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Leading Change for Sustainable Development through Strategic Project Management: A Case Study on Change Management

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Abstract: Public sector organisations face a momentous task of constant change and upgrade to their services in today's dynamic and hyper turbulent market place. Owing to the hyper active nature of the market place, the pace of change has never been greater than in the current business environment and is becoming a constant feature of organisational life. Coupled with massive economic expansion, increased globalisation and massive transnational flow of information, there is colossal pressure on public sector organisations to relentlessly instigate change. This paper focuses on one such change, the establishment of an automated road tolling system wherein the organisation (roads and traffic agency) is faced with the task of resolving the traffic woes of the city of Dubai in the United Arab Emirates (UAE) and is working towards the integration of the entire road and transport network. The aim of this paper is to examine ways of improving the effectiveness of public sector organisations to manage change. This was explored by investigating how the road and traffic agency is managing change, especially change related to the implementation of advanced technology, evaluate the consequences of this change on the existing network and stakeholders and to appraise the management strategy deployed to address the transport network. The findings of this paper indicate key emerging issues adversely impacting the change approach deployed. These include prioritisation issues, timing of the change activities, time allotted to the change activities and issues pertaining to monitoring and feedback of change.

Keywords: Dubai, United Arab Emirates, Change Management, Sustainable Development, Transport, Road

Introduction

RECENT CHANGES TO the road network of Dubai, an emirate within the United Arab Emirates (UAE) experiencing accelerated growth, received fierce criticism from critics and commuters alike. With the economic losses caused by traffic congestion and accidents amounting to more than \$US1.3 billion and \$US1.2 million per annum respectively, the Roads and Transport Authority (RTA) faces an intricate challenge to manage the transport system. The task is further complicated when the need and urgency for change is amplified by phenomenal economic growth, multiplying the existing colossal pressure on the infrastructure. This paper outlines the context of the problem, observations of Dubai's phenomenal growth and significance of ICT in Dubai's growth, with a view to examining sustainability issues in dealing with the management of change. Current capacity

of Dubai's infrastructure has been put to a test as a result of the diversification and growth strategy.

Ministries both federal and state based are taking various initiatives to cater to the growing demand of services. The RTA, a public sector organization responsible for the entire transport network of Dubai, is a versatile entity, mandated to manage marine, roads, metro (mono rail project) and public transport thru its sub agencies. RTA is viewed as the forerunner in providing technology enabled traffic solutions in the region. As the economic goals of Dubai are changing, so are the stakes and therefore RTA faces the brunt of these ambitious goals.

Literature Review

With the advent of globalization and the ubiquity of transnational flow of information, organizations are now confronted with a dynamic playing field where distribution, information systems, communication systems and technological breakthroughs play key roles. This fact is increasingly reflected in management concerns and management literature. According to Toffler (1980), geopolitical boundaries that have persisted throughout history are fading and contemporary organizations are faced with a far larger context in which to normalize the process of change. In fact, modern organizations are caught up in a virtual cyclone of change as they look to adapt to the increasing demands of domestic and global markets (Toffler, 1980; Siegal et al, 1996; Meyer and Stensaker, 2006)

According to Karp (2005), organizational learning, process re-engineering and total quality management are popular paradigms that have been used by organizations to invoke change. These paradigms have become the banners for new ways of organizing in the face of global competition that has squeezed individual market share and paced up the change cycle. All these trends in management consulting represent attempts to generate systematic responses to the pervasive need for change imposed by an increasingly competitive and complex marketplace (Siegal et al, 1996).

Abrahamson and Fairchild (1999) reviewing the performance of organizations and their change management habits write that change or perish is the new corporate mantra. The notion of survival in the face of altering contextual forces and the ensuing progressive growth associated with change is also voiced by Gagliardi (1999). The author states that, "Change is perceived as not only necessary for survival but is often equated with progression." Similarly, previous research has also shown that while organizations may be faced with similar contextual forces, they opt for various responses (Meyer and Stensaker, 2006).

Dubai is the prodigy of transformation and change in the Middle East and is viewed as a model for sustainable development in a region rich with petroleum dollars. Since the inception of the United Arab Emirates (UAE) in 1971, Dubai has been the commercial hub of the country with revenue streams being crude oil and by products, trade, transportation and tourism.

It is evident from the growth of Dubai over a period of time, that the mentality of satisfactory performance and incremental growth is a religion not delved. In recent years the GDP numbers have compounded to a staggering amount. Experts writing about incremental growth often utilize the connotation of supertankers as an analogy, that while turning in long circles, supertankers turn slow and cannot be jerked around. "There is a religion in the field of management: it is called Incrementalism. It is based on the belief that everything in companies happens slowly and incrementally" (Ghoshal et al, 2000).

Dubai has followed a similar path; that of monumental growth and tremendous change. However, in order to achieve sustainable results, change requires careful management. Economic growth makes it imperative for states to overhaul the public infrastructure to reap the benefits. Internal process refinement is a crucial issue faced by Dubai whereby public organizations are improving their service offerings to complement the growth strategy; “*Learning to cook sweet and sour*” (Ghoshal et al 2000). Sweet and Sour are two sides of the same coin, in which one side has to do with exploiting growth and creating new opportunities (SWEET); while the other, (SOUR); is internal process refinement. The SOUR side primarily consists of, but is not limited to, labor productivity improvement, reduction in processing time, paperless processes, and improving other integral operational activities to manage the SWEET process.

Dubai 2010 vision was presented by Dubai Internet City (DIC) CEO Omar Bin Sulaiman at the “Knowledge for Development” conference in Marseille, France in September 2002 (Madar, 2003). In this presentation, CEO Sulaiman pointed to a 3 phased strategy of Dubai extending from short to long term. This strategy has been the key policy guideline for Dubai. It is important to note that all the three phases of this strategy have been completed long before the targeted date; hence reference to phenomenal growth is made earlier.

The rate of growth of Dubai has been superfluous to the point that the 2010 Plan was rendered obsolete in 2005. In February 2007, Sheikh Mohammed pointed this fact and therefore laid down a new plan; a much more ambitious plan of major investments and diversification. “*We need a new economic plan because the 2010 plan was already exceeded. The goal of achieving GDP of \$US30 billion by 2010 was surpassed in 2005, when Dubai’s GDP was \$US37 billion.*” - Sheikh Mohammed (Khaleej Times 4th Feb, 2007).

The benefits of utilizing technology is recognized by the leadership of Dubai and as a result technology has always been high on the agenda. Phases 1 and 2 of the 2010 Strategic Plan made it possible to introduce a variety of technologies and technology enabled services within the emirate. With the creation of technology oriented zones and high class infrastructure, these zones have provided a competitive edge to organizations operating from Dubai.

The government of Dubai opted for a valiant move by introducing the E-government project. The purpose of this project is to streamline the process of services provided by each individual ministries, paperless work environment and improved service offerings to both individual and organizational customers.

With the implementation of this system, services offered by all the ministries working within Dubai have become online and integrated. These ministries have started providing online services to their clients and have managed to render ICT as the core of their operational activities.

Despite agreement among researchers that change is a constant feature of organizational life (Hayes, 2002), there still exists a stark divide in the motivation behind change. From an organizational point of view, a motive to change can be either to reap economic incentives and rewards or organizational efficiency.

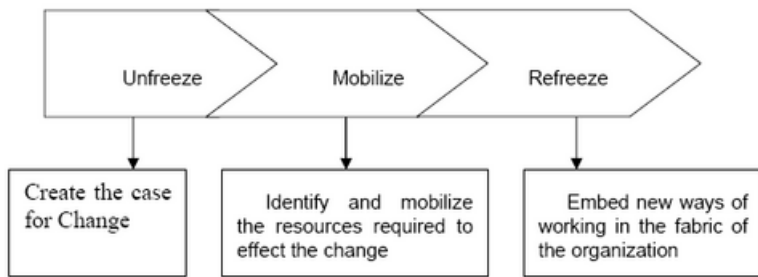


Figure 1: Lewin's *Three Phase Model*, (-Extracted from Higgs and Rowland, 2005)

The stark contrast in the theories of change management is prevalent between Theory E and Theory O. Essentially, experts note that there are two main forces behind organizational change – economic pressure (E) and organizational pressure (O). Despite these two dominant motives behind change, Beer and Nohria (2000) suggest that organizations should opt for an integrated approach. Amalgamating key factors in both the theories, they argue that organizations can derive significant benefits. They caution that this has to be undertaken carefully as this is a potential minefield. Nonetheless, this integrated model is of great importance in managing change.

Though change has become an imperative for all manner of organizations, the nature of that change, the processes driving it and the results of the change effort are usually very varied. In fact, research indicates that many change initiatives do not demonstrate a lot of success (LaClair and Rao, 2002; Kotter, 1990; Higgs and Rowland, 2003).

A view to an approach for managing change has been provided by Siegal et al (1996) wherein they are of the view that organizations need to manage the process elements and that their approach to change should be holistic. They note that;

“It is management of the process elements of organizational change that are often least considered during change initiatives. And yet, management of these factors is vital to the successful implementation of change...It seems apparent that one considerable strategic advantage available to organizational managers who wish to experience a greater level of success in their efforts in organizational transitions involves reliance on a more well-rounded and integrated conception of the general nature of system-wide change.”(Siegal, 1996).

Coherently managing the nature and process of change is therefore an essential aspect of any organizational change effort and researchers have paid a great deal of attention in developing various models to ensure a smooth transition and successful change efforts.

Broadly, extant literature on change management follows two main categories. The first is a planned organizational change approach, while the second, deals with the concept of complex emergent change.

According to Bamford and Daniel (2005); “planned change has dominated the theory and practice of change management for the past 50 years.” Drawing on the work of Lewin (1951); they note that this approach tends to view organizational change as a process moving from one fixed state to another discrete fixed state, with the transformation being done in a number of pre-planned steps.

Change management models that treat organizational change as planned include Lewin's Three phase model (Lewin, 1951) demonstrated in Figure 1. This model is based on phases, wherein the organizations transition from one state to another.

Dawson (1994) and Wilson (1992) both challenge the assumption of planned organizational change in environments that are themselves very uncertain.

Dawson (1994) argue that in today's business environment, one dimensional, planned change management approaches are likely to only generate short-term results and may even decrease stability rather than increasing it.

As a response to the inflexibility and linearity of the planned change management model, critics suggest the "emergent change approach." Though the emergent change approach may be skeptically considered a loose collection of different accounts, models and processes, the approach is held together by a common understanding that change is always multidimensional and complex and that it almost never goes the way it is planned due to a variety of external and internal pressures. Further, Dawson (1994) introduces a process based approach to change management that is more analytical. Dawson's approach to change management aims to better achieve a broad understanding of the variables involved in managing change in complex environments. According to Dawson (1994), organizational change is less reliant on detailed plans and careful objectives than it is on reaching an understanding of the actual complexity of the issues involved and then moving on to identify a spectrum of possible options. Dawson's change management model calls for linking organizational change to market developments, organizational systems to management control and also the shifting of organizational boundaries (where an organization interacts with its environment).

Other emergent change management models include Pettigrew's process/content/context model change management framework (Pettigrew, 1985; Burnes, 2004). However, the persistent commonality amongst emergent change models is that organizations need to pay specific attention to process elements (Siegal et al, 1996; Pettigrew, 1985; Burnes, 2004). They argue that these process elements are least considered by organizations during implementation of change despite their importance.

In essence recent versions of change models show a consensus that change management should be taken as a complex emergent phenomenon.

According to Manning and DelaCerde (2003), even large scale change, contributing to a national recalibration can be produced and facilitated through highly participative, egalitarian and intensive large-group interventions.

Other well documented cases of organizational change process occurring within a national context including the public sector are for instance Ndou (2004), who points to the need for change in public sector bodies in developing countries and documents opportunities and challenges arising from such change. Pointing to the adoption of e-government as a particular manifestation of public sector change, Ndou (2004) notes that government agencies and sectors are being forced to move forward in the 21st century with higher quality, cost effective services that offer a better relationship between the citizen and the government. Ndou (2004) notes that many government agencies in developing countries have taken positive steps towards exploiting the inherent potential of the World Wide Web and other ICT tools in adding coherence to activities and opening up interactive services that are far reaching to increase the participation of citizens.

According to Ndou (2004), "...The traditional bureaucratic [government] paradigm, characterized by internal productive efficiency, functional rationality, departmentalization, hierarchical control and rule-based management is being replaced by competitive knowledge based economy requirements such as flexibility, network organization, vertical/horizontal integration, innovative entrepreneurship, organization learning, speed up in service delivery

and a customer driven strategy...These new paradigms...emphasize coordinated network building, external collaboration and customer services.” Similar example of well documented governmental change initiatives have been covered by (Asgarkhani, 2005) while reviewing the works of various researchers in countries such as Argentina, New Zealand, Chile, India and China.

Whereas extant literature is focused on private organizations and change; Manning and DelaCerde (2003); note that even large scale change contributing to a national recalibration can also be produced by public sector organizations. The effects of this can be far reaching and works towards a national context. They warn however, that; *“change in a complex, forward-moving society cannot be seen as a simple linear process or as a magic jump from one state to another but as a very dynamic process of social re-construction of reality”* (Manning and DelaCerde, 2003).

Another excellent example of organizational change in public sector organizations at a national level is given by Braa et al (2001). Offering results from a study of organizational change in Mozambique’s health sector through the use of ICT, Braa et al (2001) note that many developing countries are in the process of decentralizing public sectors using information systems support. The study, focusing on the health sector of Mozambique, extrapolates to suggest that change in the public sector can catalyze in the operational aspects up to the district level by the use of ICT.

In a similar tone, Asgarkhani (2005) notes that public sector organizations, particularly in developing countries are usually motivated by a desire to improve internal functional efficiency, improve internal communications, increase the management of workflow, allow the creation and implementation of tools to facilitate citizen participation through feedback and allow for transactions between citizens and government, business to government and government to government.

Asgarkhani (2005) warns that such organizational change must keep in mind other key parameters to be successful. For instance, social structure, key processes and attitudes all require alignment before public sector change can occur.

Extant literature on change brought about by organizations very often points to the introduction of ICT as a starting point for the change process. And even if ICT is not the starting point, most process reorganization efforts involve the use of information technology in some way shape or form (Champy, 1995; Manning and DelaCerde, 2003; Macy et al., 2007; Schaffer and Thomson, 1992; Meyer and Stensaker, 2006).

As far back as 1986, the catalyzing power of information technology was analyzed by Benjamin and Morton (1986). They noted that the driving force behind the economics of the information technology industry has been the ability to integrate ever more tightly electronic circuitry.

From the review of literature it is apparent that change in national context can have far reaching impact because public sector organizations tend to operate on a broad national scale (Manning and DelaCerde, 2003)

Case Study

The Roads and Transport Authority (RTA) constituted by the Government of Dubai is responsible for managing roads and public transportation. With the increasing pressure on infrastructure requirements, in order to manage the traffic situation and transformation of the

overall road network, the roads and traffic agency, a subsidiary of RTA, introduced an electronic toll system through its Intelligent Traffic Systems (ITS) department.

Given some negative feedback from customers upon implementation of change, it became necessary to conduct a study of this project given its magnitude so as to ascertain the effectiveness of RTA to manage change and to provide recommendations for its improvement. In so doing, to lay a foundation for organizations and managers to learn from the case and where necessary improve the effectiveness of change management approaches within their organizations. Applied research aims to extrapolate results of this case and to apply lessons learned to similar streams of knowledge and practice in the region.

The research took into account ten months of company data and press releases, starting from Feb 2007 up to the end of November 2007. The first five months were pre implementation. Consecutively, the post implementation (after July 1st 2007) period is limited to November 2007. Likewise, secondary data analyzed also is limited to that time frame.

The undertaken study of the Public Sector entity, the Roads and Transport Authority (RTA) in Dubai, in 2007 with special focus on the management of a major change - the Road Tolling system locally called *Salik*, draws light on the characteristic functions and practices of visible change management.

The study findings and analysis highlight aspects of the change management approach which need to be improved. Evidently, the entire change management methodology reflects impulsiveness, that is to say that everything was conducted extremely quickly. This consequently has negatively affected the change process. A large scale change as researchers note, in a forward moving society is complex and cannot be seen as a simple linear process or as a magic jump from one state to another but as a very dynamic process of social reconstruction of reality (Manning and DelaCerde, 2003). However, the change does manifest efforts to solve congestion problems but on the other hand it also manifests a lack of understanding or reluctance of the organization to realize that a change of such a magnitude cannot be conducted over a period of few months. The organization is shifting the culture of the transport network as noted where the existing system is predominantly based on private vehicles to a culture more dominated by mass transit. Therefore the events need time to 'settle in' and the commuters need time to get acclimatized.

The main reason for introducing *Salik* was to shift the traffic from within the city to the exterior roads so that congestion can be reduced on gridlocked freeways. Even though the evaluation procedure justifies the efforts of the organization as authentic, the implementation strategy and the events that took place reflect that the organization neglected the 'social' impact without estimating the probability of events unfolding adversely. The researcher argues that this issue is imperative for organizations intending to implement change. Even though the social impact not assessed, social impact has to be considered and taken into account during change appraisal. In the change appraisal the director noted that four factors were considered; impact on road, technology, policy issues and mass transit. Though the impact of the change on the existing road network was assessed, the social impact was not considered.

As noted earlier, the issue of 'hastiness' is predominant in the entire change process and reflects a sense of 'quick fix' to the problem. This obviously has been detrimental to the change effort and hence has hampered the progress of the change. From the change activity implementation that the organization carried out, it is evident that the prioritization of the activities was not appropriately pursued and this is another important area of improvement. Upon closer scrutiny, it is evident that post launch activities, for example, website and online

payment services, should have been implemented prior to the launch and not post launch. Similarly the call center, which is the only support service instigated in the pre launch, is also questionable. Because logically there is a need to have a variety of supplementary information sources for commuters seeking to get answers to queries regarding the change and not just one. The supplementary support services need to coincide with the launch of the awareness campaign or even prior to it. Launching the call center approximately a month after the awareness campaign should be avoided. Similarly, post launch 'support services' should also be implemented in the pre launch stage along with the call center, in order to provide the commuters with a proper range of facilities to get acclimatized with the change.

Another point to consider is the utilization of advertising campaigns in an effective manner to get the desired results. Popular with media and advertisement business is the utilization of 'teaser campaigns'. These campaigns do not 'speak out' the actual message but rather are used to attract consumer attention. Once enough time has passed, a survey or a poll is conducted to assess the reaction of the target market post instigation of teaser campaigns. This is a popular methodology in the media business used in pre launch stages of products or services to entice and even to assess consumer acceptability. Important to note that time, in this methodology is of the essence. Enough time needs to be committed to the 'teaser' campaigns to create a 'buzz'. Even though the organization did utilize teaser campaigns, the time duration was very limited. On February 14th the service was branded as 'Salik' and the awareness campaign was launched on 29th of March; clearly only a few weeks were allotted to the campaigns and this did little to assist in the acceptability of the change by the customers.

Another related area of improvement is the monitoring and feedback mechanism of change approach. It is directly related to the various change activities that the organization implemented, because the monitoring and feedback mechanism is utilized to gauge the progress of the project and alerts the organization about the 'pulse' of the project. From this case it is evident that the organization utilized 'survey teams' and instigated the 'mystery shopper program' to monitor and gather feedback at every step of the implementation procedure. However, the utilization approach and efficacy of the monitoring and feedback techniques is questionable. It is noted in the case study that unexpected behavior did take place for example, commuters passing through the toll gates without tags or commuters placing the tags improperly on their vehicles. This directly reflects that the monitoring and feedback mechanism was not conducted properly. It is therefore recommended that the organization utilize workshops for commuters similar to the 'workshop for businesses' that the organization conducted. This will assist the organization in two ways: get the customers on board with the change effort and secondly this will assist in toning down level of unexpected behavior by 'educating' the commuters. Once this is undertaken, random surveys should then be conducted to ensure that the commuters are up to date regarding necessary instructions.

Lastly is the issue of disparity between change and the strategy implemented to undertake the change. It is clear from the case that there exists a clear dichotomy of views between the customers and the organization. This arises because the customers are not taken into confidence regarding the change effort and how the change will benefit the entire system in reducing the congestion. Despite various initiatives the organization implemented to assist in the transition, customer adversity still surfaced. It is recommended that the organization take into consideration that commuters need to be on board for the change to be successful. It is not only about the percentage reduction of traffic from roads but the fact that commuters take the initiatives themselves to propagate change. This can only be achieved by having an

open discussion about the change and remove the misconceptions. The organization also needs to clearly stipulate the utilization of funds gathered from this change effort. This is a critical issue with change efforts which are viewed as a 'revenue generator', as customers always believe that despite the efforts of the organization to solve the problems it is still costing them money and this creates a sense of mistrust between both parties. It is pertinent that the organization be transparent in regards to the utilization of funds and provide details as to how these are being channeled and with what results. All the while, the organization has held the premise that the funds generated will be utilized to improve the public transport system but without any specifics. If the customers are provided details on a timely basis, this would reduce mistrust and allow for a successful change effort.

In summary, being an innovate project which deploys advanced traffic management solutions from a regional standpoint, the project and the initiative highlight important issues in regards to the effectiveness of change management approach of organizations. Thereby providing an insight into how the entity in question (being a public sector organization) is managing change. Because the nature of the project is innovative, the organization tends to utilize as many resources as possible and undergo internal change accordingly. For example, to accommodate for the change, the ITS department was formulated. Previously, the department was nonexistent and operated only as a section. But in order to instigate the project and bring all its activities under 'one roof', a department was formulated.

This case study sought to address the efficacy of public sector organizations in regards to managing change and its improvement. This was undertaken by appraisal and analysis of the change effort, its implementation and its implications on road network in Dubai. The factors considered are as follows:

- Detailed insight into the change appraisal and methodology.
- Implementation strategy and its mapping on planned change model.
- Altering contextual factors surrounding the change and change complexity.
- Evaluating the prioritization of change activities
- Assessing the time allocated to the awareness campaigns and change activities.
- Review of feedback and monitoring methodology and its effectiveness
- Assessment of the overall strategy and change alignment.

Findings from this study reflect a polarized aura to this change. Two schools of thought are prevalent from the entire study. The first being revenue generation and the second being an attempt to manage the traffic problem. Whilst both the thoughts are ubiquitous; it is evident that an integrated approach has been taken. The authority does recognize and acknowledge the revenue earned from the change, yet despite this notion, no further details as to how the funds will be utilized is available. Moreover, from the implications point of view the initiative is also the apparent cause of supplementary traffic congestion caused by the surge in vehicles on alternate routes by those evading the toll. The other school of thought believes that this change is successful, has achieved the stated objectives and its purpose of implementation.

These two views represent the classical theories on motivation of change, i.e. Theory E and Theory O; reviewed in literature. Theory E represents the economic pressures to change whereas Theory O symbolizes internal reforms to the organization and its services. Both theories are instigated pertinent to varying management beliefs, however, experts do note that an integration of these strategies does pose a big payoff for organizations. But all too

often, private companies operating in a competitive market facing the brunt of globalization, ubiquity of global information flow and leaps in technological advancements tend to nominate Theory E. Implementation of change initiatives is prescribed by the impulse to survive and reap gains. Public sector organizations, as the subject of this study, also tend to operate on a similar tone, wherein change at the national context is essential for competitiveness of states but not the organizations themselves. However, the inclination to reap direct economic rewards from change initiatives is less likely for public sector organizations; rather it is to assist in economic achievements by providing appropriate infrastructure. Hence public entities need to be transparent whilst undertaking changes which tend to entail a revenue generation angle. Even though RTA holds the premise that the funds will be utilized to reform public transport, it is unclear how and where the funds will be utilized.

Conclusion

Bettis and Hitt (1995) concluded that the current era is not one that bases itself on coping with strategies, but on a move from 'good to great' wherein profitable organizations are trying to improve further. In a landscape where the good have become average, organizations have no choice but to carry on in the march of improvement and growth. A fact also noted by Karp (2005); wherein the author noted the results of recent surveys that concluded that growth will become the number one priority in most global businesses in the near future. Hence as "the pendulum swings back towards growth, change is on top of the corporate agenda."

Systematic failures in undertaking successful organizational change can be attributed to a myriad of factors. For instance, Siegal et al (1996) cite factors such as inappropriately conceived future states, faulty change processes, unexpected contingencies to name but a few. Noting further that while some of problems may be attributed to the content, or nature of a change, most change efforts fail due to a failure to keep momentum in the face of adversity. Similarly, researchers have also highlighted the need for planning and the systematic approach to change and how change should be managed (Wren and Dulewicz 2005).

It is evident from the review of existing literature that change is an omnipresent part of our daily lives and with the advent globalization and technological revolution the frequency of change has been radical (Hayes; 2002). Researchers agree that organizations nowadays are in the midst of a state of flux wherein change is mandating adaptation and flexibility in an increasing domestic and global market demand (Toffler, 1980; Siegal et al, 1996; Meyer and Stensaker, 2006). There is a consistency in the attempts by management consultants to generate systematic responses to the pervasive need for change imposed by an increasingly competitive and complex marketplace (Siegal et al, 1996).

Change and change management form a pervasive part of our daily lives. With increased globalization and competitiveness, organizations both public and private alike face challenges in order to operate in a volatile environment. Even though change and change management are deeply researched disciplines and despite the vastness of literature available to practitioners, change initiatives have a relatively low percentage of success. Large scale innovative change projects utilizing advanced technology to assist in achieving objectives are gaining in number through out the world. However, Dubai being a commercial hub in the Middle East provides a regional perspective to the existing knowledge of change and change management.

Despite the prevailing issues, the study indicates that the state of flux has transformed into a state of equilibrium. The research findings also indicate that owing to this initiative undertaken by the Roads and Transport Authority (RTA), similar other projects are in the pipeline and a trend of symmetrical change approaches will emerge due to increased public spending and overhauling of state infrastructure fostered by economic growth. This, nonetheless, calls for the entities to carefully implement change and manage change effectively; wherein this research provides detailed insights into the current change and hence serves as a good case study to extrapolate results. Thus, effective implementation of change by the public sector organization demands a logical, systematic and proactive (rather than reactive) approach to address change implications taking into account interwoven and interdependent factors of success and failure.

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