

**The emotions of individuals during strategic and
organisational change: a hermeneutic exploration**

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A thesis submitted in partial fulfilment of the requirements of
Sheffield Hallam University
for the degree of Doctor of Business Administration

August 2007

Abstract

This is a reflexive hermeneutic study exploring the emotions of individuals during strategic and organisational change from an objectivist ontology and subjectivist epistemology. It explores individuals' emotions and individuals' variations from organisations' cultural expectations and cultural fit. It considers individuals' emotions collectively, and the psychology of emotions as a basis on which organisational change could be managed.

It provides insight into the emotional complexity of organisational life during periods of change, the work derived feelings and emotions individuals struggle with on a daily basis, the feelings and emotions that influence and shape, and can in turn be influenced and shaped, by change events, and the stark management conditioning arising from the emotional devoid reality and manipulation of organisational expectations and mechanistically driven change programmes. This emotional insight belies the emotion arid legacy of process driven change solutions, and adds to the growing voice that seeks to usurp the emotionally sanitised picture of organisational life. It informs the debate that seeks to influence the transformation of managerial objectivism, change practise, and behaviour, so that emotions are recognised, welcomed, respected, supported and embraced in the workplace.

The research environment is one of constant strategic and organisational change. Within this context, the early research "hunches", drawn from the author's intuition, and life history, that an individual's feelings and emotions, their nature of being, their self motivation, their relationships, and the nature of control, can be considered a reasonable way of looking at and interpreting how individuals interact in everyday life, and their personal response to change, are brought vividly to life and evolved.