

USING THE METHOD OF NARRATIVE CHANGE ACCOUNTING IN THE RESEARCH OF A LARGE FOREST INDUSTRY COMPANY. POWER AND CHANGE IN FOCUS

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Abstract

The aim of the study was to analyze the use of power in a strategic change process within a large forest industry company. The organization in question had a total of 7 700 employees, 6–8 organizational levels, over 30 production units and a widespread international sales network.

In this article we shall concentrate on following issues:

- *What kinds of experiences we got by using the method of Narrative Change Accounting, during the empirical research?*
- *How could we further develop the method the Narrative Change Accounting Method*

The empirical data was collected during a period of more than two years through participatory observation and the change narrative was made by using the *change report method*. The use of power was observed from the perspective of the management group. The researcher had a dual role; he served both as a researcher and a member of the management group.

The first conclusion revealed that the change did not represent a separate process that was taking place outside the normal, established functioning and management process of the organization. The second conclusion was that implementing a transformative change in a large organization is a multi-stage and challenging learning process, both for the change makers as well as for other members of the organization. The third conclusion was that there were no shortcuts to change. It took place through the thinking and actions of the people starting from the understanding of the measures required for the change

The method of narrative change accounting can also be used as a part of the management system of the organization. In this role it would serve as a follow-up tool summarizing the progress of the process at issue based on the accounts given by the people involved.

Keywords: power, change, organization, organization culture, strategy

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