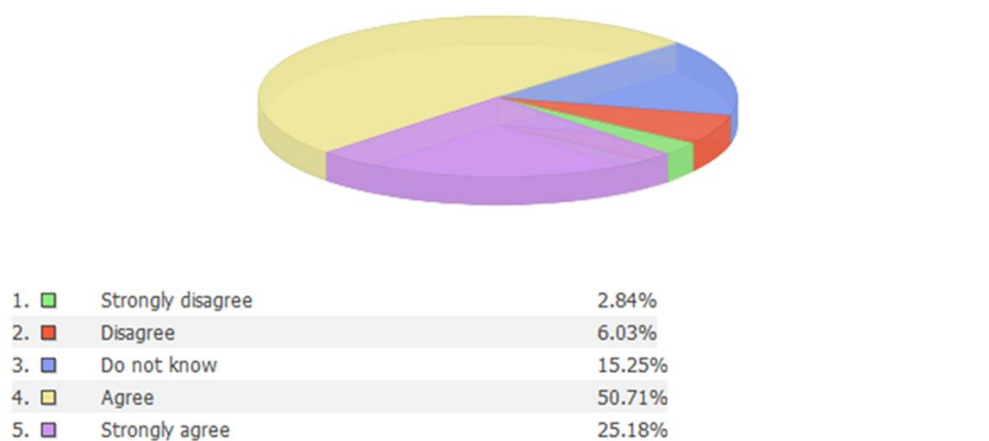


Figure 7: Understanding Benefits for Barclays Towers West Occupants

Figure seven above indicates the percentage of survey respondents that agreed or disagreed with the statement regarding understanding the benefits to them as occupants of Barclays Towers West. The results show that 75.89% of the respondents agree or strongly agree with the statement. When the respondents were asked to agree or disagree with the statement: “I enjoy working in Barclays Towers West”, 93.26% of the respondents agreed or strongly agreed with the statement.

1.5.3.1.9 Understanding and adhering to Barclays Towers West required behaviour

The respondents were also asked to agree or disagree with the statement: “I understand what is required from me as an occupant of Barclays Towers West in terms of behaviour, conduct and the building rules”

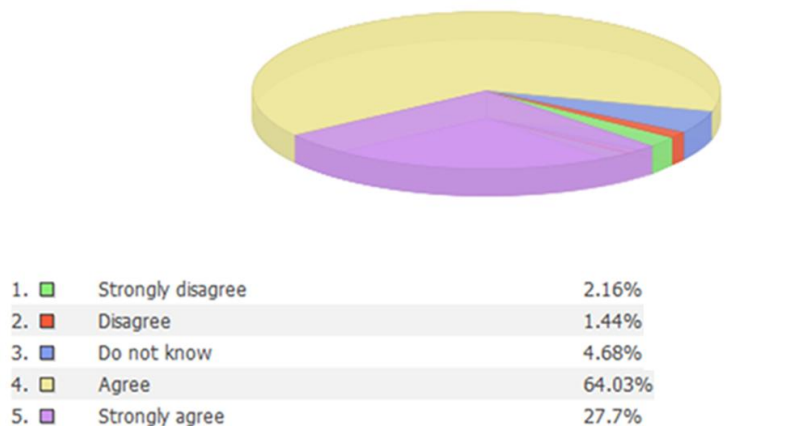


Figure 8: Understanding Barclays Towers West Required Behaviour

Figure eight above indicates the percentage of survey respondents that agreed or disagreed with the statement regarding understanding the behaviour required of them as occupants of Barclays Towers West. The results show that 91.73% of respondents indicated that they agree or strongly agree with the statement. In addition, when asked if they adhere to the minimal paper usage building rule, 81.56% of the respondents indicated that they do adhere to the rule.

Asked whether they to agree or disagree with the statement: “Most of my colleagues understand what is required from them as occupants of Barclays Towers West in terms of behaviour, conduct and the building rules”,

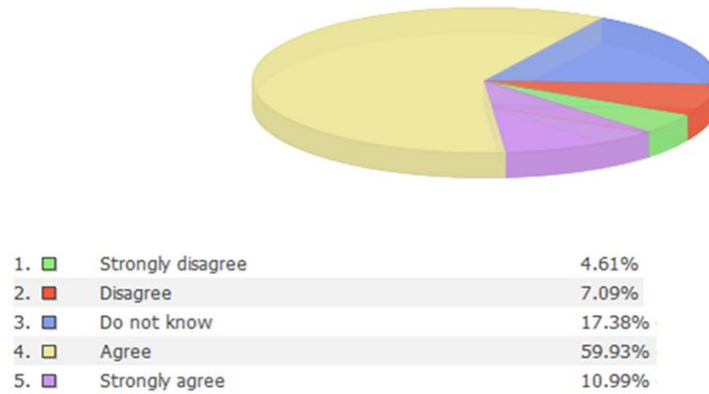


Figure 9: Colleagues' Understanding Barclays Towers West Required Behaviour

Figure nine above indicates the percentage of survey respondents that agreed or disagreed with the statement regarding their colleagues understanding the behaviour required of them as occupants of Barclays Towers West. The results show that 70.92% of the respondents indicated that they agree or strongly agree with the statement. In contrast, when the respondents were asked to agree or disagree with the statement: “My line manager is “walking the talk” in terms of the behaviour and conduct required in Barclays Towers West”, 73.76% of the respondents indicated that they agree or strongly agree with the statement. When the respondents were asked to agree or disagree with the statement: “The Senior Management is “walking the talk” in terms of the behaviour and conduct required in Barclays Towers West”, 60.57% indicated that they agree or strongly agree with the statement.

1.5.3.1.10 Ability of Barclays Towers West occupants to maintain green standards

The respondents were asked to agree or disagree with the statement: “I believe that we (the occupants of Barclays Towers West) can maintain the green standards and adhere to the requirements of Barclays Towers West”.

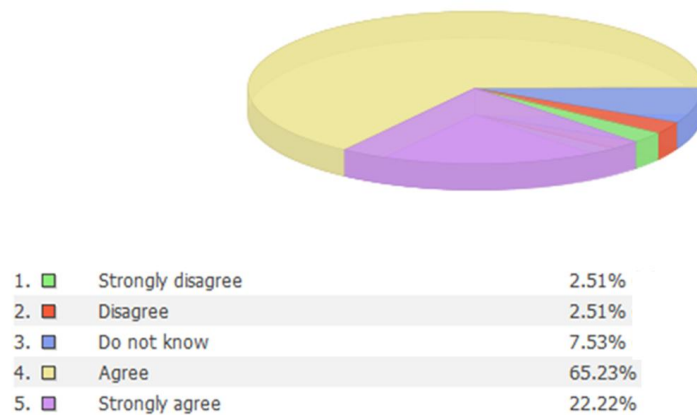


Figure 10: Ability of Barclays Towers West Occupants to Maintain Green Standards

Figure ten above indicates the percentage of survey respondents that agreed or disagreed with the statement regarding their ability to maintain the green standards of Barclays Towers West. The results show that 87.43% of the respondents agree or strongly agree with the statement.

1.5.3.1.11 Communication channels

The respondents were asked to indicate the communication channels that they currently receive information from regarding Barclays Towers West.

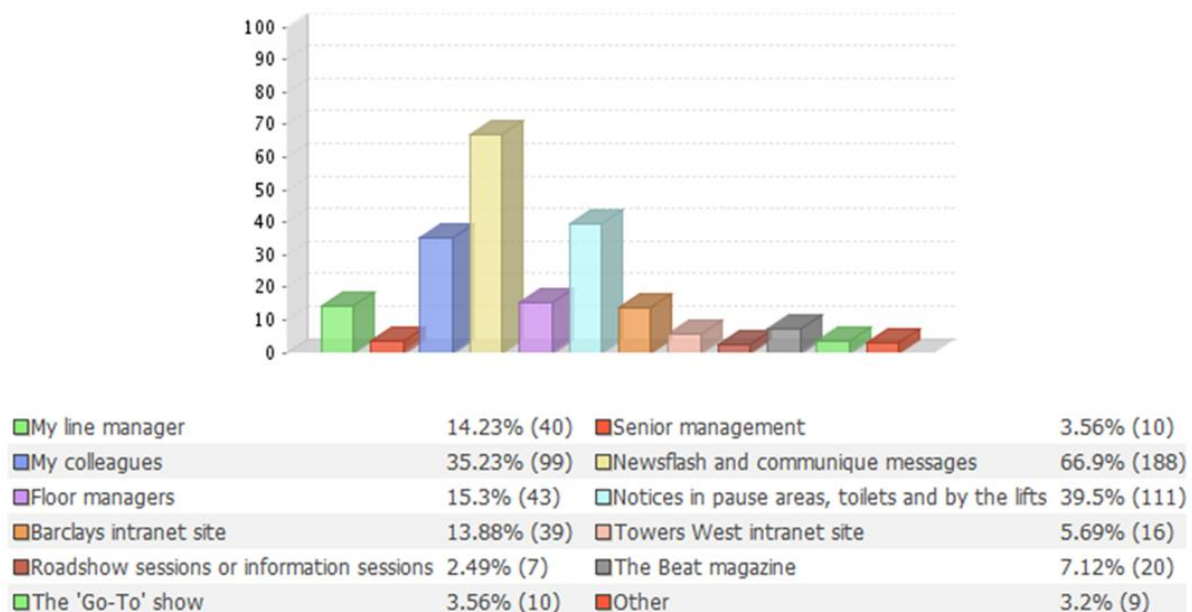


Figure 11: Current Communication Channels

Figure eleven above indicates the current communication channels available and the percentage of survey respondents that indicated that they receive information regarding the building from which channel. The results show that the highest number of respondents indicated that they receive information from the newsflash messages, followed by the notices in pause areas, toilets and at the lifts. A high percentage also indicated that their colleagues shared the information with them regarding the building. Respondents also indicated that information is received from their Floor Manager, their line managers and the Barclays intranet site. A small percentage indicated that the information is received from the Beat magazine, Towers West intranet site, senior management, the 'Go-To' show, road show sessions or information sessions and other sources which include the Facilities Management team and the COO (Operations) team.

The respondents were then asked to choose statements that best describe the communication channels in terms of the information shared about Barclays Towers West. The results are displayed in table one below. The communication channel listed under column one was ranked the highest, in column two was ranked second and column three was ranked third in terms of the statement:

Table 1: Statement Descriptions for Communication Channels

Statement	1	2	3
Information is relevant	Newsflash messages	Line Managers	Notices in pause areas, toilets and by the lifts
Information is necessary			
Information is interesting		Notices in pause areas, toilets and by the lifts	Colleagues
Channel is effective in communicating important information			Line Manager
Information is easy to understand			
Distribution of information is ideal in			

terms of reaching the necessary parties			
Channel is user-friendly			
Information is boring		The Beat Magazine	The 'Go-To' Show
Information is confusing		Colleagues	Barclays Intranet Site
Information is not necessary		The 'Go-To' Show Colleagues Notices in pause areas, toilets and by the lifts The Beat Magazine	
Information is pointless		Colleagues	The 'Go-To' Show

The respondents were also asked to indicate the communication channel through which they prefer to receive information about the building.

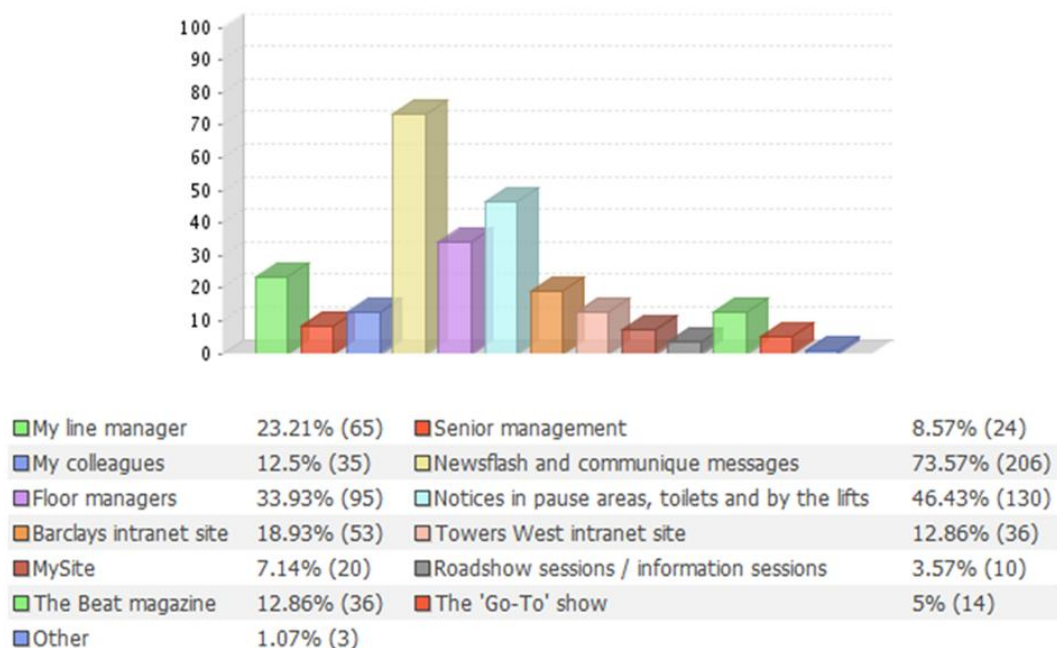


Figure 12: Preferred Communication Channels

Figure twelve above indicates the communication channels available and the percentage of survey respondents that prefer specific communication channels. The results show that the highest number of respondents would prefer to receive information

from newflash messages. A large number also indicated that they preferred the notices in pause areas, toilets and by the lifts, followed by the Floor Managers, line managers, Barclays intranet site, Towers West intranet site, the Beat magazine and then their colleagues. A small percentage of respondents indicated that they prefer senior management, MySite, road show sessions and information sessions, the ‘Go-To’ show. The other preferred channels indicated are Maria Ramos, the CEO.

1.5.3.1.12 Sentiments regarding Barclays Towers West change communications

The respondents were asked to indicate how they feel about the information that they receive regarding the building.

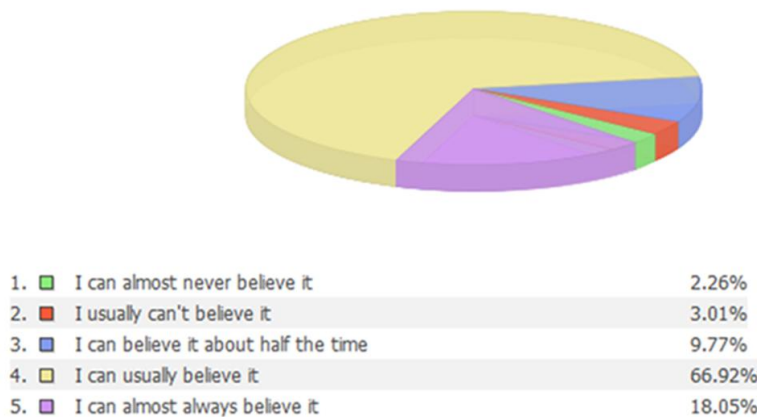


Figure 13: Sentiments Regarding Barclays Towers West Change Communications

Figure thirteen above indicates the sentiments of the occupants regarding the communications received. The results show that 18.05% of respondents indicated that they can almost always believe the information shared regarding Barclays Towers West, 66.92% of respondents indicated that they can usually believe the information, 9.77% indicated that they can only believe the information half the time, 3.01% indicated that they usually can’t believe the information shared, and 2.26% indicated that they almost never believe the information shared.

1.5.3.1.13 Barclays Towers West contacts and attention to problems, issues or concerns

The respondents were asked to indicate if they knew who to contact for information or assistance regarding Barclays Towers West.

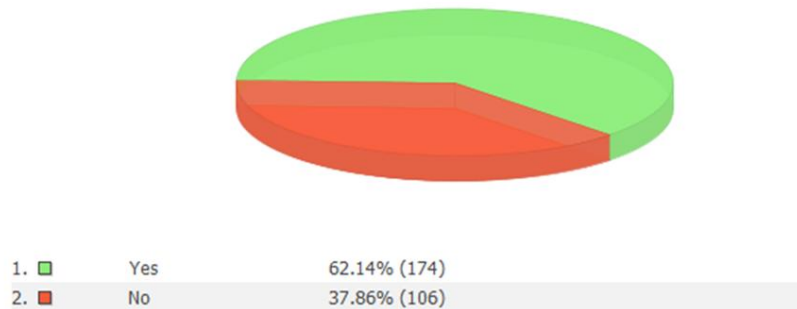


Figure 14: Barclays Towers West Contacts for Information and Assistance

Figure fourteen above indicates the percentage of survey respondents that are aware and unaware of who to contact for information or assistance. The results show that 62.14% of the respondents indicated that they do know who to contact, while 37.86% of the respondents indicated that they do not know who to contact. In addition, the respondents were asked to agree or disagree with the statement: “My problems, issues or concerns regarding the building are listened to”. Of the respondents, 40.22% indicated that they agree or strongly agree with the statement. A large percentage, 42.03% indicated that they do not know and 17.76% of the respondents indicated that they disagree or strongly disagree.

1.5.3.1.14 Recommendations for improving change communications

The respondents made the following recommendations on changes that can be made regarding the Barclays Towers West change communications:

Floor managers

A number of respondents indicated that the Floor Managers need to be more visible, easy to locate and “play more of an active role in engaging people”. One of the respondents even suggested changing the colour of their uniform. People should know who they are and how to contact them to raise issues and concerns regarding the building. Another respondent suggested that training should be provided for the Floor Managers on how to engage with people effectively.

Communication for new occupants

Another area of improvement identified was having change communication in place for occupants moving into the building to ensure that they get given “information and rules

of the building when they start working here”. Induction of new occupants was identified as a key element that is currently missing and it is important for them to know what is available in the building and how to use facilities.

Communication channels

Communicating to building occupants via SMS was suggested and more face to face communication. In addition, it was suggested that less newsflash messages should be emailed and an increased use of notices put up in the building. In addition, it was suggested that the Floor Managers conduct five minute meetings with staff when there is anything new that should be communicated. The development of an email address or site where concerns can be logged was recommended. The use of brochures that can be left on desks and an online Barclays West Portal was suggested plus a reduction in the information channels. Push emails to occupants and pop up messages on computer screens were recommended and increased information on the Barclays Towers West intranet site. The distribution of Frequently Asked Questions (FAQs) and fact sheets was also recommended.

Communication messages

Respondents indicated that the information on Floor Managers in the pause areas needs to be updated. In addition, more information should be communicated on recycling and “how we should conduct ourselves as occupants of this building”. In terms of the communication content, it has been suggested that it should be “very short and to the point (people do not read)”. In addition, the information should be “fresh and relevant and not after the fact.” Occupants also want more information on the facilities and features of the building and it was suggested that tours of the energy centre and grey water system be available.

Leadership

Respondents indicated that “leadership actually leading by example would be good!” and that they would like to receive more information from management.

In the above section, the semi-structured interview results were outlined. The service duration and handovers in the communication and facilities management teams were

outlined. The rationale and objectives of building Barclays Towers West as a green building were explained from the perspective of the participants as well as their assessment on whether the objectives are being achieved. An explanation of the difference between Barclays Towers West and a conventional office building as well as the benefits for the occupants was provided from the perspective of the participants. An indication of the parties responsible for developing and distributing change communications before and after the move into the building was provided. The channels available and those used after the move were described as well the assessment by the participants on the effectiveness and ineffectiveness of the change communications. In addition, the behaviour of the line managers and senior management after the move into the building was explained. Finally, the enquiries and assistance required by the occupants after the move was highlighted. The qualitative data from the semi-structured interviews was used to determine the questions for the survey which was used to gather quantitative data on the effectiveness and ineffectiveness of the change communications after the move. A discussion based on the results of the document analysis, semi-structured interviews and survey and recommendations follow in the next section of the paper.

1.6 DISCUSSION AND RECOMMENDATIONS

As indicated in the section above, 21.79% of the respondents moved into the building in 2011 when it was opened and 78.21% after the building was the opened in 2011. The high occupation rate by occupants who only moved in after the initial move results in the change communications being extremely important for sustaining the change.

In this section, the document analysis, semi-structured interview and survey results presented in the sections above are discussed in relation to the theoretical base of the study related to change communications. Recommendations are made on improving the change communications for Barclays Towers West to sustain the change effectively after the move.

1.6.1 DISCUSSION AND RECOMMENDATIONS BASED ON SIMILAR ELEMENTS

A number of similarities exist between the change communications theories and models that form the theoretical base for this study. The similarities are indicated in table two below:

Table 2: Similarities in Change Communication Theories and Models

Model / Theory	Model or Theory Elements		
	Message	Channel	Leadership Support
Communication Theory	• Message, Encoding and Decoding	• Channel / Medium	
Armenakis, Harris and Field Model			• Principal Support
Barrett Model	• Targeted messages	• Effective media / forums	• Supportive management

As indicated in table two above, the message, encoding and decoding elements of the communication theory are similar to the targeted messages element of the Barrett Model. The channel/medium element of the communication theory is similar to the effective model/forums element of the Barrett Model. The principal support element of the Armenakis, Harris and Field Model is similar to the supportive management element of the Barrett Model. The similar elements indicated above will be discussed in relation to the study, and recommendations will be provided in the section below.

Message:

Literature indicates that information shared must be tailored to the audience, be relevant, meaningful, consistent, stakeholders must be educated in the vision, strategic goals and what the change means to obtain their buy-in (Barrett, 2002: 220-221). It must also address the concerns that stakeholders may have and minimise potential misunderstandings (Hamilton, 2008: 5; Barrett, 2002: 219).

The research revealed that the messages communicated to the occupants after the move into the building are mainly focused on operational matters. The messages are rarely focused on educating occupants on the green aspects of the building. However, the survey results indicated that a high percentage of the survey respondents are aware

of most of the building details and features as well as why Barclays Towers West was built as a green building. This suggests that the change communication messages have been effective in creating awareness regarding the building details, features and rationale. Interestingly, 82.33% of the respondents were aware that Barclays Towers West is a green building which is lower than the awareness levels of some of the building features. This may be an indication that although some occupants are aware of the features of the building, they may not understand that the features are in place due to Barclays Towers West being a green building. It is therefore recommended that more change communication messages should be focused on educating the occupants on the green aspects of Barclays Towers West. These include the objectives of Barclays Towers West, why it was built as a green building; the green standards that need to be achieved and current standards being achieved; the building features available especially the hybrid vehicle parking bays, the grey water system and energy centre and rationale for the features; benefits of being occupants of Barclays Towers West and the behaviour required by the occupants due to Barclays Towers West being a green building.

A high number of survey respondents indicated that they are using the recycle bins next to their desks and in the pause areas, indicating that change messages have been effective in encouraging recycling. However it was indicated in the interviews that the occupants do not seem to be aware of how to sort their rubbish into the bins correctly. Therefore, the communication messages need to focus on educating occupants on how to use such building features. In addition, the use of the Smart Boards needs to be encouraged, as there is a perception that the Boards are difficult to use. This is an issue as the Smart Boards are in place to minimise paper usage but are not being used. Training sessions on how to use the Boards should be availed for the occupants with a quick reference guide also provided.

In order to achieve the environmental sustainability and cost savings as mentioned in the interviews and the documents reviewed, it is important that the change communications are used to educate occupants on their role in the building, i.e. the expected behaviour and rationale. It was indicated in the interviews that occupants do not appear to understand the required behaviour. However, it was indicated in the

survey that 91.73% of the survey respondents strongly agree or agree with the statement that they understand what is required from them in terms of behaviour, conduct and the building rules. It appears that the occupants are aware of what is expected from them but do not display the required behaviour. It may be due to them not fully understanding the impact that their behaviour has on the building objectives being achieved.

In line with the recommendation made by the respondents of the survey, it is also important that the information currently communicated is updated to ensure that it is relevant, e.g. the Floor Manager details communicated in the pause areas and Barclays Towers West site.

The major gap identified in communicating to people moving into the building also needs to be addressed. It was indicated that the Facilities Management team is too short staffed and not skilled enough to be responsible for the communication. It is recommended that the Floor Managers be up skilled and conduct one induction session a month with the people who have moved onto their floor/s during that particular month as the impact will be minimal on their capacity if conducted in that manner. It will also result in the visibility of the Floor Managers improving as a number of survey respondents raised it as a concern and some indicated that they do not know who their Floor Managers are. A relationship can be developed with the occupants and the Floor Managers from the onset. In addition, move communication packs should be given to all occupants on the day that they move into the building to close the information gap between the occupation date and when the induction session takes place to share critical information with new occupants.

Channel:

Literature indicates that appropriate channel choice can make the difference between effective and ineffective communication (Clampitt, 2010: 95).

Based on the research findings, written communications are used extensively, and face to face communications are rarely used with the occupants of Barclays Towers West. In terms of the written communication channels, a heavy dependence is placed on the newsflash messages and notices up in the pause areas, toilets and by the lifts. The use

of newsflash messages should be continued as the highest number of respondents indicated that they prefer to receive information from newsflash messages. It was also ranked the highest in the survey in terms of the information being relevant, necessary, interesting; effective in communicating important information; easy to understand; the distribution of the information being ideal in terms of reaching the necessary parties and being user-friendly. The use of notices in the pause areas, toilets and by the lifts should also be continued, as a large number of respondents indicated that they preferred the notices in pause areas, toilets and by the lifts. The channel also ranked second in the survey in terms of information being interesting; effective in communicating important information, easy to understand; the distribution of the information being ideal in terms of reaching the necessary parties and being user-friendly. However, the newsflash messages have been ineffective in some instances as some of the occupants do not read the communications and Floor Managers having to walk around with the communications as indicated during the interviews. In addition, the messages were ranked the highest in terms of the information being boring, confusing, not being necessary and being pointless. It may be due to the newsflash messages being the most used communication channel currently. The survey respondents also recommended that less newsflash messages be emailed. As a result, additional written communication channels need to be considered for Barclays Towers West change communications.

MySite is a collaborative, social networking and communication tool available within Barclays Africa which is designed to help Barclays colleagues collaborate with each other online and is similar to LinkedIn and Facebook (Barclays Africa, 2014c: 1). Employees and contract workers in Barclays feel that MySite enables timely communication and effective online collaboration where “you can ask a question and never know who can come up with the answer” (Barclays Africa, 2014c: 1). A Barclays Towers West community page can be created on MySite as it allows members to share conversations, share documents, photos and calendars (Barclays Africa, 2014d: 1). It can be used by Facilities Management to communicate messages to occupants and it can be used by occupants to communicate amongst themselves regarding the building. In addition, it can be used by occupants to log concerns and obtain feedback on

concerns logged. Frequently Asked Questions (FAQs) and fact sheets can also be shared on the site.

Some of the communication channels utilised by the move project team before the move into the building can also be used to sustain the change. The communication approach of the team proved to be effective, as demonstrated through the change readiness that was achieved. “Funky communications” such as desk drops can be used to educate occupants on the building features, environmental sustainability and the benefits to them as occupants.

In terms of face to face communication, it was indicated during the interviews that the ‘Go-To’ show is the main face to face communication channel used. However, the survey respondents indicated that they felt that the information from the channel was boring, confusing, not necessary and pointless. In addition, only a small number of survey respondents identified it as a preferred communication channel. Therefore, alternative face to face communication channels must be considered, as the respondents also indicated that more face to face communication is required. Line managers were ranked second in terms of information being relevant and necessary and should therefore be empowered to communicate to occupants regarding the building. Important building messages that need to be shared with occupants that are also communicated via written communication channels can be shared with line managers, and they can also communicate such messages during their current meetings with their team members. Team members can also be given an opportunity to ask questions and obtain the clarity required, and the line managers can also determine if the messages communicated are understood. Occupants also indicated that they would prefer to receive messages from Senior Management including the CEO, Maria Ramos. During Townhall sessions or engagement sessions with the building occupants, the Senior Management can remind occupants of the building objectives and give an indication of whether the objectives are being met and the actions and behaviour required from occupants.

The team responsible for communicating to occupants before the move indicated in the interviews that fairs conducted in the building foyer were effective. However it was

indicated in the interviews that a fair conducted after the move was not well attended. It appears that the fair conducted before the move was effective as it was extensively promoted. Promoting fairs in the future by using all communication channels available could improve the attendance rate. In addition, the team had guided tours for the people who would be moving into the building. As part of the induction for new occupants that has been recommended, a guided tour of the building can also be included. In addition, representatives from the companies that supplied some of the building equipment can be asked to conduct face to face sessions to educate occupants on how to use the equipment, especially the Smart Boards, as a large number of the occupants have indicated that they do not use the boards as they have a perception that the boards are difficult to use.

Leadership Support:

Literature indicates that it is important that there is a belief that key organisational members such as change agents, line managers and colleagues demonstrate that they support the organisational change and are motivated to see it through to success (Armenakis *et al.*, 2007: 277-278). The support is essential as during times of uncertainty, stakeholders look to co-workers and both informal and formal leaders to decide how to react (Bernerth, 2004: 43). Managers need to model the behaviour they expect of their direct reports, “walking the talk” (Barrett, 2002: 221).

It was indicated during the interviews that the line managers of Barclays Towers West are the “guilty parties” and break the rules. The occupants can therefore be influenced to also not follow the rules as management do not “walk the talk”. Some of the line managers also fail to inform the moves team when people need to move into the building even though they are aware of the process. In terms of the Senior Management, it was indicated that those who moved into the building when it opened and received a large amount of information on the building are “walking the talk”. However, those who moved in after the initial move into the building do not understand the rationale for not being allowed to do certain things and have difficulty with adhering to the building rules and behaviour required. It was indicated that it may be due to them not receiving the information and support provided to those who were part of the initial move into the building.

In addition, 29.08% of the survey respondents indicated that they did not know, disagreed or strongly disagreed that their colleagues understand the required behaviour. Of the respondents, 26.24% indicated that they did not know, disagreed or strongly disagreed that their line managers are “walking the talk” in terms of the behaviour and conduct required in Barclays Towers West, while 39.43% of the respondents indicated that they did not know, disagreed or strongly disagreed that the Senior Management are “walking the talk” in terms of the behaviour and conduct required in Barclays Towers West. The results indicate that according to the respondents, the line managers are the best at “walking the talk” currently. The high number of respondents that indicated that they do not know if Senior Management is walking the talk may be due to them not interacting with Senior Management. The induction of new occupants suggested must also be attended by management and should improve the leadership support and the communication proposed from the line managers and Senior Management.

1.6.2 DISCUSSION AND RECOMMENDATIONS BASED ON UNIQUE ELEMENTS

The elements that are unique to each of the change communication theories and models will be discussed and recommendations proposed in the section below.

Communication Theory

Sender:

Literature indicates that the communication process begins with a sender who transmits a message (Adler and Elmhorst, 2010: 7). During a change, a sender is anyone providing information about the change (Hiatt and Creasey, 2003: 16).

Before the initial move into the building, the communications were sent by the change management team of the project, as well as Senior Management, and move champions that were identified across the teams that were moving. Currently the bulk of the formal written communications for Barclays Towers West are sent by the Communications team, and the Facilities Management team also communicates with building occupants informally. An issue raised was that the Communication team and Floor Managers do not understand the green building concept fully and they are responsible for educating occupants. It was indicated that the Floor Managers are currently reading up a lot and

the Internal Communications team should also read up on green buildings and environmental sustainability. In addition, the team members should be up skilled through training sessions.

Barriers and Noise:

Literature indicates that barriers are several problems arising from the sender or receiver that result in the transmission of messages between individuals not being successful, as the meaning of the messages from the source to the receiver is being lost (Shrivastava, 2012: 7 - 8). The key barrier applicable to the communications for Barclays Towers West is the emotional barrier which occurs due to the emotions of the sender or the receiver of the communication and has an impact on how the messages are encoded or decoded (Shrivastava, 2012: 12). Noise is an external factor which interrupts the flow of communication. The key type of noise applicable to the communications for Barclays Towers West is psychological noise. Psychological noise includes the perception, attitude, vision, experiences, feelings and emotions of the sender and receiver which influence the process of communication (Shrivastava, 2012: 16).

Of the survey respondents, 18.05% indicated that they can almost always believe the information shared regarding Barclays Towers West, 66.92% of respondents indicated that they can usually believe the information and 33.08% of the respondents do not always believe the information shared regarding Barclays Towers West which may be due to an emotional barrier and psychological noise. It may be the case due to past experiences where information was shared which was then revealed to not be true and hence the current levels of unbelief. It is important that information is verified before communicating to occupants to avoid such unbelief. In addition, some of the respondents indicated that they currently do not use the Smart Boards in the building due to a perception that the equipment is difficult to use. This can be overcome by providing training as recommended.

Armenikas, Harris and Field Model

Discrepancy:

Discrepancy refers to the sentiment that a need for change exists, and indicates the gap between the current and ideal state to those impacted by the change (Armenakis *et al.*, 2007: 276; Bernerth, 2004: 43). In order to gain support and commitment for change, leaders are encouraged to provide a consistent and compelling justification for the change (Lewis, Schmisser, Stephens and Weir, 2006: 120).

It was found during the interviews that the Communications and Facilities Management team members were aware of the rationale and objectives for Barclays Africa building a green building. In addition, the interview participants were also aware of the difference between a conventional building and Barclays Towers West. Of the survey respondents, 73.15% strongly agreed or agreed that they understand why Barclays Towers West was built as a green building. Eighty per cent of the respondents strongly agreed or agreed that they understand how Barclays Towers West, as a green building, is different from a conventional building. The result is interesting as it correlates with the high number of respondents understanding why Barclays Towers West was built as a green building. Therefore, the change messages have been effective in indicating the need for change and the gap between a conventional building and Barclays Towers West. The communication changes that have already been suggested should result in more occupants understanding the need for change.

Appropriateness:

In addition to believing that a discrepancy exists, if stakeholders are to support change, they must also believe that the specific organisational change effectively addresses the discrepancy (Armenakis *et al.*, 2007: 276). Stakeholders must be convinced that the change being implemented is appropriate for the organisation's context (Armenakis *et al.*, 2007: 277).

In the interviews, it was indicated that a green building was appropriate, as it aligned the bank to the "way of the future", and the Banking industry as a whole in South Africa was heading in that direction, as the other Banks also have green buildings. In addition, 85.3% of the survey respondents believed that building Barclays Towers West as a green building was appropriate for their organisation. Therefore, the change messages have been effective in conveying the message that building Barclays Towers was

appropriate for the organisation's context. The communication changes that have already been suggested should result in more occupants understanding why the change was appropriate.

Efficacy:

It refers to the confidence in one's personal and organisational abilities to successfully implement the organisational change (Armenakis *et al.*, 2007: 277). To be motivated to support a change, individuals must feel that success is possible; if a change is viewed as being personally or collectively impossible or doubt succeeding, support will be limited (Armenakis *et al.*, 2007: 277).

Of the survey respondents, 87.45% strongly agreed or agreed that they believe that the occupants of the building can maintain the green standards and adhere to the requirements of Barclays Towers West. The communication changes that have already been suggested should result in more occupants having confidence in being able to maintain the green standards.

Valence:

It refers to the perceived personal benefit one expects as a result of the organisational change and addresses the "what's in it for me" sentiment (Armenakis *et al.*, 2007: 278). Buy in will not be obtained if they do not see the personal benefit to them (Bernerth, 2004: 44-45).

As indicated during the interviews, a number of benefits exist for the building occupants but it was indicated that the occupants do not seem to be aware of the benefits. However, 75.89% of the survey respondents indicated that they strongly agreed or agreed that they understand the benefits to them as occupants of Barclays Towers West. In addition, 93.26% of the survey respondents indicated that they strongly agreed or agreed that they enjoy working in the building. The communication changes that have already been suggested should result in more occupants understanding the benefits to them as occupants of the building.

Barrett Model

Strategic objectives:

Communications need to reinforce the company's strategic objectives (Barrett, 2002: 221). In order for green buildings to perform effectively, the occupants of the building need to play an active role in the maintenance and performance of the building for the strategic objectives to be achieved. They need to understand those strategic objectives in order to know what is required in terms of their behaviour (Cole, Robinson, Brown and O'shea, 2008, cited in Brown and Cole, 2009: 228; Ucci, 2010: 175). In the interviews it was indicated that the Facilities Management team is currently in the process of obtaining clarity on the full commitment that was made in terms of the green standards of the building and as a result were not in a position to fully determine whether the intended green standards are indeed being achieved. The commitment made for the building would translate into the specific strategic objectives. Once it is fully understood it is important that it is communicated to the occupants and the behaviour required for the specific objectives to be achieved. In addition, occupants need to be kept updated, which can be done by utilising the MySite as recommended, on the current performance vs. the strategic objectives.

Well positioned staff:

The communication staff needs to be close to the important business issues, and involved in the strategic and business planning processes (Barrett, 2002: 222). The interview participants indicated that the occupants know who they are and are able to approach them if there are any issues or concerns. However, the notices in the pause areas indicating the Floor Manager details have not been updated and still have the details of the previous incumbent. In addition, a large number of the survey respondents complained about the visibility of the Floor Managers, indicating that they do not see them or know them. Of the survey respondents, 37.86% indicated that they do not know who to contact for information or assistance regarding Barclays Towers West. In addition, 59.79% of the survey respondents indicated that they do not know, disagree or strongly disagree that they felt that their problems, issues or concerns regarding the building are listened to. The recommendations made regarding Floor Managers conducting the induction sessions and sharing messages with occupants on MySite and addressing questions and concerns raised on the Site should assist with increasing their

visibility and occupants feeling that they are being listened to. It is also important that comprehensive handovers take place when Floor Managers leave and are replaced.

Ongoing assessment:

The effectiveness of the company's communication needs to be measured company-wide formally and frequently against clearly defined goals on an ongoing basis and throughout the key stages of change (Barrett, 2002: 222). Irrespective of the communication channel used, it is important that feedback channels are in place for communication to be effective (Frahm and Brown, 2005: 380). The ongoing assessment approach used before the move into the building was effective as the change management team was consistently engaging with the people who would be moving, move champions were identified in the business units moving, occupants were communicated to directly, and the team determined if the occupants understood the messages communicated. During the interviews, it was indicated that regular surveys are conducted after the move to obtain feedback on whether messages communicated have been understood as intended and to determine the effectiveness of the communications. It was interesting as it was indicated that the communications have not been ineffective in any way, based on the survey results, but areas of communication ineffectiveness have been found during this research. It is recommended that ongoing assessments of the communications take place, with Floor Managers requesting feedback when engaging with occupants and the questions in the surveys used being reviewed to ensure that the relevant feedback is obtained.

Integrated processes:

Communication needs to be integrated into the business processes, with communication milestones included as part of the business planning process (Barrett, 2002: 222). Minimal evidence was found of this being in place from the documents reviewed, interviews and survey. It appears that communications are mainly integrated into the operational process in terms of the internal communications team being notified when an operational notification must be communicated – e.g. the printers in the building or a specific floor not working. However, the green aspects communication does not appear to be integrated into business processes.

1.7 CONCLUSION

The purpose of the mixed-method research conducted was to evaluate the effectiveness of the change communications distributed to the occupants of Barclays Towers West after the move into the building in ensuring the sustainability of the change. Three key theories and models on change communication formed the theoretical base for the research and were used to conduct the evaluation: Communication Theory, Armenakis, Harris and Field Model and Barrett Model. The Communication Theory indicates the important communication elements that determine the quality and effectiveness of communication. The Armenakis, Harris and Field Model defines five components that should be incorporated in change messages. The Barrett Model provides an analytical tool to assess and improve employee communications. Both qualitative and quantitative data was collected. Qualitative data was collected by collecting documentation and conducting semi-structured interviews. Quantitative data was collected by conducting a survey. In addition, recommendations are made to improve the change communication to the building occupants to ensure the sustainability of the change and for future moves to green buildings. The findings of the evaluation report presented in this section of the paper indicate that a number of changes are required to improve the effectiveness of the change communications to the occupants of Barclays Towers West. The improvements include communicating to new occupants; utilising additional communication channels; focusing communication messages on educating occupants on the strategic objectives for the building; rationale for building features and facilities; how to use the facilities and the impact of their behaviour on the building objectives being achieved. In addition, the research will assist Barclays Africa in understanding the actions required to improve the change communication for Barclays Towers West and the change communication required for future moves to green buildings.

Future research can be conducted once the recommended improvements have been implemented to determine if the effectiveness of the change communications has improved. Research can also be conducted across the business on buildings that may not be certified green buildings but adhere to “green principles” that have been introduced, e.g. have centralised printing and recycling bins in the pause areas to

determine if the change communications have been effective post the implementation of the changes.

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SECTION 2: LITERATURE REVIEW

2.1 INTRODUCTION

In section one, the evaluation report outlined the research context, research aims and objectives, research design, research findings as well as the discussion and recommendations based on the findings. In this section, the literature, theories and important concept definitions on organisational change management, change sustainability, change communication and green buildings which are relevant for the research topic are explored as the theoretical base of the study.

Specifically, the importance and challenge of organisational change management are explained. In addition, the planned change models that have been developed to assist organisations with implementing change are unpacked to understand the role and importance of change sustainability which is the final phase in the change process. Change sustainability is defined and the change communication theories and models are described as the research topic is focused on the aspects. Finally, green buildings are defined, the benefits are identified and the change communications required for green building occupants are explained.

2.2 ORGANISATIONAL CHANGE MANAGEMENT

In this section, an overview on organisational change management is provided to explain its importance and challenges.

2.2.1. ORGANISATIONAL CHANGE MANAGEMENT OVERVIEW

The business environment is volatile, as it is constantly changing and evolving (Higgs and Rowland, 2005: 122). As a result, organisations that want to succeed must have the ability to manage changes being implemented with the main focus being on managing the “people” aspect of the changes (Schein, 1996, cited in Desplaces, 2005: 25). Organisational change management involves ensuring that the stakeholders impacted by a change “restructure their thoughts, feelings and behaviours” to deal with the change (Schein, 1996, cited in Desplaces, 2005: 25). Despite its importance, it is concerning that it continues to be a challenge for organisations, with studies indicating that approximately seventy percent of organisational change initiatives fail (Pellettiere, 2006: 38). Organisational change management is effective when the reactions of the

people impacted by the change are managed to reduce resistance and obtain buy-in and support for the change (McNabb and Sepic, 1995: 369).

2.3 PLANNED ORGANISATIONAL CHANGE

In the previous section, the importance and challenges of organisational change management were highlighted. In this section, planned change is explained and the planned change models are outlined.

Planned change is “deliberate, purposeful, and systemic” (Lippitt, Watson and Westley, 1958, cited in Bouckennooghe, 2010: 507). A number of planned change models have been developed, based on Lewin’s (1947) three step model, to indicate the steps required to ensure the success of a planned change initiative (Bouckennooghe, 2010: 514). A common thread in all the models is an emphasis on the importance of change sustainability which is the third step of the Lewin model called “refreezing” (Burnes, 2004a: 313). Lewin included the step in the model, as he recognised that change could be short-lived, and that it is important to stabilise the group once the change has been implemented to ensure that they do not revert back to their old behaviours (Burnes, 2004b: 985).

2.3.1 LEWIN’S BACKGROUND AND MODEL OF ORGANISATIONAL CHANGE

As a large number of the planned change models are based on the work of Lewin and his three step model, Lewin’s background, his theories and the three step model are explained in this section.

Lewin’s Background

Kurt Lewin was a social scientist whose work has been highly praised (French and Bell, 1990, cited in Burnes, 2004a: 311). Edgar Schein commented: “There is little question that the intellectual father of contemporary theories of applied behavioural science, action research and planned change is Kurt Lewin” (1988, cited in Burnes, 2004b: 978). Lewin believed that the key to resolving social conflict was to facilitate planned change through enabling individuals to understand and restructure their perceptions (Allport, 1948, cited in Burnes, 2004a: 311). He understood that there was a need to provide a process for members to be engaged and committed to changing their behavior, and developed the three step model as a result (Burnes, 2004b: 983). The model forms part

of Lewin's planned approach to change. This is an integrated approach to analysing, understanding and bringing about planned change at the group, organisational and societal levels (Lewin, 1946, cited in Burnes, 2004a: 313). The approach is comprised of four elements: Field Theory, Group Dynamics, Action Research and the three step change model (Hendry, 1996, cited in Burnes, 2004a: 311).

2.3.2 LEWIN'S THREE STEP MODEL

The fourth element of the approach by Lewin is the three step model. Lewin believed a successful change project involved the following three steps (1947, cited in Burnes, 2004a: 313):

- **Step 1: Unfreezing:** The first step in the model entails destabilising (unfreezing) the current state to shed old behaviour and for stakeholders to adopt new behaviour (Burnes, 2004b: 985). Lewin believed that different approaches should be applied for different types of change (Burnes, 2004b: 985).
- **Step 2: Moving:** The second step entails moving the organisation to the desired future state (Burnes, 2004b: 985).
- **Step 3: Refreezing:** As Lewin recognised that change could be short-lived, the final step entails stabilising the group at the future state to ensure that they do not revert back to the old behaviours (Burnes, 2004b: 985). Lewin emphasised that successful change was a group activity, as unless group norms and routines were transformed then changes to individual behaviour would not be sustained (Cummings and Worley, 2001, cited in Burnes, 2004a: 313).

2.3.3 ADDITIONAL PLANNED CHANGE MODELS

Kurt Lewin's work and research in the dynamics of change has been utilised by scholars as the basis for their own theories and models to guide organisations through the change process (Henderson, 2002: 187; Gilley, Gilley, and McMillian, 2009: 77). As illustrated in table three below, each of the models have elements that are aligned to the steps in the Lewin model:

Table 3: Planned Change Models (Henderson, 2002: 190 – 193; Armenakis and Bedeian, 1999: 301, 302, 305; Kotter, 2007: 99; Kritsonis, 2004: 2 – 4; Pryor, Taneja, Humphreys, Anderson and Singleton, 2008: 8)

Model	Planned Change Phases		
Kurt Lewin (1947)	Unfreezing	Moving	Refreezing
Lippitt, Watson and Westley (1958)	• Diagnose the problem • Assess the motivation and capacity for change • Assess the resources and motivation of the change agent	• Choose progressive change objects – develop action plans and strategies • Select the role of the change agents and ensure it is clearly understood by all parties so that expectations are clear	• Maintain the change – communication, feedback and group coordination are essential elements • Gradually terminate from the helping relationship - the change agent should gradually withdraw from their role over time, when the change becomes part of the organisational culture
Schein's Extension of Lewin's Change Model (1980);	• Need for Change - people must be dissatisfied with the present	• Cognitive Restructuring	• Refreezing involving self and others - to be permanent, change becomes a part of self, relations with others and system in which people exist
Judson (1991)	• Analyse and plan the change • Communicate the change	• Gain acceptance of new behaviours • Change from the status quo to a desired state	• Consolidate and institutionalise the new state
John P. Kotter (1995)	• Establish a sense of urgency • Form a guiding coalition • Create a vision • Communicate the vision	• Empower others to act on the vision • Plan for and creating short-term wins	• Consolidate improvements and produce still more change • Institutionalising new approaches
Galpin (1996)	• Establish the need to change • Develop and disseminate a vision of a planned change • Diagnose and analyse the current situation	• Generate recommendations • Detail the recommendations • Pilot test the recommendations • Prepare the recommendations for rollout • Roll out the recommendations	• Measure, reinforce, and refine the change
Armenakis and Bedeian (1999)	• Readiness	• Adoption	• Institutionalisation
Shield's	• Define the desired results and	• Select and deploy solutions	• Reinforce & sustain business

Model (1999)	change plans • Create capability and capability to change • Design innovation solutions		benefits
Mento/Jones/ Dirmdofer's Model (2002)	• The idea and it's concept • Define the change initiative • Evaluate the climate for change • Develop a change plan • Find and cultivate a sponsor • Prepare target audience, the recipient of change • Create the cultural fit making the change last • Develop and choose a change leader team	• Create small wins for motivation • Constantly and strategically communicate the change	• Measure progress of the change effort • Integrate Lessons learned
Jick's Model (2003)	• Analyse the organisational need for change • Create a shared vision and common direction • Separate from the past • Create a sense of urgency	• Support a strong leader role • Line up political sponsorship • Craft an implementation plan • Develop enabling structures • Communicate, involve people and be honest	• Reinforce and institutionalise the change

All the models above focus on change sustainability as a critical and final step that is essential for successful organisational change management. The concept of change sustainability will be explained and unpacked in the next section.

2.4 CHANGE SUSTAINABILITY

In most cases, project teams are in place temporarily as subject matter experts to develop and implement the change plan (Edgelow, 2012: 5). The implementation is usually well done but one of the biggest mistakes that an organisation can make is assuming the finish line is at the end of the project (Merrell, 2012: 22; Edgelow, 2012: 5). On the contrary, research shows that best in class organisations place a good deal of emphasis on ensuring change sticks, as a large number of initiatives die after months of work without the intended benefits being realised (Merrell, 2012: 22; Maurer, 2005: 30). It is therefore important to understand the meaning of change sustainability and

how it is achieved by utilising change communication. Both aspects are outlined in the section below.

2.4.1 DEFINITION OF CHANGE SUSTAINABILITY

Change sustainability entails ensuring that the new working methods and performance levels persist and it is achieved when the thinking and attitudes of stakeholders are fundamentally altered and the systems surrounding them are transformed (Buchanan *et al.*, 2005: 190).

2.4.2 CHANGE COMMUNICATION FOR SUSTAINABILITY

As change sustainability has been defined, it is important to also define change communication and explain its importance for change sustainability to be achieved.

Communication is the “process of transferring thoughts and ideas from one person to another” (Hamilton, 2008: 5). The root of “communicate” is *communicare* which means “to make common to many; share” (Hamilton, 2008: 5). Successful businesses owe a large part of their success to their ability to minimise potential misunderstandings when communicating (Hamilton, 2008: 5). As a result, a key enabler for successful change sustainability is effective change communication, as without it “change management fails”, because people need to understand the change for their buy-in to be obtained (Barrett, 2002: 219, Carnall, 1999: 220). The engaging change communication needs to involve an effective exchange of information between the stakeholders impacted by a change and those who have to implement it (Edgelow, 2012: 6). It needs to educate stakeholders on the change by using clear and consistent messages, motivate support for the change, minimise misunderstandings and align stakeholders behind the company’s strategic and overall performance improvement goals (Barrett, 2002: 220). Despite a growing interest in the change communication for planned change processes, a limited amount of research has been conducted on the topic (Lewis, 2007: 176).

The following key theories and models have formed the theoretical base on change communication for this study:

Communication Theory

It indicates the important communication elements that determine the quality and effectiveness of communication (Gillard and Johansen, 2004: 26). It is important to understand as the transmission of information is a very challenging process and the theory assists in identifying the point in the process where misunderstandings occur and assess how to deal with the misunderstandings (Shrivastava, 2012: 7; Hamilton, 2008: 6). As indicated in figure fifteen below, the communication process involves a source or sender encoding a message which is transmitted to a receiver utilising a specific channel or medium (Shrivastava, 2012: 11). When the message is received by the receiver, a decoding process occurs which is influenced and affected by barriers or noise in the communication process (Shrivastava, 2012: 11).

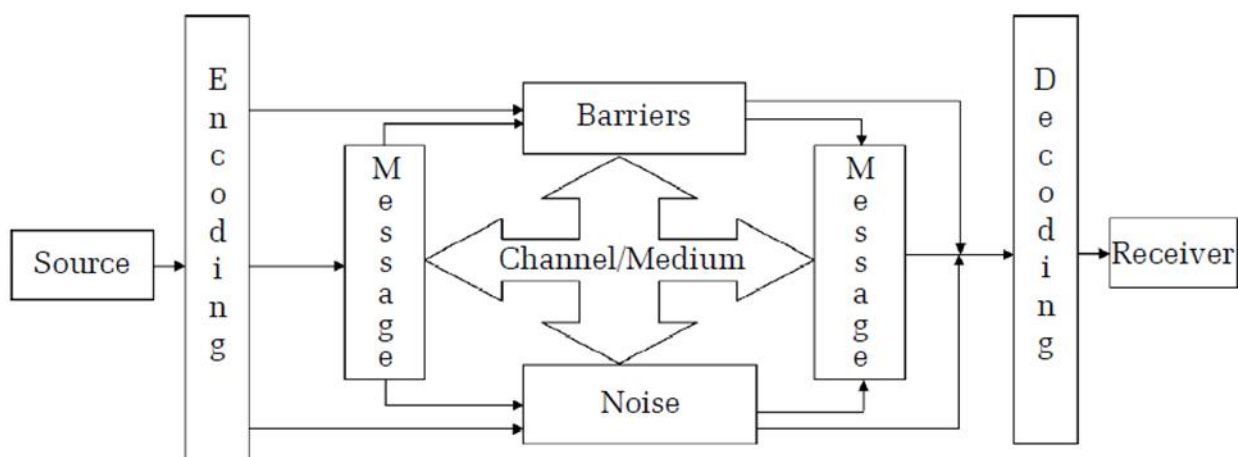


Figure 15: Communication Model (Shrivastava, 2012: 10)

1. Source / Sender:

As indicated in figure fifteen above, the communication process begins with a source or sender, the person who communicates a message that may be verbal, nonverbal or written to convey an idea or concept (Adler and Elmhorst, 2010: 7; Welch and Jackson, 2007: 185). During a change, a sender is anyone providing information about the change (Hiatt and Creasey, 2003: 16). Based on Prosci's change management research study with 288 organisations, employees prefer two primary senders of change messages: immediate supervisors are the preferred senders of messages

related to personal impact, and CEOs or executive leaders are the preferred senders of messages related to business issues and opportunities (Hiatt and Creasey, 2003: 18).

2. Message, encoding and decoding:

The sender must select words or nonverbal methods to send an intentional message which is called encoding (Adler and Elmhorst, 2010: 7). When the encoder's message is received, the receiver tries to make sense of it and to decode it (Hamilton, 2008: 7). Decoding is the process the receiver goes through to interpret the message (Hamilton, 2008: 7). Inaccurate encoding and decoding can be responsible for major communication breakdowns (Hamilton, 2008: 7). To gain the desired support and commitment for a change, leaders need to provide a consistent and compelling justification for the change (Lewis *et al.*, 2006: 120). A clear purpose and vision for change is necessary for "getting others on board" (Lewis *et al.*, 2006: 120).

3. Channel / medium:

The channel or medium is the method used to deliver a message (Adler and Elmhorst, 2010: 7). Appropriate channel selection can make the difference between effective and ineffective communication (Clampitt, 2010: 95). Communication can be delivered face to face or via written communication (Adler and Elmhorst, 2010: 23):

Face to face communication: It involves delivering a message by talking to others in person and has several advantages (Adler and Elmhorst, 2010: 23). When communicating in person, facial expressions, tone of voice, eye and body movement can be used to help people better understand the message communicated (Adler and Elmhorst, 2010: 23). In addition, no time lag exists between when the message is sent and when it is received, and the sender has more command over the receiver's attention with instant feedback received (Adler and Elmhorst, 2010: 23). As a result, it is still regarded as the best way to communicate a message and transfer the full meaning and intent across to the receiver (McWilliams, 2005, cited in Shrivastava, 2012: 9).

The biggest disadvantage of face to face communication is the difficulty in arranging face to face sessions (Adler and Elmhorst, 2010: 23). Scheduling a meeting can be difficult and frustrating (Adler and Elmhorst, 2010: 23 - 24).

Written communication: It refers to communications that are not delivered in person but written instead such as emails, letters, memos, bulletins and reports (Adler and

Elmhorst, 2010: 27). The advantage of written communications is that such communications are permanent, easier to understand as readers can study complex passages as many times as necessary, and it can be composed in advance which results in the sender being able to take as much time as necessary to shape a message and avoid errors (Adler and Elmhorst, 2010: 27). Email has become a popular medium for communicating messages throughout organisations as it is readily available to most individuals whether at work, home, or mobile and it is inexpensive and fast and allows for the immediate exchange of information and written documentation for reference at a later date if needed (Shrivastava, 2012: 8). Email communications also enable communications to people that would otherwise be difficult to reach (Adler and Elmhorst, 2010: 27). It does however have the disadvantage of people potentially deleting the messages due to an abundance of messages in the inboxes, and the emails could be sent to the wrong recipients (Hahn, 2007 cited in Shrivastava, 2012: 9).

4. Barriers:

The transmission of messages between individuals may not be successful, as researchers in the area of social psychology have estimated that there is usually a forty to sixty percent loss of meaning in the transmission of messages from the source to the receiver (Shrivastava, 2012: 7 - 8). Barriers can be due to several problems arising from the sender or receiver (Shrivastava, 2012: 8). Figure sixteen below indicates the barriers that could occur during the communication process (Shrivastava, 2012: 11).

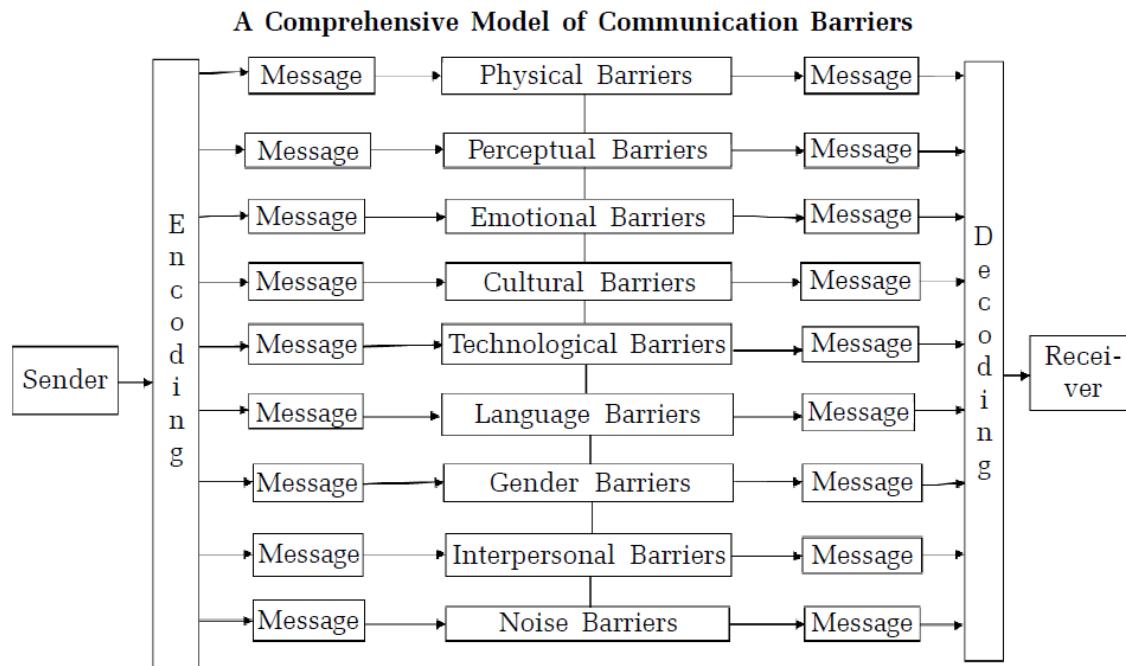


Figure 16: Comprehensive Model of Communication Barriers (Shrivastava, 2012:11)

The barriers indicated in the figure above are explained below:

- **Physical barriers:** refers to the specific area of transmission of communications and it plays a very vital role in the overall distribution of messages in organisations (Shrivastava, 2012: 12).
- **Perceptual barriers:** refers to an individual's "ways of looking at things" and may result in the whole meaning or aspects of the message being altered when the message is received by the receiver (Shrivastava, 2012: 12).
- **Emotional barriers:** refers to barriers that are directly related to the emotions of the sender or the receiver which influence the encoding and decoding of messages (Shrivastava, 2012: 12).
- **Cultural barriers:** refers to the influence of a sender and receiver's cultural background on translating meanings (Adler, 1991, cited in Shrivastava, 2012: 13). The greater the difference in background between senders and receivers, the higher the difference in meanings attached to messages (Shrivastava, 2012: 13).
- **Technological barriers:** refers to the technological tools used for communication, as it is essential to operate the tools error-free (Shrivastava, 2012: 13).

- **Language barriers:** it is always important to ensure that the language of the sender and the receiver is the same for a successful transmission of communication (Shrivastava, 2012: 14).
- **Gender barriers:** A sender who is from a different gender group to the receiver must take the gender barrier into consideration (Shrivastava, 2012: 14).
- **Interpersonal barriers:** refers to various differences between the sender and the receiver which result in either a failure or partial delivery of meaning (Shrivastava, 2012: 14). As a result the smaller the interpersonal gap, the stronger the chances of communication success (Shrivastava, 2012: 14).

5. Noise:

Noise is an external factor which interrupts the flow of communication (Shrivastava, 2012: 16). The various types of noises are indicated in figure seventeen below:

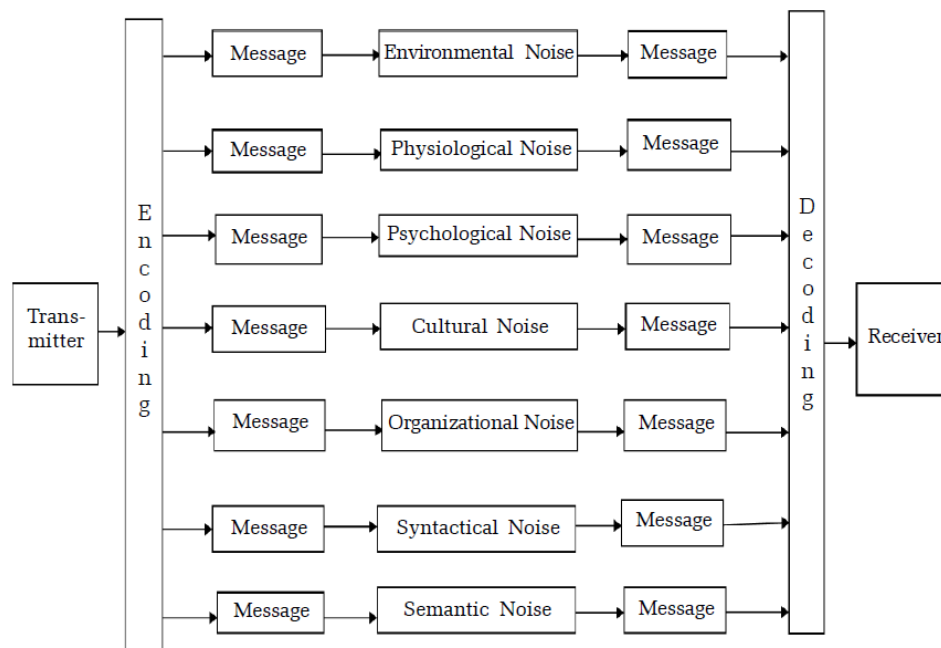


Figure 17: Comprehensive Model of Noise Barriers in Communication (Shrivastava, 2012:15)

- **Environmental noise:** it stems from physical disturbances causing disruptions and problems in the flow of communication from one point to another, e.g. the sender being in a noisy place (Shrivastava, 2012: 16).
- **Physiological noise:** biological reasons, like physical conditions, prevent effective communication, such as actual deafness or blindness which make it difficult to

send or receive messages (Shrivastava, 2012: 16; Adler and Elmhurst, 2010: 7).

- **Psychological noise:** the psychology which includes the perception, attitudes, vision, experiences, feelings and emotions of the sender and receiver has an influence on the process of communication, as it sometimes makes the opinion of one person appear differently to the others (Shrivastava, 2012: 16).
- **Cultural noise:** cultural differences cause cultural noises, as diversity of culture and cultural background influence the interpretation of messages (Shrivastava, 2012: 17).
- **Organisational noise:** if a message is poorly crafted, it might create confusion and improper decoding of the intended meaning (Shrivastava, 2012: 17).
- **Syntactical noise:** refers to grammar problems and can disrupt communication (Shrivastava, 2012: 17).
- **Semantic noise:** refers to words having more than one meaning, and the variety of interpretations (Shrivastava, 2012: 17).

6. Receiver:

The receiver is the person that receives the message and must decode it by attaching meaning to the words or symbols (Adler and Elmhurst, 2010: 7). When a change is communicated, the receivers are the people impacted by the change (Adler and Elmhurst, 2010: 7).

Armenakis, Harris and Field model

It is based on Lewin's (1947) three step change model and defines five elements that should be incorporated in change messages for change readiness, adoption and change sustainability to be achieved (Neves, 2009: 217). The five elements are discrepancy, appropriateness, efficacy, principal support and valence (Armenakis *et al.*, 2007: 276 - 278). Clearly communicating the five message components will result in the beliefs, attitudes, and intentions of those impacted changing (Bernerth, 2004: 41). A description of the five elements is below:

1. Discrepancy

Discrepancy captures the sentiment that a need for change exists (Armenakis *et al.*, 2007: 276). It is important that information provided explains why an organisational

change is needed (Rousseau and Tijoriwala, 1999, cited in Armenakis *et al.*, 2007: 276). It needs to reveal a gap between the current and ideal state for those impacted by the change (Bernerth, 2004: 43).

2. Appropriateness

In addition to believing a discrepancy exists, if stakeholders are to support change, they must also believe that the specific organisational change being proposed will effectively address the discrepancy (Armenakis *et al.*, 2007: 276). Stakeholders might see a need for change but disapprove of the proposed change (Armenakis *et al.*, 2007: 276). Stakeholders must be convinced that the change being implemented is appropriate for the organisation's context (Armenakis *et al.*, 2007: 277).

3. Efficacy

It refers to the confidence in one's personal and organisational abilities to successfully implement the organisational change (Armenakis *et al.*, 2007: 277). It is the belief that "we can do this" (Bernerth, 2004: 41). Stakeholders must feel that success is possible for them to be motivated to support a change (Armenakis *et al.*, 2007: 277).

4. Principal support

It is the belief that key organisational members such as change agents, line managers and colleagues demonstrate that they support the organisational change and are motivated to see it through to success (Armenakis *et al.*, 2007: 277-278). Support for change is undermined if it is perceived that key organisational members are not serious about fully supporting the change implementation (Armenakis *et al.*, 2007: 278).

5. Valence

It refers to the perceived personal benefit (or personal loss) one may reasonably expect as a result of an organisational change and addresses the "what's in it for me" sentiment (Armenakis *et al.*, 2007: 278). If organisational members do not see the personal benefit to them as individuals, they simply will not "buy in" to the change (Bernerth, 2004: 44-45). If the change is viewed as an opportunity, organisational members will be more receptive and willing to embrace the effort (Bernerth, 2004: 45).

To maximise organisational member commitment, organisations and change agents need to clearly and effectively communicate the five message elements (Bernerth, 2004: 46). Resistance may develop when organisational members feel one or more of the message elements have not been communicated adequately (Bernerth, 2004: 46).

Barrett model

It provides an analytical tool to assess and improve employee communications (Barrett, 2002: 219). It captures major elements of communications and links these to each other and to the company's strategy and operations as indicated in figure eighteen below (Barrett, 2002: 221).

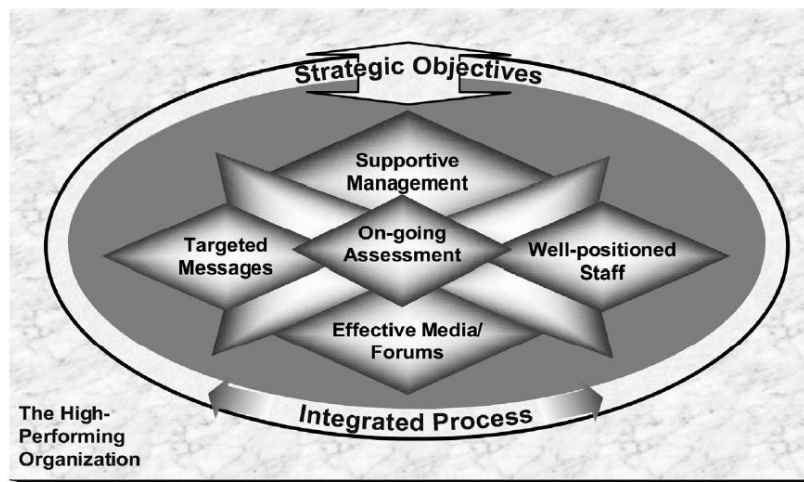


Figure 18: Strategic Employee Communication Model (Barrett, 2002: 221)

The elements are strategic objectives, supportive management, targeted messages, effective media/forums, well positioned communication staff, on-going assessment and integrated processes as indicated in the figure eighteen above (Barrett, 2002: 221 - 222). Barrett stresses that management need to recognise employee communication as strategic and learn to lever its strategic capabilities, as “communication is either everything in the organisation or it is nothing more than publications intended to keep the communication staff busy and the employees informed of the company news” (Barrett, 2002: 220). According to Barrett, meaningful communication is communication that accomplishes two primary objectives: informs and educates stakeholders at all levels about the company's strategy and motivates and positions them to support the strategy and the performance goals (Barrett, 2002: 220). Effective communication

during major change needs to have five primary goals: ensure clear and consistent messages to educate stakeholders in the company vision, strategic goals and what the change means to them, motivate support for the company's new direction, encourage higher performance and discretionary effort, limit misunderstandings and rumours that may damage productivity and align stakeholders behind the company's strategic and overall performance improvement goals (Barrett, 2002: 220). The strategic employee communication model is designed to accomplish these goals (Barrett, 2002: 220).

According to Barrett, the following is required for effective communications:

- **Strategic objectives:** in high performing organisations, employee communication reinforces the company's strategic objectives (Barrett, 2002: 221). A one on one correlation is required between what the company has established as its strategic objective and what is listed as the objectives for the communication (Barrett, 2002: 221). In addition, the communication must be structured to translate the central strategic messages to all stakeholders (Barrett, 2002: 221).
- **Supportive management:** top-level and mid-level management must be directly involved in and assume responsibility for communications up, down and across the organisation (Barrett, 2002: 221). Managers must model the behaviour they expect of their direct reports by "walking the talk" (Barrett, 2002: 221). Leaders need to inspire confidence in the change (Merrell, 2012: 20).
- **Targeted messages:** simple information tailored to the audience to ensure that it is relevant and meaningful as well as consistent (Barrett, 2002: 221).
- **Effective media / forums:** effective communication uses all vehicles to reach its audience, but most importantly, it relies on direct, face to face communication over indirect, print or electronic media (Barrett, 2002: 221).
- **Well positioned staff:** The communication staff needs to be close to the important business issues and involved in the strategic and business planning processes (Barrett, 2002: 222).

- **Ongoing assessment:** The effectiveness of the company's communication needs to be measured company-wide formally and frequently against clearly defined goals on an ongoing basis and throughout the key stages of change (Barrett, 2002: 222).
- **Integrated processes:** communication needs to be integrated into the business processes, with communication milestones included in the business plan as part of the business planning process (Barrett, 2002: 222).

The change communication theories and models have some common elements and similarities and some have unique elements. All the elements were used as the theoretical base for this study.

2.5 GREEN BUILDING AND CHANGE COMMUNICATION

The research topic for this study focuses on organisational change management, change communication and green buildings. In the sections above, organisational change management and change communication have been explained. In this section, a definition and overview on green buildings is provided as well as the green building benefits. In addition, the role of the Green Building Council of South Africa and the green star rating are explained. The importance of change communication for green building occupants is outlined.

2.5.1 GREEN BUILDING OVERVIEW

Research reveals that buildings consume forty percent of the world's materials, use twelve percent of the total water consumed, consume forty percent of the world's energy and create thirty six percent of the carbon dioxide emissions that cause global warming (Hoffman and Henn, 2008: 391-392). As the knowledge of the impact is increasing, pressure is being placed on the property sector to reduce its environmental impact, and the number of green buildings has grown in the past several years (Ucci, 2010: 175). Organisations also prefer green buildings due to the lower overhead costs, greater occupant productivity, reduced absenteeism, and stronger employee attraction and retention (Lockwood, 2006: 129 – 130). Companies in the financial industry including Standard Bank, Nedbank and First National Bank have green buildings (Green Building Council South Africa, 2014a: 1). In the next section, green buildings are defined, and the differences between green buildings and standard buildings are highlighted.

Green building definition

“Green building” is a building that uses strategies, techniques and construction products that are less resource-intensive or pollution-producing than regular construction (Hoffman and Henn, 2008: 391-392). “Green buildings” therefore have reduced negative impact on the environment than standard buildings (Lockwood, 2006: 129 - 130). A majority of green buildings have natural lighting and outdoor views, highly efficient HVAC (heating, ventilating, and air-conditioning) systems and low-VOC (volatile organic compound) materials like paint, flooring, and furniture (Lockwood, 2006: 129 - 130). In table four below, the differences between green buildings and standard buildings are highlighted.

Table 4: Comparison between "green buildings" and "non-green buildings" (Samer, 2013: 26)

Building Type	Green Buildings	Non-Green Buildings
Energy Consumption	Low	High
Indoor Environment Quality	Very Good	Good
Emissions	Low	High
Waste Management	Highly Efficient	Efficient
Building Materials	Environmentally Friendly	Not Environmentally Friendly
Project Practices	Sophisticated	Normal
Feasibility	>5% than Threshold	Threshold

As indicated in table four above, the key features of green buildings include low energy consumption, very good indoor environment quality, low emissions, highly efficient waste management, environmentally friendly building materials, sophisticated project practices and feasibility which is five percent greater than threshold (Samer, 2013: 26). The green building benefits are expanded on in the next section.

Green building benefits

One of the frameworks used to outline the green building benefits is the Balanced Scorecard developed by Kaplan and Norton as it not only focused on the financial aspect but also business process, customer relations, and human resource aspects

(Heerwagen, 2000: 355). In table five below, the green building benefits are identified using the Balanced Scorecard framework (Heerwagen, 2000: 355).

Table 5: Green building benefits as per the Balanced Scorecard (Heerwagen, 2000: 356)

Financial Outcomes • Reduced resource utilisation • Reduced operating/maintenance costs • Reduced risks/avoided costs • Increased overall productivity • Increased resale value of property • Reduced absenteeism	Business Process Outcomes • Process innovation • Increased work process efficiency
Stakeholder Relations • Improved public image • Increased ability to sell to pro-environmental customers • Community outreach and education • Improved ability to work with community stakeholders	Human Resource Development • Improved quality of work life • Improved personal productivity • Improved well being • Reduced turnover and increase ability to attract high quality workers

The four categories indicated in table five above can be divided into two broader dimensions: strategic performance and human resource development (Heerwagen, 2000: 356). Human resource development focuses on improved indoor environmental quality and its relationship to human factor outcomes (Heerwagen, 2000: 356). Strategic performance relates to sustainable design to financial outcomes, stakeholder relations, and business process improvements (Heerwagen, 2000: 356). As indicated in table five above, in terms of financial outcomes, green buildings have reduced operating costs (Heerwagen, 2000: 356). For example, in its first year of operation, Genzyme Center – Genzyme Corporation’s headquarters used forty two percent less energy and thirty four percent less water than standard buildings of the same size (Lockwood, 2006: 129-130). In addition, green buildings also boost occupant productivity by approximately fifteen percent because of the building materials used that do not emit toxins (Lockwood, 2006: 129-130). For example, at Genzyme Center, fifty eight percent of the

nine hundred and twenty employees reported that they are more productive in the green building than they were in the former headquarters (Lockwood, 2006: 129-130). Reduced absenteeism has been experienced, with sick leave in the green building being five percent lower than for all of Genzyme's other buildings (Lockwood, 2006: 129-130). In terms of human resource development, a green design criterion which includes abundant day lighting, individual climate controls, and outdoor views increases the morale and satisfaction of occupants which also improves productivity (Lockwood, 2006: 129-130).

The role of the Green Building Council of South Africa in the green building industry is explained in the section below.

Green Building Council of South Africa

The Green Building Council SA is an independent, non-profit company formed in 2007 as one of the ninety-two members of the World Green Building Council alongside Australia, the United States and the United Kingdom (Green Building Council South Africa, 2014b: 1). It provides the tools, training, knowledge, connections and networks to promote green building practices across South Africa (Green Building Council South Africa, 2014b: 1). The Council has developed the Green Star SA rating system to provide an objective measurement for green buildings in South Africa and to recognise and reward environmental leadership in the property industry (Green Building Council South Africa, 2014b: 1). It is the official certification body for Green Star SA projects (Building Council South Africa, 2014c: 1). Each Green Star SA rating tool reflects a different market sector including office, retail, multi-unit residential, public and education buildings (Green Building Council South Africa, 2014b: 1).

2.5.2 GREEN BUILDING CHANGE COMMUNICATION

In the section above, a definition of green buildings, an overview of the benefits as well as the support and accreditation from the Green Building Council of South Africa were provided. In this section, the role of the green building occupants is explored, as the benefits outlined above will only be fully realised if the behaviour of the occupants is in line with the requirements of green buildings.

Green building occupant behaviour

'Occupant behaviour' refers to the behaviour of the population group occupying a building (Ucci, 2010: 175). In order for green buildings to perform effectively, the occupants of the building need to play an active role in the maintenance and performance of the building, as the benefits indicated above may not be delivered due to occupant behaviour (Cole *et al.*, 2008 cited in Brown and Cole, 2009: 228; Ucci, 2010: 175). A number of case studies demonstrate that unhappy occupants will override building controls thus resulting in energy wastage and financial losses (Ucci, 2010: 175). The Carbon Trust estimates that energy costs in existing buildings can be reduced by ten to twenty per cent through simple actions, many of which are relevant to occupant behaviour (2006, cited in Ucci, 2010: 175). The building infrastructure and the occupants need to interact and adapt in response to changing external conditions and needs, this is described as 'interactive adaptivity' (Cole *et al.*, 2008 cited in Brown and Cole, 2009: 228). Therefore, understanding, supporting or changing the behaviour of occupants is crucial for the success of green buildings.

Several factors and barriers affect the pro-environmental behaviour of occupants; these include external factors such as institutional / contextual, economic, social and cultural factors and internal factors such as motivation, values, attitudes, environmental knowledge and locus of control (Ucci, 2010: 176).

Change Communication for Green building occupants

The transformation of the building occupants' behaviour to achieve the green building benefits indicated above requires occupants to have an understanding of the new procedures and the impact of their behaviour (Samer, 2013: 34). Research indicates that in some areas there is poor communication between building managers and occupants which results in facilities not being well utilised because they do not know they exist or they do not know where to find them (Kato, Too & Rask, 2009: 190). This lack of communication may have undermining effects on promoting their otherwise more marketable workplace (Kato, Too and Rask, 2009: 190).

In research conducted, it was found that the primary reasons given for not using personal controls in the buildings were not knowing where controls were, not knowing

how to operate them, and assuming that someone else operated them on behalf of the users (Brown and Cole, 2009: 244). It is therefore important to provide education for building occupants regarding the new features (Tuomey, 2009, cited in Sellers and Fiore, 2013: 552). Green certification is likely to get more support from a worker base if they are educated on the motivation behind the pursuit and the specifics of the implementation (Lee, 2010, cited in Sellers and Fiore, 2013: 552). Information provided from the building manager regarding how one can become an active user may empower them (Brown, Dowlatabadi and Cole, 2009, cited in Sellers and Fiore, 2013: 552). In addition, researchers have found that, the proper education regarding why the features are being installed, as well as the potential benefits can result in a “forgiveness factor” which allows users to overlook mild discomfort or differences in preference due to supporting the larger goal of sustainability (Deuble and John de Dear, 2012, cited in Sellers and Fiore, 2013: 552). Interactive and direct education such as building inductions and workshops are recommended as a more effective way to communicate with occupants (Brown 2009, cited in Azizi, Wilkinson and Fassman, 2014: 27).

More often than not, tenants will move into a building with very little explanation about how it has been designed to operate or how their use of spaces and equipment affect its energy usage (Brown and Cole, 2008, cited in Brown and Cole, 2009: 231). Occupants should be rewarded through formal acknowledgements and certificates, salary increases and cash bonuses, appreciation gifts such as coffee mugs or energy programme shirts (Energy Star, 2012, cited in Azizi *et al.*, 2014: 28). In addition, the money saved can be donated to charity (EECA, 2010, cited in Azizi *et al.*, 2014: 28).

In the sections above, a definition and overview on green buildings is provided as well as the green building benefits. In addition, the role of the Green Building Council of South Africa and the green star rating are explained. The importance of change communication for green building occupants was outlined.

2.6 CONCLUSION

In the section above, the importance of organisational change management as well as the challenges and factors that result in effective organisational change management were explained. In addition, Lewin’s background, his theories and three step model

were explained as well as the planned change models that have been developed, based on his work, that assist organisations with implementing change and demonstrate the importance of change sustainability. Change sustainability was defined and the change communication frameworks required for change sustainability were unpacked. Finally, an overview was provided on green buildings, the benefits, the impact of the occupant behaviour and the change communication required for green building occupants.

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SECTION 3: RESEARCH METHODOLOGY

3.1 INTRODUCTION

In this section, the research methodology undertaken during the research is described. Specifically, the research aims and objectives, the research paradigm, data collection and analysis, population and sampling, ethical considerations as well as reliability and validity are outlined. A key component of the section is the explanation of how the data was collected and analysed in the study and the sequence.

3.2 RESEARCH AIMS AND OBJECTIVES

The research had two goals; the first goal was to evaluate the effectiveness of the change communications distributed to the building occupants after the move. The aim was to evaluate effectiveness of the communication in ensuring the sustainability of change in Barclays Towers West. The emphasis was on evaluating how the change communication influenced the re-freezing. The second goal was to identify change communication successes and failures or challenges in ensuring sustainability as well as areas of improvement. Based on the research findings, suggestions were made for the areas of improvement identified.

The research will add to the body of knowledge as there is a large amount of literature available on organisational change, but a limited amount of research has been conducted on change communication for change sustainability, especially for moves to green buildings (Buchanan *et al.*, 2005: 190-191). In addition, the research will assist Barclays Africa in understanding the actions required to improve the change communication for Barclays Towers West and the change communication required for future moves to green buildings.

3.3 RESEARCH PARADIGM AND METHODOLOGY

The paradigm which is the set of basic beliefs or “worldview that guides the investigator” for this research was pragmatic (Guba and Lincoln, 1994: 105). Pragmatic researchers focus on the research problem to determine the “what” and “how” (Creswell, 2003: 11). The main objective is to facilitate human problem-solving (Powell, 2001: 884). It calls for mixed-method research where the collection and analysis of both quantitative and qualitative data takes place in a single study to effectively address the research problem

(Creswell and Clark, 2007: 5). As a result, a mixed-method research approach was used in this study, combining qualitative and quantitative research in line with the research paradigm. The qualitative research facilitated the quantitative research as the understanding of the research context obtained from the qualitative research was used to determine the survey questions which were used for the quantitative research (Bryman and Bell, 2011: 634). An evaluation research approach was used as it is an analytical method that aims to evaluate a programme compared to a set of explicit or implicit standards in order to improve the programme and generate knowledge which was aligned to the research aims of the study (Weiss, 1998: 4; Powell, 2006:102).

3.4 DATA COLLECTION AND ANALYSIS

Data was collected and analysed using the following methods with a sequence of qualitative and then quantitative research:

Document collection and analysis

Change communications that were distributed after the move as well as artefacts and meeting presentations were collected. The qualitative data was analysed to understand the objectives Barclays Africa had for the move, the change communication approach and the change messages communicated to sustain the change. The findings were used to determine the questions for the semi structured interviews.

Semi-structured interviews

One on one interviews were conducted with the Facilities Head, one of the Floor Managers, the Communications Manager currently responsible for communicating to occupants and the Move Project Change Management Team who were responsible for the change management for the initial move into the building. The purpose of the interviews was to obtain more clarity on the change communication approach before and after the move, the change impact for occupants moving into the building, and the successes and challenges experienced to date in terms of meeting the objectives of the move by using change communication. The qualitative data was used to determine the questions for the survey questionnaire.

Online survey

The change communication theories and models used in this study: communication theory, Armenakis, Harris and Field (2007) Model, and the Barrett (2002) Model, were used to determine the appropriate questions for assessing the effectiveness of change communications. Specifically, the Scorecard of Current Employee Communications assessment tool developed by Barrett (2002), the Content Adequacy questionnaire developed by Armenakis, Bernerth, Pitts and Walker (2007) and the Communicating for Change questionnaire developed by Coetzee, Fourie and Roodt (2002) were used (Barrett, 2002: 223; Armenakis, Bernerth, Pitts and Walker, 2007: 490; Coetzee, Fourie and Roodt, 2002: 21). The questions were modified to align to the research topic. In addition, the document analysis and interviews findings were used to identify the appropriate questions for the occupants of Barclays Towers West.

Please refer to Appendix A for the survey questions. A survey tool was used to administer the online survey. The survey was predominately made up of closed-end questions which included yes or no questions and five point likert scale questions where respondents could indicate they agreed or disagreed with certain statements. The use of the closed-end questions enabled the descriptive statistical analysis of the quantitative data. One open question was used at the end of the survey to give respondents the opportunity to recommend changes to the communications to building occupants.

An email indicating its importance and containing a link to the online survey was sent to all 2446 building occupants, based on a list from Facilities Management, requesting their participation. A reminder email was also sent after the initial email. A minimum response rate of 10% was expected. A total of 283 responses were received which is a 11.57% response rate, with responses being received from those that were part of the move in 2011 and those that moved into the building after the move. Of the respondents, 21.79% moved into the building in 2011 when it was opened and 78.21% of the respondents moved in after the building was opened in 2011. All responses were anonymous and a third party assisted with the administration of the survey and downloaded the results without the names and user details indicated. The findings were

used to determine the effectiveness of the change communications after the move from the perspective of the building occupants.

3.5 POPULATION AND SAMPLING

As mixed-method research was undertaken, the sampling procedures used were purposive sampling for the qualitative research and probability sampling for the quantitative research. Purposive sampling was appropriate for the qualitative research as it entails selecting individuals “based on specific purposes associated with answering a research study’s questions” (Teddlie and Yu, 2007: 77). Specific individuals were therefore selected as interviewees based on their role in terms of communication to building occupants before or after the move into Barclays Towers West. The information obtained from the individuals could not be obtained from other sources or individuals. Probability sampling was appropriate for the quantitative research as it involves identifying a specific population and selecting participants randomly to achieve representation of the population (Teddlie and Yu, 2007: 77). In the study, the population was all the occupants of Barclays Towers West. An invite to participate in the survey was emailed to all 2446 building occupants with a link to the online questionnaire. Therefore random sampling was utilised as all the occupants of the building “had an equal chance of being included in the sample” (Teddlie and Yu, 2007: 79).

3.6 ETHICAL CONSIDERATIONS

Ethical considerations were important in the study as humans were involved. The researcher submitted an application to the Rhodes Business School Ethics Committee and obtained ethical clearance before commencing with the research. In addition, permission was granted by Barclays Africa for the research to be conducted. The provision made was that the research paper would be shared with the relevant Barclays Africa stakeholders before it is submitted to the Registrar or published. The researcher also obtained consent from the interviewees and survey respondents before their participation in the semi structured interviews and online survey. A consent form was completed by the participants of the semi structured interviews indicating that they gave their consent. The online survey participants indicated on the survey that they gave their consent. The responses of all participants are anonymous. The semi structured

interviews were recorded for easy reference after the interviews to verify information obtained. The interview participants were asked to provide their consent before being recorded and were given the opportunity to request that the recording be erased.

3.7 RELIABILITY AND VALIDITY

Reliability and validity is important in research as “without rigor, research is worthless, becomes fiction and loses its utility” (Morse, Barrett, Mayan, Olson and Spiers, 2002: 14). As a result, the following criteria recommended by Guba and Lincoln were used for the research to ensure the reliability and validity of the research (Morse *et al.*, 2002: 14):

Credibility

It entails obtaining approval for the research from interviewees or participants (Riege, 2003: 81). The consent of the interviewees and survey respondents was obtained before their participation in the research.

Transferability

It refers to the “extent to which the findings can be generalised beyond the study itself” (Riege, 2003: 81). The research methodology and procedures for the study are clearly defined. In addition, as mentioned in the evaluation report, a large number of companies are now focusing on sustainability and building green buildings. As a result, the findings regarding the effectiveness use of the change communications after a move into a green building can be utilised and applied beyond this specific study.

Confirmability

It assesses if the interpretation of data was undertaken in a logical and unprejudiced manner (Riege, 2003: 81). The interviews that were conducted were recorded and the researcher referred to the recordings when documenting the interviews to ensure that the interpretation was logical and unprejudiced. The researcher also used multiple sources of data both qualitative and quantitative. In addition, all interview and survey responses were anonymous.

In addition the following strategy recommended by Morse, Barrett, Mayan, Olson and Spiers was used to ensure reliability and validity (Morse *et al.*, 2002: 17):

Sampling sufficiency

It entails identifying a sample that is appropriate as the participants have knowledge of the research topic (Morse *et al.*, 2002: 17). The interviewees selected were appropriate as they were individuals involved in communicating to the occupants of the building before and after the move into the building and thus had the required knowledge regarding the research topic. The survey respondents were occupants of the building and therefore could respond to the questions as they are the recipients of change communications regarding the building.

3.8 CONCLUSION

In the section, the research methodology for the study was described. Specifically, the research aims and objectives, the research paradigm, data collection and analysis, population and sampling, ethical considerations as well as reliability and validity were outlined. A key component of the section was the explanation on how the data was collected and analysed in the study and the sequence. The post move communications and artifacts and meeting presentations were collected first. The qualitative data was analysed and used to determine the questions for the semi structured interviews. Semi-structured one on one interviews were then conducted. The qualitative data was used to determine the questions for the online survey questionnaire. An online survey tool was used to administer a predominantly closed-end questionnaire with an invite to participate emailed to the building occupants. The quantitative data was analysed using descriptive statistical analysis.

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ANNEXURE A

SURVEY QUESTIONS

I voluntarily consent to participate in the research and understand that while information gained during the study may be published, I will not be identified and my personal results will remain confidential

☐ I agree

When did you move into Barclays Towers West?

☐ I moved in when the building was opened in 2011

☐ I moved in after the opening of the building in 2011

How long have you worked for Barclays Africa?

Please Select

Are you aware of the following regarding Barclays Towers West?

	Yes	No
It is a five star green building	☐	☐
The building has an energy efficient lighting system with sensors to save energy	☐	☐
The air conditioning system is centrally controlled	☐	☐
The building has a gas powered turbine generator that can provide electricity to the whole campus, reducing the dependency on Eskom and reducing energy costs	☐	☐
The building has a grey water system that recycles water	☐	☐
Some of the meeting rooms in the building have touch screen Smart Boards which operate as white boards or electronic flip charts	☐	☐
Parking bays are available for hybrid vehicles that need electrical points	☐	☐

Do you use the following?

	Yes	No
Smart Boards in some of the meeting rooms	☐	☐
Recycling areas next to the desks	☐	☐
Recycling areas in the pause areas	☐	☐

For the facilities and functionality that you do not use, as indicated in the previous question, what is the main reason/s for not using the facilities and functionality?

- ☐ Not aware of the facilities and functionality
- ☐ Do not have the time
- ☐ Do not know how to use the facilities and functionality
- ☐ Previously used the facilities and functionality and was not happy with what was on offer
- ☐ Other

Do you adhere to the following?

Yes

No

Minimal paper usage

☐☐

I understand why Barclays Towers West was built as a green building

☐ Strongly disagree

☐ Disagree

☐ Do not know

☐ Agree

☐ Strongly agree

I understand how Barclays Towers West, as a green building, is different from a conventional office building

☐ Strongly disagree

☐ Disagree

☐ Do not know

☐ Agree

☐ Strongly agree

I believe that building Barclays Towers West as a green building was appropriate for our organisation

☐ Strongly disagree

☐ Disagree

☐ Do not know

☐ Agree

☐ Strongly agree

I understand the benefits to me as an occupant of Barclays Towers West

☐ Strongly disagree

☐ Disagree

☐ Do not know

☐ Agree

☐ Strongly agree

I enjoy working in Barclays Towers West

☐ Strongly disagree

☐ Disagree

☐ Do not know

☐ Agree

☐ Strongly agree

I understand what is required from me as an occupant of Barclays Towers West in terms of behaviour, conduct and the building rules

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Do not know
- ☐ Agree
- ☐ Strongly agree

Most of my colleagues understand what is required from them as occupants of Barclays Towers West in terms of behaviour, conduct and the building rules

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Do not know
- ☐ Agree
- ☐ Strongly agree

My line manager is “walking the talk” in terms of the behaviour and conduct required in Barclays Towers West

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Do not know
- ☐ Agree
- ☐ Strongly agree

The Senior Management are “walking the talk” in terms of the behaviour and conduct required in Barclays Towers West

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Do not know
- ☐ Agree
- ☐ Strongly agree

I believe that we (the occupants of Barclays Towers West) can maintain the green standards and adhere to the requirements of Barclays Towers West

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Do not know
- ☐ Agree
- ☐ Strongly agree

The following information was shared with me when I moved into the building

	Yes	No
I was told that Barclays Towers West is a green building	☐	☐
Behaviour or conduct required in the building	☐	☐
Facilities available	☐	☐
Benefits of being a building occupant	☐	☐
Contact person / people if assistance required	☐	☐

How was the information shared?

- ☐ I was informed by my Line Manager
- ☐ I was informed by HR
- ☐ I was informed by the Moves Team
- ☐ I was informed by the Floor Manager
- ☐ I was informed by my colleagues
- ☐ I received a welcome pack
- ☐ Other

From which of the following sources do you currently receive most of your information regarding the building

- ☐ My line manager ☐
- ☐ Senior management ☐
- ☐ My colleagues ☐
- ☐ Newsflash and communiqué messages ☐
- ☐ Floor managers ☐
- ☐ The 'Go-To' show ☐

	Yes	No
I know who to contact if I want information or assistance regarding Barclays Towers West and its facilities	☐	☐

My problems, issues or concerns regarding the building are listened to

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Do not know
- ☐ Agree
- ☐ Strongly agree

Please indicate which of the following sources are best described by the following statements in terms of the information shared about Barclays Towers West

Communication Sources Listed – Respondents to Select

- The information is relevant
- The information is necessary
- The information is interesting
- The channel is effective in communicating important information
- The information is easy to understand
- The distribution of the information is ideal in terms of reaching the necessary parties
- The channel is user-friendly
- The information is boring
- The information is confusing
- The information is unnecessary
- The information is pointless

How do you feel about the information you currently receive regarding the building?

- ☐ I can almost never believe it
- ☐ I usually can't believe it
- ☐ I can believe it about half the time
- ☐ I can usually believe it
- ☐ I can almost always believe it

From which of the following sources would you prefer to receive most of your information regarding the building

- | | |
|--|---|
| ☐ My line manager | ☐ Notices in pause areas, toilets and by the lifts |
| ☐ Senior management | ☐ Barclays intranet site |
| ☐ My colleagues | ☐ Towers West intranet site |
| ☐ Newsflash and communiqué messages | ☐ Roadshow sessions or information sessions |
| ☐ Floor managers | ☐ The Beat magazine |
| ☐ The 'Go-To' show | ☐ Other |

What communication changes can be implemented to effectively provide you with the information you need regarding the building and behaviour or conduct required?