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**INTEGRATING THE PARADOX THINKING INTO
ORGANIZATIONAL CHANGE MANAGEMENT FRAMEWORKS
ІНТЕГРАЦІЯ ПАРАДОКСАЛЬНОГО МИСЛЕННЯ В МОДЕЛІ
УПРАВЛІННЯ ОРГАНІЗАЦІЙНИМИ ЗМІНАМИ**

Summary. *Introduction. Organizational change meets resistance, setbacks, and unforeseen challenges. Traditional models, though useful, often miss the inherent contradictions and complexities. These models see change as linear, ignoring dynamic and conflicting forces. The paradoxical theory of change sees*

tensions as natural and necessary. Embracing paradoxes drives innovation, adaptability, and resilience.

Purpose. This article explores integrating paradoxical thinking into established frameworks: Kotter's 8-Step process, McKinsey's 7-S framework, and the 7-Stage Nudge model. It includes the Real-Ideal-Self model and Primal Leadership principles to enhance leadership. This integration offers a holistic and dynamic approach, helping organizations better navigate complexities and contradictions.

Materials and Methods. The research materials consist of works by foreign authors, who conduct their scientific and practical studies on the theory and methodology of organizational change management. These studies also cover related specific applied aspects.

Results. The research shows how paradoxical thinking fits into existing OCM models, providing practical insights for leaders and change agents. Key contributions include redefining contradictions as catalysts for positive change, enhancing OCM models with a comprehensive strategy, and emphasizing the importance of authentic leadership and organizational culture. Strategies for managing tensions, like fostering a learning culture, "both/and" thinking, and adaptive leadership, are discussed. The implications are profound - a paradoxical mindset can transform change management.

Prospects. By fostering continuous learning, experimentation, and adaptation, organizations achieve sustainable and effective transformations. This article lays the groundwork for future research and practice, integrating paradoxical thinking into OCM, driving innovation, resilience, and long-term success in a dynamic business environment.

Key words: *paradoxical theory of change, organizational change management, Kotter's 8-Step process, McKinsey's 7-S framework, leadership, innovation, resilience, organizational transformation, adaptability, emotional intelligence, real self, ideal self.*

Анотація. Вступ. Організаційні зміни часто стикаються з опором, непередбаченими викликами та невдачами. Традиційні моделі управління організаційними змінами, хоча і цінні, але не враховують внутрішні протиріччя та складності трансформацій. Ці моделі зазвичай розглядають зміни, як лінійний процес, не беручи до уваги динамічні та конфліктні ситуації, виклики всередині організацій. Парадоксальна теорія змін пропонує свіжий, новий погляд, визнаючи ці ситуації природними та необхідними. Прийняття парадоксів, а не усунення чи ігнорування, дозволяє організаціям стимулювати та розвивати інновації, адаптивність та стійкість.

Мета. В даній статті стоїть завдання дослідити інтеграцію теорію парадоксального мислення у відомі методи управління організаційними змінами, такі як 8-етапний процес Коттера, 7-S модель МакКінсі та 7-етапну модель поштовху. А також розглянути інтеграцію моделі Реального-Ідеального-Я та принципи Емоційного лідерства для підвищення ефективності управління організацій. Така інтеграція забезпечить цілісний та динамічний підхід до управління організаційними змінами, а також допоможе організаціям ефективніше долати складнощі та протиріччя трансформацій.

Матеріали і методи. Матеріалами дослідження є праці зарубіжних авторів, які проводять свої науково-практичні дослідження з теорії та методології управління організаційними змінами. Ці дослідження також охоплюють та описують конкретні прикладні аспекти.

Результати. В даній статті проаналізовано, як парадоксальне мислення можна інтегрувати у існуючі моделі управління організаційними змінами. В даному дослідженні запропоновано практичні поради для лідерів та агентів змін. А саме проаналізовано, які основні переосмислення суперечностей, як каталізаторів позитивних змін, удосконалення моделей управління організаційними змінами завдяки комплексному підходу та

підкреслення важливості автентичного лідерства та організаційної культури. Також, досліджено практичні стратегії управління парадоксальними напругами, такі як: культивування культури навчання, мислення "обидва/і", адаптивне лідерство. Ці дослідження мають значний вплив, оскільки парадоксальне мислення може змінити спосіб управління змінами.

Перспективи. Розвиваючи культуру розвитку та заохочуючи до постійного навчання, експериментування та адаптації, організації можуть досягати більш стійких та ефективних трансформацій. Ця стаття закладає основу для подальших досліджень і практики інтегруючи парадоксальне мислення в управління організаційними змінами з метою стимулювання інновацій, стійкості та довгострокового успіху в динамічному бізнес-середовищі.

Ключові слова: *парадоксальна теорія змін, управління організаційними змінами, 8-кроковий процес Коттера, 7-S модель МакКінсі, лідерство, інновації, стійкість, організаційна трансформація, адаптивність, емоційний інтелект, реальне я, ідеальне я.*

Problem statement. Problem Statement: Organizational change meets resistance, setbacks, and challenges. Traditional change models, though structured, often miss the true nature of transformations. They see change as a straight line. Employees fear loss of control, and leaders struggle to balance stability and innovation.

The paradoxical theory of change sees tension as natural and necessary. Embracing paradoxes drives innovation, adaptability, and resilience. This theory integrates into existing frameworks like Kotter's 8-Step Process [3, p. 45], McKinsey's 7-S Framework [9, p. 89], and the 7-Stage Nudge Model [8, p. 34]. It also includes the Real-Ideal-Self model and Primal Leadership principles [2, p. 5], enhancing the approach.

This article offers practical insights for leaders and change agents. It emphasizes both/and thinking [7], fostering a learning culture, and developing adaptive leadership styles. These strategies lead to more sustainable and effective transformations.

Analysis of recent research and publications. The issues of theory and methodology of organization change and related specific applied aspects were the subject of scientific research by the following economists: Smith W., Lewis M., Schad E., Christensen C., Palmer I., Dunford R., Buchanan D., Kotter J., Goleman D., Boyatzis R., McKee A., Beisser A., Bridges W., Louis V. Gerstner [1-10] and others. Recent research shows the value of paradoxical theory in enhancing change management. Smith and Lewis argue for embracing internal tensions to achieve organizational ambidexterity [6; 7]. Schad supports integrating paradox theory into OCM practices, showing that accepting tensions fosters innovation, adaptability, and resilience [5].

The Real Self and Ideal Self concepts from Goleman, Boyatzis, and McKee's "Primal Leadership" align with paradoxical thinking [2]. They stress emotional intelligence in leadership and the need to bridge the gap between current and desired states to drive growth. Integrating these principles with OCM models offers a holistic approach to managing change.

Balancing conflicting demands and leveraging inherent contradictions, organizations can develop adaptive strategies. They enhance innovation and build long-term resilience. This approach leads to more effective and sustainable transformations.

Formulation of the article's objectives. This article delves into integrating paradoxical thinking into established Organizational Change Management frameworks. It examines Kotter's 8-Step Process [3], McKinsey's 7-S Framework [9], and the 7-Stage Nudge Model [8]. The aim is to help organizations navigate the complexities and contradictions of change. The Real-Ideal-Self model and

Primal Leadership principles [2] are also included to boost leadership effectiveness.

The objectives include:

1. Provide a framework for integrating paradoxical theory into traditional OCM models.
2. Identify and analyze key paradoxes during change initiatives.
3. Incorporate principles that emphasize authentic leadership and emotional intelligence.

The article shows how balancing conflicting demands can drive innovation, adaptability, and resilience. It offers practical advice for leaders, fostering a learning culture and adaptive leadership styles. The goal is sustainable and effective organizational transformations. This helps organizations thrive and stay resilient in a constantly changing business world.

Theoretical Framework.

This article integrates paradoxical theory into established Organizational Change Management models to address the inherent complexities and contradictions in change processes.

Paradoxical Theory of Change. Rooted in Gestalt therapy and psychological theories, paradoxical theory suggests that real change occurs when organizations embrace internal contradictions rather than eliminate them [1]. These tensions are essential drivers of growth and transformation, fostering innovation, adaptability, and resilience.

Integrating Paradoxical Theory into OCM Models. This framework explores integrating paradoxical theory into three well-known OCM models to enhance their effectiveness:

1. Kotter's 8-Step Process. This model is a widely recognized framework for managing organizational change. It emphasizes creating a sense of urgency [3, p. 35], building guiding coalitions [3, p. 51], and generating short-term wins [3,

p. 117]. Applying paradox theory can enhance this model by addressing the inherent tensions at each step:

Table 1

Application of paradoxical thinking to Kotter’s 8-step process

Step	Paradox	Application
Creating a Sense of Urgency	Balancing the urgency for change with the need for stability.	Acknowledge employee fears and concerns while communicating the reasons for change and providing reassurances about job security
Forming a Powerful Guiding Coalition	Balancing strong leadership with inclusive participation.	Empower and engage team members, ensuring diverse perspectives are considered and fostering a sense of ownership
Creating a Vision for Change	Balancing visionary goals with practical realities.	Develop an inspiring yet realistic vision, grounding it in achievable milestones to maintain employee motivation
Communicating the Vision	Balancing broad communication with targeted messages.	Use various channels to disseminate the vision while tailoring messages to address specific concerns of different groups
Removing Obstacles	Balancing the removal of barriers with maintaining necessary structures.	Assess which barriers impede progress and which support ongoing stability and performance
Creating Short-Term Wins	Balancing short-term achievements with long-term goals.	Celebrate quick wins that contribute to broader objectives, ensuring short-term efforts build toward sustainable change
Consolidating Gains and Producing More Change	Balancing consolidation with continuous innovation.	Encourage continuous improvement and innovation to keep the organization dynamic and adaptable
Anchoring New Approaches in the Culture	Balancing new practices with core values.	Align new practices with core values, integrating them in a way that reinforces cultural strengths and addresses outdated norms

Source: compiled by the authors on the basis of [1; 3]

2. *McKinsey’s 7-S Framework.* This model emphasizes the interconnectedness of seven elements in an organization: strategy, structure,

systems, shared values, style, staff, and skills [9, p. 18]. Paradox theory helps manage the tensions within and between these elements:

Table 2

Application of paradoxical thinking to McKinsey's 7-S framework

Element	Paradox	Application
Strategy	Balancing long-term strategic goals with short-term operational needs.	Develop strategies that provide clear long-term direction while staying flexible for immediate demands. Continuously review and adjust strategies based on real-time feedback and market changes
Structure	Balancing hierarchical control with decentralized autonomy.	Create clear lines of authority and accountability while empowering employees to make decisions. Establish a hybrid structure with centralized oversight and decentralized decision-making
Systems	Balancing standardized processes with innovative flexibility.	Ensure consistency and efficiency, but allow room for creativity and innovation. Implement flexible systems that encourage continuous improvement and experimentation
Shared Values	Balancing core values with evolving cultural norms.	Anchor the organization with shared values that evolve to reflect changing societal and organizational dynamics. Engage in regular dialogue with employees to reassess and update these values
Style	Balancing authoritative leadership with collaborative management.	Adapt leadership styles to the context, sometimes requiring decisive action and other times fostering collaboration. Develop situational leadership skills to switch between styles as needed
Staff	Balancing authoritative leadership with collaborative management.	Recognize and reward individual contributions while cultivating a strong sense of team identity. Design performance management systems to evaluate both individual achievements and team dynamics
Skills	Balancing specialized expertise with broad competencies.	Employees should develop a broad set of competencies alongside specialized skills to adapt to various roles and challenges. Focus training on both deep technical skills and cross-functional abilities

Source: compiled by the authors on the basis of [1; 9; 10]

3. *The 7-Stage Nudge Model.* Developed by Thaler and Sunstein, this model uses subtle interventions to influence behavior [8]. Paradox theory enhances this model by addressing the tension between rational decision-making and emotional responses:

Table 3

Application of paradoxical thinking to 7-stage Nudge model

Stage	Paradox	Application
Mapping the Context	Balancing comprehensive analysis with actionable simplicity.	Design nudges to be simple and actionable based on context. Focus on key insights that drive behavior while avoiding analysis paralysis
Identifying the Levers for Change	Balancing targeted interventions with holistic impact.	Align specific levers for change with broader organizational goals. Select interventions that address immediate needs and contribute to long-term objectives
Designing the Nudges	Balancing subtlety with clarity.	Make nudges subtle enough to influence behavior without being intrusive, yet clear enough for individuals to understand the intended outcomes. Design interventions that guide choices while respecting autonomy
Testing and Refining the Nudges	Balancing rigorous testing with agile implementation.	Test nudges for effectiveness while being agile in implementation and refinement. Use pilot programs and iterative feedback loops to adapt nudges based on real-world responses
Scaling Up the Nudges	Balancing widespread application with context-specific customization.	Customize successful nudges for different contexts within the organization. Create scalable frameworks that allow for local adaptations
Embedding the Nudges into Systems	Balancing integration with existing systems with fostering innovation.	Integrate nudges into organizational systems to enhance processes while encouraging innovation. Ensure nudges become part of the organizational fabric without stifling creativity
Evaluating the Impact of Nudges	Balancing quantitative metrics with qualitative insights.	Use both quantitative data and qualitative feedback to evaluate the impact of nudges. Employ mixed-method approaches to capture a comprehensive picture of how nudges influence behavior and outcomes

Source: compiled by the authors on the basis of [1; 8]

Real-Ideal-Self Model and Primal Leadership Principles. Integrating the Real-Ideal-Self model and Primal Leadership principles complements the paradoxical approach [2, p. 36]. This model focuses on the gap between the current state (Real Self) and the desired future state (Ideal Self), driving growth through this tension [2, p.109]. The Real Self represents existing skills, behaviors,

and cultural norms, while the Ideal Self reflects new goals, values, and capabilities. This tension can drive both resistance and motivation.

- *Individual Level: Managing Personal Change.*

Employees often face a gap between their current abilities (Real Self) and new expectations (Ideal Self). This can cause resistance if they feel overwhelmed but can also motivate if managed with empathy.

Table 4

Individual level strategy

Strategy	Description
Recognize and Validate Tensions	Leaders must acknowledge the emotional impact of change on employees and provide support.
Gradual Adoption of New Behaviors	Introduce change gradually, allowing employees to retain valuable aspects of their current identity while adopting new skills.
Continuous Feedback and Support	Provide ongoing feedback, mentoring, coaching, and training to help bridge the gap between the Real and Ideal Self.

Source: compiled by the authors on the basis of [1; 2]

- *Organizational Level: Balancing Stability and Transformation.*

At the organizational level, the tension between the Real and Ideal Self is a choice between maintaining stability and pursuing change.

Table 5

Organizational level strategy

Strategy	Description
Balancing Continuity and Change	Integrate new approaches that enhance organizational strengths without eliminating all existing practices. This balance maintains stability while fostering innovation.
Embracing Experimentation and Learning	Encourage experimentation and view failures as learning opportunities, recognizing that the journey toward the Ideal Self is iterative and evolving.
Flexible and Evolving Goals	Treat the Ideal Self as a constantly evolving target, adjusting goals and aspirations as the organization progresses.

Source: compiled by the authors on the basis of [1; 2]

Discussion. Integrating paradoxical thinking into Organizational Change Management offers a powerful alternative to traditional models. Established OCM frameworks, though valuable, often overlook the dynamic tensions during change initiatives.

By embracing paradox, organizations can turn these tensions into growth and innovation. The tension between stability and change can spark creative solutions, balancing continuity and transformation. The tension between individual autonomy and organizational alignment can foster shared ownership and commitment.

Our analysis shows how paradoxical thinking can fit into existing OCM models like Kotter's 8-Step Process, McKinsey's 7-S Framework, and the 7-Stage Nudge Model. This integration provides a nuanced roadmap for navigating change complexities. Incorporating the Real-Ideal-Self model and Primal Leadership principles helps leaders cultivate authenticity, emotional intelligence, and open communication, enhancing change efforts.

The implications are significant. A paradoxical mindset enables leaders to foster a culture of continuous learning, experimentation, and adaptation. Employees see change as an opportunity for growth, leading to more sustainable and effective transformations. Tensions drive positive change, harnessing their energy for progress.

However, implementing paradoxical thinking in OCM is challenging. It requires a shift in mindset and cultural norms, which may face resistance. Future research should explore best practices for overcoming these challenges and how factors like industry, size, and organizational structure influence the effectiveness of paradoxical approaches to change.

In navigating organizational change, resilience, adaptability, and authentic leadership are key. Leaders must steer through the storm with a steady hand and clear vision, guiding their teams with strength and simplicity. This approach ensures organizations thrive in a dynamic business world.

Conclusion. This article shows the power of embracing paradox in Organizational Change Management. By accepting tensions, organizations can transform holistically and adaptably. Paradox theory, combined with established OCM models and strong leadership, offers a clear path through complexities.

Authentic leadership, emotional intelligence, and open communication are key. Leaders must create a culture of learning, experimentation, and adaptation. With a paradoxical mindset, employees see change as a chance to grow, not a threat.

Practical strategies for managing these tensions include both/and thinking, nurturing a learning culture, and developing adaptive leadership. A culture that values openness, collaboration, and learning from failures will thrive.

More research is needed, but this article lays a strong foundation. By embracing paradox, organizations can turn tensions into drivers of innovation and resilience. Leaders must navigate these challenges with clarity and strength. The path to effective change is not straightforward but is filled with opportunities to grow stronger. Embrace the paradox and guide your organization through the storm with purpose and confidence.

Key Contributions. This article makes several key contributions to Organizational Change Management:

1. *Paradox as a Catalyst:* It redefines contradictions as catalysts for innovation, adaptability, and resilience. Tensions drive positive change.

2. *Enhanced OCM Models:* It integrates paradox theory into established OCM models. This provides a comprehensive approach, addressing specific tensions at each stage of the change process. Adaptive strategies improve implementation success.

3. *Authentic Leadership:* It emphasizes authenticity, emotional intelligence, and open communication. Leaders who navigate tensions between current and desired states foster trust and engagement among employees.

4. *Cultural Significance*: It highlights the role of organizational culture in managing paradoxical tensions. Cultivating a culture of openness, collaboration, and learning from failures supports embracing paradoxical thinking.

Future Directions for Research. While this article lays the groundwork for integrating paradoxical thinking into Organizational Change Management, several areas need further exploration:

1. *Empirical Validation*: Research is needed to test the effectiveness of paradox-based OCM strategies in different organizational contexts.

2. *Cultural Nuances*: Investigate how cultural factors influence the management of paradoxical tensions. Tailor OCM approaches for different cultures.

3. *Leadership Development*: Develop training programs to equip leaders with skills to embrace paradoxical thinking and navigate change effectively.

4. *Longitudinal Studies*: Examine the long-term impact of paradoxical thinking on organizational performance, sustainability, and resilience.

Addressing these areas will help evolve OCM, offering more effective and adaptive strategies for managing change in a complex and dynamic business environment.

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