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Organisational Networks in Change Management

Organisational changes in business management have become more frequent and often complex. Thus, there is great pressure to conduct them faster. Introducing organisational changes has been stated as a priority number one in 2017. Despite the wide range of concepts of change management indicating actions leading to change success, the studies show that since the 1970s the rate of change management failures has been constant and amounted to 60-70%. Some researchers criticize this statement due to overgeneralization. However, as majority of change initiatives do fail, which often involves tremendous investment costs, theory of change management requires further development in order to improve the rate of change success.

As change is a social phenomenon and involves mutual influence of organisational members on their behaviours, the author proposes adopting the social network perspective to analyse change in organisations. Because change involves various management staff, there is a need to consider individual discrepancies among organisational members. It has been established that social relations influence organisational behaviour, including in the context of change, but the level of each individual's impact may differ for two reasons: due to their personal features and due to their individual amount of social interactions.

Regarding personal features, the concept of the Management Triumvirate describes three archetypes that in management science serve to capture individual differences in the face of change: the managerial archetype leads to good organisation and increasing the efficiency of procedures; the leadership archetype unites employees towards common organisational aims; and the entrepreneurial archetype facilitates innovative solutions and looking for new opportunities. According to the concept, the

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existence and harmonic cooperation of all three archetypal roles is indispensable for effective functioning of organisation.

Considering the amount of social relations, the author identifies a critical mass of archetypes which leads to the situation in which change is occurring by itself. The author generates social networks of archetypes for groups of change participants in order to identify success factors resulting from patterns of relations existing in network structures constructed in such a manner.

The dissertation then links the subdiscipline of change management with organisational social network theory. A social network is defined as a set of social relations among a defined group of individuals, in which the characteristics of these relations as a whole may serve to interpret the social behaviour of the individuals involved. In management science, in relation to social networks existing in an organisation, the term 'organisational network' is used. The popularity of the terms 'social network' or 'social network analysis' in the context of management has been growing constantly since 2000. However, when the keywords are used in the context of 'change management' instead of 'management', there have been only one to four publications per year for the same timeframe.

At the same time, elements associated with the need to explore organisational networks in change implementation can be identified in contemporary change management literature. Stouten, et al., in their analysis of theoretical and empirical articles on change management generated ten steps of change management, two of which directly demonstrate (1) the need to identify organisational networks in the process of change implementation and (2) the need to measure organisational readiness for change, also with regard to organisational networks (Stouten, et al., 2018). Other researchers also stress such needs in change management theory. Therefore, in this dissertation the author has adopted the network perspective and treats the organisation as 'a social grouping with a relatively stable pattern of interactions over time' (Katz & Kahn, 1966), and metaphorically as an organism.

The dissertation includes an analysis of intraorganisational networks as change participants come from the same business unit. In consequence, the following research problem has been formulated:

How can knowledge of intraorganisational networks support the effectiveness of change management?

To address the problem, the dissertation aims to accomplish the following purposes:

i. **Identification of success factors in change implementation resulting from patterns of relations existing in intraorganisational networks of archetypes (cognitive purpose).**

ii. **Development of a proposed diagnosis of organisational networks of archetypes in order to support change management (cognitive purpose).**

iii. **Development of a proposed diagnostics method of organisational networks of archetypes in supporting change implementation, by combining social network theory and the perspective of employee roles in change management (application purpose).**

In order to reach the intended purposes, the following detailed research questions have been formulated:

Q1: Which management archetype prevails in cooperation networks of archetypes that accompany effective change implementations?

Q2: Which management archetype prevails in open communication networks of archetypes that accompany effective change implementations?

Q3: Which management archetype is a main source of knowledge for the other archetypes in knowledge networks of archetypes that accompany effective change implementations?

Q4: Which management archetype prevails among the key positive and negative players in cooperation networks of archetypes that accompany effective change implementations?

Q5: Which management archetype prevails with regard to structural analysis of cooperation egonetworks of archetypes that accompany effective change implementations?

The research method chosen by the author is a method of comparative study of four cases of change implementations, two of which brought the expected results and two did not. This method has been chosen due to its interpretable and explanatory qualities, which are especially valuable in the research of high-complexity environments. Furthermore, the social network approach imposed the use of Social Network Analysis (SNA), which is a method defined as an approach, process, and toolkit that reveals networks and patterns of relationships between people or entities. When used to examine patterns of relationships among employees in management theory, it is often referred to as an organisational network analysis (ONA). Thanks to

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the development of this method over time, it is now possible to reveal the hidden power of social relations among organisational members.

In order to fulfil the purposes of the dissertation, the author uses organisational network analysis to generate organisational networks of archetypes for each case of change implementation. The first cognitive purpose of the dissertation is achieved by determining the existence of archetypal dominance in network structures. The second cognitive purpose – a proposal of a diagnosis of organisational networks in change management – is realized by developing a theoretical change management model consisting of additional steps in the diagnosis of organisational networks. The third purpose, the application one, is achieved by presenting the assumptions of conducting organisational network analysis as an effective method of measuring organisational change capacity with regard to organisational networks of archetypes.

The dissertation consists of five chapters. The first three chapters serve as a theoretical introduction and describe the concept of the dissertation. Chapter One contains an overview of recent change management literature. It addresses some of the main change management challenges: a high rate of change failures, the need to consider not only organisational but also individual context of an organisation, and the need to include social contagion processes in change implementation. The author subsequently presents three important social processes in the context of change: effective leadership, open communication and knowledge exchange. Finally, the author describes the basic change models and their latest versions that express the growing importance of social relations in change management.

The second chapter focuses on the origin, definition and basic theories of the social network approach. The author describes social network researches in the three abovementioned areas – effective leadership, open communication and knowledge exchange – which are important from the change management perspective. The final part of the chapter covers the origins of social network analysis and basic social network indexes used for interpretation of organisational network structures of archetypes, followed by the description of the ethical and technical considerations of the method of social network analysis.

The third chapter describes how social network theory meets the modern needs of change management by depicting research gaps. It enumerates the existing social network researches in the change management context. It also describes the concept of the Management Triumvirate, which is intended to meet the need of investigating

change management in the context of an individual. Ultimately, it demonstrates the applicability of social networks in management practice, which meets the current need of investigating organisational change capacity with regard to social relations.

The main part of the dissertation is divided into two chapters and presents the results of empirical research in the form of a comparative case study of four organisational changes. Chapter Four presents the research procedure, with a detailed description of each procedural research step taken by the researcher. Chapter Five contains the results of the research together with their interpretation. It is divided into five points: the first four points present the results and interpretation of empirical research, and the fifth point summarizes the value of the conducted research, presents an extended discussion of the findings and their evaluation. In this chapter, the author specifies the success factors in change implementation deriving from patterns of relations in organisational network structures of archetypes. Secondly, the researcher proposes developing a change management model of additional steps in the diagnosis of organisational networks. Thirdly, the author provides the assumptions of organisational network analysis as an effective method for measuring organisational change capacity with regard to organisational networks of archetypes. The author also suggests areas for further research.

Finally, the conclusions summarize the theoretical contribution of the dissertation to existing managerial science and its practical contribution to professional business practice.

In the dissertation, the author proposed adopting the social network perspective to analyze change in organisations. This perspective derives from social network theory, which underlines the value of social relations among a defined set of individuals, which as a whole may serve to interpret social behaviours of the individuals involved. The author treats the organisation in the process of change as a social system consisting of change participants whose behaviours influence one another via social relations. Based on change management theory, these influences derive from social relations, such as strong cooperation, open communication, effective knowledge exchange or positive atmosphere. The amount and intensity of such relations may enhance change management effectiveness. However, the individual discrepancies among organisational members influence the level of individual response to the change initiative.

The individual context of change management is essential as change management theory clearly states that individuals respond to change differently due to their different characters. Thus, the dissertation combines the diagnosis of organisational networks with the analysis of individual differences among change participants based on the concept of the Management Triumvirate. Following the Triumvirate concept, the researcher divided the change participants according to the typical roles they assume during change implementation – of a manager, leader or entrepreneur. According to the Management Triumvirate concept, the existence and cooperation of all three archetypal roles is indispensable for the effective functioning of an organisation. However, at times of change, some of the archetypes might be more valuable than others.

The author examined the existence of dominance of archetypal groups in network structures. The reason for investigating dominance of archetypal groups derived from change management literature. Gladwell stated that reaching certain *critical mass* of individuals positively oriented toward change leads to a situation when change happens by itself (Gladwell, 2000). Kotter underlined the importance of reaching *coalition* with certain group of employees who are positively change oriented (Kotter, 1995) or the importance of creating in organisational structure even special change department (Kotter, 2014). Smith described the ally group as *a network of change agents* who are supposed to spread the change initiative successfully (Smith, et al., 2015). Therefore, the author investigated the existence of dominance of archetypal groups in network structures.

Regarding the first cognitive purpose of the dissertation, the author, using the methods of comparative case study and organisational network analysis, compared four structures of networks of archetypal groups participating in four cases of change, out of which two cases were considered successful and the other two cases – unsuccessful. Having analyzed the similarities between organisations and how they conducted the change management process, the author generated the structures of organisational networks of archetypal groups with regard to social dimensions of cooperation, open communication, knowledge exchange and positive atmosphere. As a result, in the dissertation the researcher identified **change success factors resulting from patterns of social relations existing in intraorganisational networks of archetypal groups regarding the existence of archetypal dominance.** Simultaneously, the researcher presented organisational network

analysis as a method of diagnosing organizational change capacity with regard to social relations.

With reference to the first research question, related to the existence of archetypal dominance in cooperation network of archetypes, the author revealed that **the lack of managerial archetype dominance in the structure of the cooperation network of archetypal groups, measured by the number and intensity of cooperation relations, supported change effectiveness**. The diagnosed dominance of the managerial archetype in the cases of unsuccessful change derived from the fact that managerial nodes were the ones that appeared most frequently on the shortest geodesic pathways between other pairs of archetypal nodes in the cooperation network. Thus, removing the managerial nodes from the network structure of archetypal nodes would dramatically change the network structure. The managerial nodes, frequently being intermediaries between other archetypal nodes, gained the positional advantage in comparison to the other archetypal nodes, and they were the ones who were most involved in cooperation during change implementation.

Thus, in cases of change that did not bring the expected results, most of cooperation was carried out by managers who, according to the Management Triumvirate, present behaviours concentrated on keeping standards and increasing the effectiveness of the existing procedures. In cases of unsuccessful change, the dominance of the managerial archetype leads to increasing efficiency instead of innovation, which may adversely impact on the first phase of change implementation – unfreezing. According to Kurt Lewin, without unfreezing the old procedures, change cannot occur (Lewin, 1952).

In relation to the second research question, regarding the existence of archetypal dominance in open communication network of archetypes, the results of research showed that **the lack of managerial archetype dominance in the structure of open communication network of archetypal groups, measured by the number and intensity of open communication relations, supported change effectiveness**. The importance of open communication has been often underlined by change management researchers, especially that it takes place on every stage of change implementation. The analysis revealed that in cases of unsuccessful change, the managerial nodes had the highest number of direct alters leading to a certain node. It means that in those unsuccessful cases, the managerial nodes could reach a certain node via many direct alters, i.e. via many different communication channels.

According to theory, the more frequently the information is spread, the more convincing it gets. Repetition of communication is even more important during activities which are accompanied by strong emotions as the processing of information by recipient is then slower, and implementing change is an example of such an activity. In order to improve communication during change implementation, the information should be repeated frequently (Kanter, 2005). In consequence, the managerial archetype in cases of unsuccessful change had the highest convincing power in open communication network.

The research also revealed the dominance of the managerial archetype with regard to mutual open communication relations. According to theory, two-way communication encourages feedback, increases engagement in change and also causes fuller participation in change implementation. The managerial archetype in cases of unsuccessful change had the highest power of engaging other archetypes in open communication network. However, the managerial archetype is by definition oriented towards keeping standards and focusing on efficiency. In cases of unsuccessful change, this archetype might engage other archetypes in increasing the efficiency of procedures instead of inventing new solutions.

With reference to the third research question, connected with the existence of archetypal dominance as a source of knowledge, the author indicated that **the lack of managerial archetype dominance as a source of knowledge within change participant group supported change effectiveness**. Analysis of the structure of the knowledge network of archetypal groups revealed that in cases of change that did not bring the expected results, the managerial archetype was the biggest source of knowledge for the other archetypal groups. At the same time, the managerial group prevailed in the structure of the cooperation network of archetypal groups. Thus, the managerial archetype was not only the biggest source of knowledge but also played a substantial role in the cooperation network of archetypes during change implementation in those unsuccessful cases of change.

According to theory, the managerial archetype is characterized by a lack or limited level of innovative orientation. Therefore, during unsuccessful change implementation, the managerial archetype could spread knowledge directed not to innovation, but to improving the efficiency of the existing procedures. Therefore, the managerial archetype dominance as a source of knowledge could limit the flow of innovative knowledge from the entrepreneurial archetype.

According to change management literature, the key element during change implementation is to expand the individuals' zone of tolerance of 'the new' and to keep it as wide as possible. In order to do so, researchers advise the diversity of coworkers. However, the managerial archetype, with its limited innovative behaviours, has narrower zone of tolerance of 'the new' than the entrepreneurial one. If the managerial archetype is the predominant source of knowledge, it does not support change effectiveness and could prevent the old procedures from unfreezing.

In connection with the fourth research question, concerning the existence of archetypal dominance among key player nodes in the cooperation network of archetypes, the author revealed that **the lack of dominance of the managerial archetype among key player nodes – Disruptors in the cooperation network of archetypal groups supported change effectiveness. Low level of the entrepreneurial archetype among key player nodes – Diffusers in the cooperation network of archetypal groups in comparison to the levels of other archetypes did not support change effectiveness.**

Key negative players – Disruptors are indispensable in order to keep the network cohesive, so these nodes have the highest impact on most relations within a network, in this case – a cooperation network. Removing the Disruptor nodes would cause defragmentation of the network. These nodes form the so-called core or spine of the network. In changes that did not bring the expected results, the dominance of the managerial archetype among the key negative players – Disruptors was observable.

A different situation appeared with regard to key positive players – Diffusers. These are the nodes that spread most of cooperative relations and have a great impact on the rest of change participants. In cases of unsuccessful change, no prevalence of the managerial archetype was observed among key positive players – Diffusers, but what was even more visible was the low level of presence of the entrepreneurial archetype among them.

According to the theory of conformity, the opinions of key employees in the organisation significantly influence the opinions of the rest of the group. These employees are also the ones who increase the engagement of others. Thus, when a group of such key nodes – Disruptors or Diffusers is characterized with a higher level of the managerial archetype rather than the entrepreneurial one, they promote concentration not on innovative behaviours, but on increasing the efficiency of the existing procedures. The entrepreneurial nodes in cases of unsuccessful change did

not have sufficient amount of cooperation relations to spread the innovative solutions.

With reference to key positive players - Harvesters, the research results demonstrated that **no archetypal dominance was identified among key player nodes – Harvesters in the cooperation network of archetypal groups.** Harvesters are the nodes that strive to establish cooperation during change implementation to the greatest extent; they are the employees who seek information, support and answers. They are interested in change implementation, but they needed extra support. The research revealed no dominance of any archetypal group in the structure of the cooperation network of archetypal groups.

The researcher also analyzed the existence of archetypal dominance among key player nodes in the multiplied network of cooperation, open communication, knowledge and positive atmosphere. The research results showed that **the lack of presence of the entrepreneurial archetype among key player nodes – Disruptors and Diffusers in the structures of main component of the multiplied network of archetypal groups did not support change effectiveness.** This analysis of key players was conducted on a higher level of detail. The multiplied network was created based on all four social dimensions: cooperation, open communication, knowledge, positive atmosphere. The existence of such multiplying ties among organisational members means that those ties are stronger, more permanent and durable. Combining the four social dimensions aimed to identify the group of key players that took essential part in change implementation as they were simultaneously tied up in terms of all four social dimensions.

The logic of the analysis was derived from Schein's suggestion that positive atmosphere supports psychological safety and thus personal change (Schein, 1993) (Rogers & Shoemaker, 1971). This conclusion is also supported by Kotter's reasoning that the positive connection beyond the authority encourages changes (Kotter, 2014), or the broaden-and-build theory. The logic of this analysis is also supported by the 'attitude triangle', which states that positive orientation towards the person reinforces the spread of behaviour changes.

In cases of unsuccessful change, the key player group of Disruptors and Diffusers identified in the structure of the multiplied network of archetypal groups showed no presence of the entrepreneurial archetype. Based on the concept of the Management Triumvirate, the author states, that the lack of entrepreneurial archetype in the group

of Disruptors and Diffusors in the multiplied network of archetypes implicated low level of innovation in that group, what did not support effectiveness of change. In all the analyzed cases of change, the key player group of Harvesters indicated no archetypal dominance of any archetypal group.

With respect to the fifth research question, related to the existence of archetypal dominance connected to the structural analysis of cooperation egonetworks, the author revealed that **the dominance of the entrepreneurial archetype with regard to the IQV index calculated for egonetworks of cooperation supported change effectiveness.** According to the Management Triumvirate, the archetypal roles co-exist and complement one another through cooperation. Therefore, the author examined the level of heterogeneity of direct alters of archetypal groups. The research revealed that the highest IQV index, meaning the highest level of heterogeneity with regard to direct alters, characterized the entrepreneurial archetype. This archetype then had access to the most differentiated group of archetypes.

Heterogeneity is beneficial by definition as it gives access to different skills, perspectives, opinions. According to the Management Triumvirate, all three archetypes are indispensable due to their unique types of behaviours. Entrepreneurs have access to the most varied type of archetype nodes and thus have an advantage over the other archetypes, who have more limited access to the rest of archetypes during cooperation.

Further analysis of the egonetworks showed that **a low level of the entrepreneurial archetype in the distribution of direct alters in egonetworks of cooperation of archetypal groups in comparison to the levels of the other archetypes did not support change effectiveness.** The researcher examined direct alters of archetypal groups in more detail by investigating the existence of archetypal dominance among them. In cases of unsuccessful change, the entrepreneurial archetype characterized a minority of direct alters of the archetypal groups.

The theory of the Management Triumvirate states that for effective organisational functioning, all management archetypes need to coexist harmonically and to complete one another. This, however, is challenging as the theory of homophily claims that similar individuals positively interact with other individuals who are similar to them. Following the proximity theory and the conformity theory, direct alters influence the behaviour of an ego. As in the cases of unsuccessful change the entrepreneurial

archetype was at a very low level in the group of direct alters in comparison to the level of the other archetypes, then, by definition, the entrepreneurial archetype being in minority could not sufficiently promote and spread innovation to the rest of the archetypes. Therefore, a low presence of entrepreneurial nodes among direct alters of archetypal groups in egonetworks of cooperation did not support change effectiveness.

Regarding further structural analysis of egonetwork connected with structural holes, the researcher presented that **a low level of the entrepreneurial archetype with regard to power due to structural holes in comparison to the levels of the other archetypes did not support change effectiveness**. In cases of unsuccessful change, the entrepreneurial archetype had the lowest power due to structural holes in comparison to the rest of the archetypes. It meant that the other archetypes (leaders and managers) functioned as the only link among various adjacent nodes that were not directly linked with one another. Leaders and managers could control the flow of cooperation through those links. In consequence, it was difficult for the entrepreneurial archetype with the lowest power due to structural holes to control the flow of cooperation and promote innovative behaviours.

According to theory, possessing many network ties is beneficial. For example, high level of central indexes improves performance, because the nodes then acquire information and other resources through those ties, which serve as network pipes. Due to structural holes, power is even more beneficial as those nodes have an advantage over the other ones thanks to exclusive access to unconnected nodes. Therefore, power is an important factor influencing cooperation flows during change implementation. A low level of power of the entrepreneurial archetype due to structural holes did not support change implementation.

In consequence, during change implementation one needs to take into consideration the distribution of archetypes in the change participants group. The diagnosis revealed that situations in which the *critical mass* of change participants was characterized by the managerial archetype did not support change effectiveness, because this archetype might hamper change implementation due to the lack of innovative behaviours. The author underlines the value of network optics in establishing the proper proportions of the managerial archetype in order to secure the highest chances for the change implementation to succeed. Examining the organisational state of the existing social relations in a potential team of change

participants enables change proponents to plan interventions in order to build the proper topology of network structure in the chosen social dimensions.

However, the author is aware of various organisational conditions in which reshaping the organisational network structure might not be the right solution. In times of permanent change, rebuilding the existing network structure might not be an appropriate change strategy; instead, it is recommended to secure those features of network structures that enable change proponents to create an innovative environment among change participants. The conditions might depend on: the level of stability of a business sector, a permanent or occasional character of change, the possibility of assigning employees to different tasks, employee turnover.

With regard to limitations of the research, the author points out that the research was not longitudinal in character. It was conducted after the change implementation ended and without consideration of change management phases. The key outcome of the research is that the dominance of the managerial archetype in cooperation, open communication or knowledge networks does not support change effectiveness as, by definition, the managerial archetype's role is to standardize the procedures and stabilize the routines in management practice. During the change management process, and especially in the first phase of the process, the emphasis is on destroying and unfreezing the existing routines in order to establish new ones. An excessive presence of the managerial archetype might not facilitate conducting the phase of unfreezing of the existing status quo. However, those desirable topologies of social network structures might be different in certain phases of change: unfreeze, stabilize, freeze. The entrepreneurial archetype's role might be of key importance during the unfreezing phase, while during the freezing phase, the managerial archetype might be more valuable. Thus, the results of the research serve as a recommendation for new longitudinal research on each phase of the change implementation process.

Another limitation of the research is that it does not include gender differences of change participants. Literature shows that women tend to have access to different resources than men (Ibarra, 1993). However, Ibarra's investigation is related to the day-to-day functioning of an organisation. Change implementation is a unique situation, in which women might not possess stable long-run relations with other change participants that could affect the obtaining of resources during change implementation.

With respect to the second purpose of the dissertation, the author proposed adopting the network optic of change management, which diagnoses social ties that influence change effectiveness. The author **proposed the expansion of the Triad of Change with six social steps that include the diagnosis of organisational networks of archetypal groups in the change management context.** The theoretical change model presented in the dissertation aims to offer guidance on good preparation for change implementation with regard to social relations by providing six additional steps.

In the 'Where to go?' phase, the model suggests identifying management archetypes existing in the change participants team. Identifying entrepreneurs in particular enables top management to collect ideas about the nature of change and vision. Entrepreneurs can also offer crucial support to change leaders as they are the ones with a high zone of tolerance of new solutions. Secondly, it is recommended to identify open communication networks in order to spread information about the change and about short-term gains.

In the second phase of the Triad of Change – 'Who to take along?' – the social network perspective of change includes the identification of key positive players who possess a substantial number and high intensity of relations as well as a favourable location in network topology, which enables them to form coalitions and become informal leaders of the change initiative. In this phase, the author also proposes capturing sources of knowledge who can engage the team and anchor the changes thanks to their knowledge authority.

In the last phase of 'What to change?', the researcher proposes identifying egonetworks of employees, especially of key positive players. Identifying the archetype of direct alters of key positive players will depict what variety of archetypes will be accessible for the key player nodes to support them in changing the structures, adjust the methods and systems. The author also suggests identifying key negative players, since they can jeopardize the change and adversely affect changing key processes and systems of measures.

One needs to remember, however, that the proposed change model examines relations primarily during routine functioning of an organisation. These relations cannot be directly translocated as the network of change participants is only to be created after launching the change process. It is therefore recommended to conduct

organisational network analyses periodically during the change implementation process in order to realistically capture relations in real time.

The application purpose of the dissertation relates to the need expressed in change management literature of measuring change capacity in organisations prior to change, especially with relation to social networks. The author developed **a proposal of assumptions of a method of organisational networks analysis in supporting change management activity with regard to a diagnosis of organisational networks of archetypal groups.** By combining social network analysis and the perspective of employees' roles in change management, the method is intended to enable top management and change leaders to measure the readiness for change, which is underlined by Change Management Institute and theorists. The author presents the assumptions of organisational network analysis capable of explaining the social relations among the Triumvirate archetypes in terms of the key social dimensions of the change management process: cooperation, open communication, knowledge exchange, positive atmosphere. The proposal includes assumptions of using the following social network indexes:

1. *Indegree centrality index* for archetype relations.
2. *Betweenness index, Max Flow index* and *Number of geodesics* for archetype nodes with regard to open communication network.
3. Identification of *key positive players – Diffusers & Harvesters.*
4. Identification of sources of knowledge via *E/I index* in the knowledge network.
5. Identification of egonetwork indexes: *heterogeneity index (IQV), egodensity, efficiency, constraint.*
6. Identification of *key negative players – Disruptors.*

To sum up, the contribution of this doctoral dissertation to change management theory lies in presenting the diagnosis of organisational networks of archetypes in the change management context by identifying success factors in change implementations deriving from patterns of relations existing in network structures. Based on empirical research, the dissertation proposes including a diagnosis of organisational networks of archetypes into change management model. The input of the doctoral dissertation for business practice is based on formulating a proposal of assumptions for a method of organisational network analysis to be used by top management to measure organisational change capacity with regard to social relations among management archetypal groups.

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