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## Introduction to linking theory & practice section

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Linking Theory & Practice

# Introduction to linking theory & practice section

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In the following article, “The Strategic Transformation Process: Toward Purpose, People, Process and Power,” the authors call attention to the critical role played by organizational stakeholders in the transformational change process, especially for public and non-profit organizations in which organizational charters and legislation create unique environmental requirements that require stakeholder involvement at every stage of any change effort (Fernandez and Rainey, 2006). While we are familiar with the typical top-down-driven change effort that often provides some opportunities for stakeholder participation (Griener *et al.*, 2003), the Strategic Transformation Process reveals a different perspective, one with a different set of assumptions – the crucial role of key stakeholders in shaping the change process and outcome. The proposed model considers stakeholders as equals with ability to make positive contributions to the change effort. They have to be constantly engaged in all stages of the process, right from the beginning visioning stage, to the planning and implementation stages. At the core of the model is the required continuing dialog among all participants. This dialog is believed to build trust over time as everyone develops genuine appreciation of different perspectives and interests while keeping in mind the survival and growth of the organization, despite different starting points (Mandell, 1999). In the authors’ words it is developing “power with” rather than “power over” others. It is also a “stakeholder engagement” rather than a “stakeholder buy-in” model. The authors have put forward a useful change model that is especially applicable to public and non-profit organizations in which the organizational context and roots demand much more public accountability and participation. This model should also cause those who are involved in change efforts to consciously consider the power balance in different organizational change contexts.

## References

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