

Integrating Change Methods

- framework and experiences from integrating two methods for change work

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Abstract

When developing businesses there is often a need to rely on instructions such as methods. Methods are among other things experiences from previous development work. Within an organisation there usually exists a variety of methods and method like work forms that different actors have experience of. When performing development work one intends to achieve certain result by using methods. Therefore, there is a need to ensure that the used method also harmonises with the goal for the change work. One way to create such a method is to perform method integration, where several methods can be used as candidates on different levels when forming the "new" method. The method parts can be treated so that they form a synthesis or just a concatenation in the "new" method. When performing such method integration three supplementary approaches can be used: model, practice and internal based method integration. A fruitful way to create a well grounded integrated method is to let these three approaches interact with each other during the method integration process. This paper focuses on experiences from the application of these three supplementary approaches. The paper also treats the problem of reconstruction of tacit method knowledge.

Key Words: Method Integration, Change Method, Method Theory, Business process, Reconstruction, Model based, Practice based, Internal based

1 Introduction

The work reported in this paper is a part of a joint project conducted by the Swedish Institute of Wood Technology Research (Trätek) and the research group VITS¹. The purpose of the project is to contribute to the development of the wood industry to be a more effective and competitive business.

Organisations of today are competing in a tough business climate. The surrounding world is changing quickly and each organisation try to be unique on the market (Wikström & Normann, 1994). Therefore there is a need for organisations of today to perform change work in order to achieve competitive advantage (Porter, 1985). We mean that such change work should be supported by methods.

Methods are used in different situations and for different purposes. One situation when they are often used is when change work is performed within an organisation. A method describes course of action, i.e. a method is practical guidance with firm advice for how something should be conducted in order to achieve a certain goal (Checkland, 1981; Jayaratna, 1994).

When organisations perform change work, the purpose of the change work often concerns more than just developing one aspect of the organisation. During such change work it is not always possible to get hold of the right method, which fits both the specific situation and the specific aspects that the organisation wants to develop. If this is the case one may have to face the fact that it is necessary to design a new method. When designing new methods we see the possibility to use three different approaches:

- Develop a new method from scratch
- Change and develop different parts of an existing method
- Integrate different parts from different methods into a "new" method, where these parts could be changed and developed during the integration process
- In this paper we will focus on the third approach where the "new" method is developed through the process of method integration with different method parts from different methods to form a "new" method. We are not focusing on developing the different parts of the method candidates.

We believe that method integration is one way of designing "new" methods in order to meet the demands of method design for the future. The reason for this is that the organisations of today often use many different methods. The existence of these different methods is due to a variety of reasons, such as:

- A result from method supported development work in the past, i.e. methods have been supporting previous development work of different aspects (such as IS, quality, manufacturing, HRM, work environment, sales & marketing etc.).
- There are different actors involved in using methods.
- Consultants are engaged in different situations where they use methods.
- Reorganising the enterprise, where different people and departments meet and form new constellations

In organisations collections of different methods we believe that a fruitful way of forming a "new" method is and will be to integrate different methods with each other to form

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a "new" method, i.e. experiences from former use of different methods should influence the integration process.

When method integration is conducted it can be difficult to know which parts to choose from different methods when forming the "new" method. In this selection and integration process it is important to find a unified base within the project from which the selection is made. In this paper we will discuss three approaches for method integration. These are:

- Model based
- Practice based
- Internal based

Methods are sometimes described with the support of an underlying method theory, which describes the method on different levels. However these method theories do not always exist, at least not in an explicit documented form. A method can therefore be based on knowledge and experiences that exist in different individuals related to the method. This knowledge is not explicitly articulated in any way and can therefore in some situations be regarded as tacit knowledge. Certain aspects of the methods are not always explicitly articulated within method descriptions, i.e. the aspects are supposed to be tacitly understood. Therefore we will discuss different ways to formalise tacit knowledge in methods in a more articulated and explicit form.

During the research project on which this paper is based on we have conducted a method integration between two different methods, Protek (Trätek, undated) and Change Analysis / SIMM (Goldkuhl & Röstlinger, 1988). Protek belongs to Trätek and Change Analysis/SIMM belongs to VITS. A constraint in the project has been that these two methods should be used in the method integration process and that the "new" method should realise a business process perspective. The reason for integrating these two methods is that these methods are based on two different perspectives. The Protek method is based on an individual perspective and Change Analysis / SIMM is based on a business process oriented perspective. The developers of Protek had a need to be able to apply a business process oriented perspective when they were performing change work.

The purpose of the paper is to show one fruitful way to conduct the process of integrating two methods for change work. We will also discuss the conditions for such work and experiences from method integration. The paper will also show that each method have valuable contributions to the "new" method.

2 The process of integrating methods

The purpose of this section is to present a theoretical basis for this paper. We will start by giving our perspective on methods that will be used as important prerequisites when presenting different approaches for method integration. This section ends by giving a framework for the process of method integration. Method integration is a subject that earlier have been focused in other research project. For example we can mention a project which emphasized method integration between different method parts and where the method parts were assigned to different phases in the system development cycle. Within this method integration project one have focused method integration of method parts within and between phases in the system development cycle (Kronlöf, 1992).

2.1 A formulated method theory

Man is constantly seeking patterns and methods (Berger & Luckmann, 1979). A method describes *procedure* or *course* of action. A method is a practical guide and advice on how development work should be conducted, i.e. the method contains a number of working steps to reach a certain result (Avison and Fitzgerald, 1995; Brinkkemper et.al 1989; Checkland, 1981; Jayaratna, 1994).

When system development work or other development work, such as business development, is conducted, concepts as models and methods are often mentioned. The primary reason for this is their ability as a tool for structuring work in the development process.

In a discussion concerning system development methods and business development methods Goldkuhl & Cronholm (1993) gives one definition of what a method is. A method consists of the three components procedure, notation and concept (ibid). If a method is able to support the development process that a certain result is achieved, then the method ought to be based on knowledge and experiences from similar situations (Heym & Österle, 1993; Tolvanen & Lyytinen, 1992).

We look at methods for system and business development as a "tool box", containing a number of tools. The method user can then use and combine different method components in various situations and for a specified purpose and result. We mean that it is important to be able to be flexible in the use of methods. The methods shall be constructed in a way that makes it possible to choose different method components for different inquiry situations in order to meet certain demands, i.e. to support the generation of defined results. In order to be able to achieve such demands one should consider methods from a component based view (Goldkuhl & Cronholm, 1993; Röstlinger & Goldkuhl, 1994). We support this perspective of methods, where each inquiry situation is supported by a unique combination of a number of method components, i.e. different method components can be combined and used in different inquiry situations. These components are used to create the results concerned. A method component consists of procedures with related notation and concepts. A method component can be compounded from other method components or be elementary (Röstlinger & Goldkuhl, 1994). We also find support for such an argumentation from Kumar and Welke (1992) where they argue for the importance of customising methodologies so that they can meet the requirements of specific development contexts. From our point of view we call this situation adaptability. Kumar and Welke (ibid) say that to be able to reach situation adaptability the method must fit the situation, have an adequate set of components which work together, and that each of these components have individually been proved to work.

In order to achieve an overall structure for different development processes, models or frameworks are used (Goldkuhl & Cronholm, 1993). A number of areas in the model are delimited and defined, and these could be called phases. As an example of a system development model we can mention the life cycle model, which shows the different phases in an information system life cycle (Andersen, 1994; Avison and Fitzgerald, 1995).

We mean that methods are based on underlying perspectives. These perspectives are for different reasons explained more or less thoroughly in method handbooks (Goldkuhl & Cronholm, 1993). A perspective implies different ways of looking at or thinking about phenomena. The perspectives within a method focus on important aspects to take into consideration when performing method supported development work.

Within a method there are relations between the parts perspective, framework, method components and co-operation forms (Goldkuhl & Cronholm 1993; Goldkuhl, 1991). Every method has a framework as a pattern which is supported by a number of method components.

Sometimes one does not separate framework and method. The framework could then be implemented in the method.

The method is based on underlying perspectives. The perspectives restrain the framework, the contents of the method and its shaping, i.e. what is handled in the framework is the basic view on the development process.

The method components framework and perspective cause consequences for the co-operation forms that are applied in the development process. Co-operation forms effect, among other things, the part and work distribution between different actors in the system development process. Figure 1 shows the relations between perspective, framework, method component and co-operation forms. These phenomena can be looked at as helping tools to support and structure different method supported development processes (Goldkuhl & Cronholm, 1993; Goldkuhl, 1991).

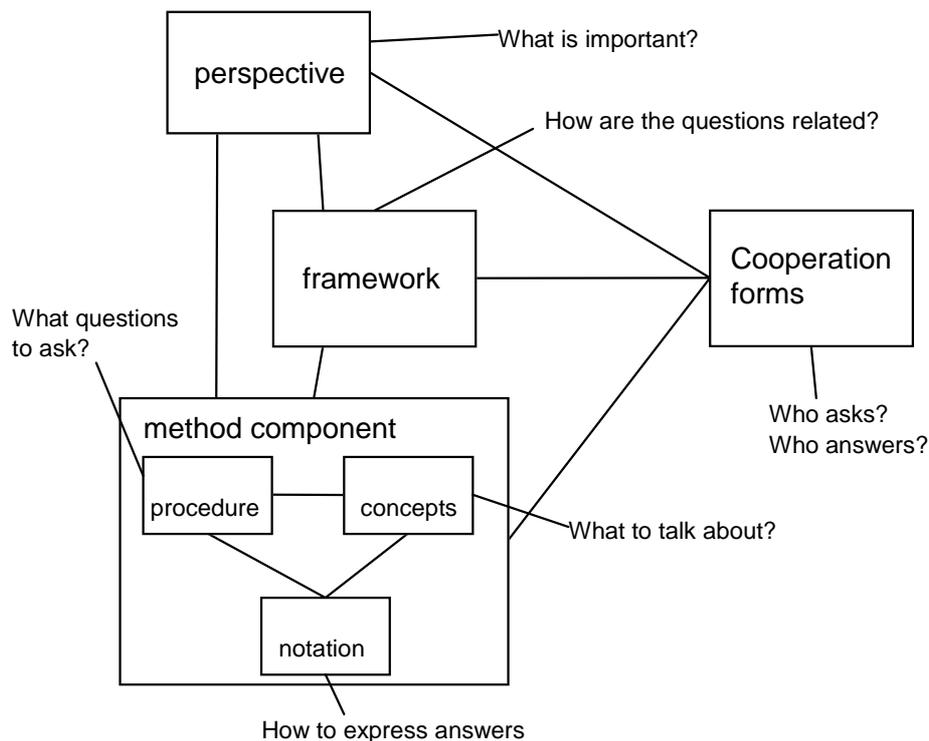


Figure 1: Relationship between perspective - framework - method component - co-operation forms (built on Goldkuhl, 1991)

Our image of the concept method is closely connected to Goldkuhl’s way of looking at methods. An important starting point for this paper is that it is important to have a clear meaning of the concepts of methods and other closely related concepts, i.e. to have a formulated underlying method theory in order to be able to value and position different methods. Our opinion is that Goldkuhl’s definition of the concept method is dealt with thoroughly and elaborated on different levels, and we agree with his definition. The application of a chosen method theory will be reflected in the conclusions of this paper.

2.2 Approaches for method integration

From our point of view methods could be of different quality. In Goldkuhl (1993) a theory is presented regarding different ways of legitimating and creating acceptance for methods and the use of methods. There is a need to argue for and make the knowledge, that is

communicated through the method, explicit. Therefore, a so called well grounded method needs to meet the following demands:

- The method should be *internally grounded*, i.e. the method should be internally congruent and the different parts within the method should harmonise with each other.
- The method should be *empirically grounded*, i.e. the method should be tested and used in practical work as well as accepted by the method user's.
- The method should be *theoretically grounded*, i.e. the result produced from the method should be stated and explained. Theoretically grounded also means that the method should be placed in relation to general theories and that the perspectives that the method is based on are made explicit and evaluated. This also includes the values behind the method.

When performing method integration we can see two supplementary approaches based on the demands presented above:

- *Model based method integration* is where a method theory (see section 2.1) is used to position and value the method candidates. This also means that the method theory is used to look into the different parts of the methods (perspective, framework, method component and co-operation forms). The model based method integration is dependent on a chosen method theory. In our approach we have chosen the method theory presented in the preceding section. The result from model based method integration is a formulated method hypothesis concerning an integrated method.
- *Practice based method integration* where each method option is put in to practice. Experiences and results from the application of each method are used in order to form a base for the method integration process. Experiences and result are used to reason how the method candidates could be integrated into a "new" method. There is also a need to put the integrated method hypothesis into practice in order to ensure that the "new" method gets empirically grounded.

During the model and practice based integration it is necessary to look into the internal aspects of the method. The "new" method needs to be internally coherent, i.e. the structure of the method must match the different parts. The purpose of each part of the method needs to be valued in order to ensure the intended result. From our point of view the purpose of different parts must be looked into from different levels, i.e. perspective, framework, method components and co-operation forms. We mean that these arguments lead to the third approach for method integration, namely:

- *Internal based method integration* is very closely connected to the method theory since the internal aspects in main are derived from the method theory when they are considered and treated in the "new" method.

In this paper we will not put emphasise on the internal based method integration aspects but we will in some contexts discuss the importance of the internal aspects during the method integration process.

As an important result of this project we have experienced that the process of method integration is fruitful and effective when performing a combination of model, practice and internal based method integration. We mean that practical experience from the different method candidates is valuable, but it also demands a great deal of resources to perform pure practice based method integration. This becomes even more clear when having to deal with more than two method candidates. It could also be hard to find several similar situations to put the methods into practice. Furthermore we have a need to use a method theory to position each method, otherwise there are no foundations for the method integration process.

Therefore we mean that it is suitable to position and value each method candidate with a method theory as a base, to achieve as "strong" a method hypothesis as possible. The

method hypothesis is then put into practice and experiences and result from the application of the integrated method are used to reformulate the method hypothesis. We also mean that there is an obvious interaction between model based and practice based method integration in order to generate a well grounded method. What is not so obvious is that during the integration process we also recognise that the "new" method need to be integrated on internal bases.

3 Putting method integration into practice

We will here present the method integration process from the first stages when we recognised the fact that there were the methods Protek and Change Analysis/SIMM that were supposed to be integrated. We will present the model based approach of method integration as well as the practice based approach of method integration. We will also have some discussion about the internal based integration approach as well as our experiences from the method integration process.

3.1 The two methods

In this project we have integrated two change work methods that differ from each other in several aspects. Protek is a change method with a major focus on individual aspects and how to change the business from such perspective. Change Analysis/SIMM on the other hand is a formalised method for IT-development with its main focus on situation adaptable business development. Both methods represent a Scandinavian perspective which harmonises with the socio-technical perspective (Nurminen, 1988).

3.1.1 The Change Analysis method (CA/SIMM)

A change analysis is performed in order to analyse problems, strengths, workflow and goals within one or several business contexts in order to formulate change requirements. The purpose of a change analysis is to generate well grounded measures for developing businesses and organisations. The change requirements form the basis for specifying different measures. The Change Analysis method (CA/SIMM) is used to support the method users in the initial phase of a business or organisational development. Generated measures could concern aspects such as development of personnel, marketing, organisation structure, administrative work flow and information systems etc.

The framework of Change Analysis/SIMM (Goldkuhl, 1992; Goldkuhl & Röstlinger, 1988; Goldkuhl & Röstlinger, 1993) consists of four phases, which are (Lind, 1996a):

- *Establishing prerequisites*
- *Business diagnoses* which consists of method components such as problem analysis, goal analysis, strength analysis, resource analysis and business modeling. The purpose of this phase is to achieve an understanding of the current situation in the business.
- *Generating and evaluating measures* which study, formulate and evaluate different measures that can be conducted in order to find solutions for different change requirements.
- *Decision* which purpose is to establish measures. The phase is performed as an instance of decision making.

Within each phase different method components can be used in order to fulfil the purpose of the phase. In Change Analysis/SIMM graphs are mainly used for visualising different aspects. Aspects that might be interesting to visualise are for example, flows

phenomena and related contexts. Textual documents and diagrams are used to complement the graphs.

The method has an emphasis on actors, activities, communicative actions and contexts. Concepts that are important in Change Analysis/SIMM are situation adaptation, business process thinking, participation, and user influence. The method has lately been adapted in order to make it possible for the method user to adopt a business process oriented perspective (Lind, 1996a). Change Analysis/SIMM puts emphasis on user participation in order to make it possible for the method expert to take the role as a catalyst, i.e. participation is a prerequisite for ensuring the method expert to act as a catalyst.

In Change Analysis/SIMM there are a number of co-operation forms that we know from experience have been fruitful in different situations. Such co-operation forms are seminars, teamwork, individual work etc.

3.1.2 The Protek method

The documentation of the Protek method starts out with a definition of the phenomena method, where it states that a method is systematic procedure which purpose it is to achieve a certain goal (Trätek, undated). The purpose of Protek is to create a platform for the coming change work in a business. Within the method there are parts that should support the development of the change climate in an organisation, i.e. the purpose of the changes are to facilitate the business development.

The Protek method is a rather young method that is in its early stages of both the development process and application. This means that the method does not yet deal thoroughly with the different aspects included in it. For example the Protek method does not have an explicit method theory on which to be based. Although the method does not have this detailed documentation, it does not mean that it does not have a lot of knowledge within itself. This knowledge exists even if most of it exist in form of methodological knowledge within different individuals who have been participating in the development and putting the Protek method in practice. This means that currently the Protek method partly exists in the form of tacit method knowledge, i.e. some parts of the description of the Protek method are not detailed enough in order to understand the method, i.e. the knowledge is a form of non articulated knowledge (tacit knowledge).

The method is focusing on changes regarding profitability and competitiveness as well as emphasising the work conditions for the employees. The theory behind Protek as a change initiator is the Kurt Lewins (1951) social psychological model in three steps, unfreezing - change - freezing. Protek should through different methods for data collection and presentations also give a total picture of the business from different perspectives. The overall structure (on framework level) of the method is shown in the figure below. The detailed structure of the Protek method is not determined at the beginning of a certain project. Instead the detailed structure is developed through different activities within the method.

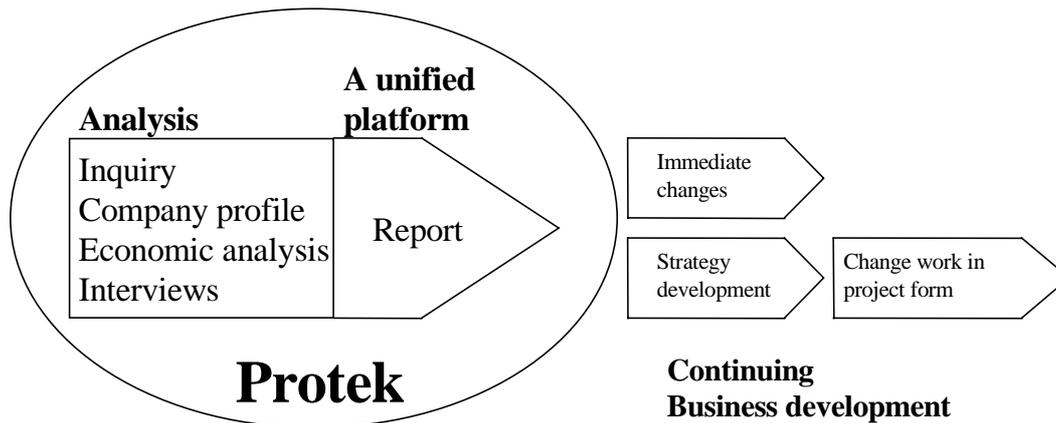


Figure 2: Method structure for the Protek method

In the figure above a sequence of phases in the change work can be observed. These phases are the following: analysis phase, a phase where a unified platform is created and the last phase where continued business development is performed. Within each of these phases there are different components that should according to the documentation be regarded as method components and which should be used during different phases of the change work. These different method components are also described in the Protek method in a context where different development aspects are modelled by using the method components.

3.2 The process of generating the "new" method

The method that should be generated from the method candidates (Protek & CA/SIMM) should meet some explicitly formulated demands which were formulated in the application of this research project:

- The method should, among other things, mainly be based on a business process oriented perspective
- The method should be possible to use in order to put demands on future information and planning systems
- The method should support the method user in generating measures, that are well grounded within the business
- The method should support the preparation of the business for the development work
- The method should support a high degree of participation among the actors within the business through increasing knowledge about development work. The use of the method should increase competence in development work.

3.2.1 Model based method integration

When performing method integration one has to be serious about the process. From the application of method integration presented in this paper, we have experienced that different actors involved in the method integration process represent a certain perspective. The purpose of a method integration is to create an integrated method, where each method has valuable contributions to the "new" method. To be able to find different highlights in each method we have used a method theory. Our experiences in this project show that the method theory can be a base for argumentation about the contribution from each method. This argumentation is made for each part in the method theory for each method, i.e. each method is argued for on the basis of perspective, framework, method components and co-operation forms.

The result of the model based method integration is a method hypothesis, the TRÄFA method. The framework of the hypothesis is shown in figure 3. As can be seen in the figure the framework has a sequence through a number of steps: determine prerequisites, initial business diagnosis, initial report, focused business diagnosis, summary valuation, measure study and determine measures. Some of these steps should be regarded as phases where a preceding phase or step is a prerequisite for the next phase and so on. The phases and their purpose are the following:

- *Initial diagnosis of the business*
 - It should support the generation of focusing needs for the business and the following change work.
 - It should support establishment of the development work
 - It should support the generation of different measures that could immediately be implemented in the business.
 - It should support the creation of soundly based grounds for change work.
 - It should support the preparation of the business and its actors for the coming change work.
- *Focused diagnosis of the business*
 - It should support the knowledge development among actors within the business so that they can participate more actively in the change work. The actors should also be more active, the longer the project goes on.
 - It should support the generation of different measures that could immediately be implemented in the business.
 - It should support the generation of change requirements for the business
- *Generate and evaluate measures*
 - It should support the generation of well grounded measures for the following change work.

These phases and purposes are results from different experiences that we have obtained during the model based and the practice based method integration process. This dividing in phases and the purposes with the phases have gradually been formulated and refined based on different experiences that the project have generated.

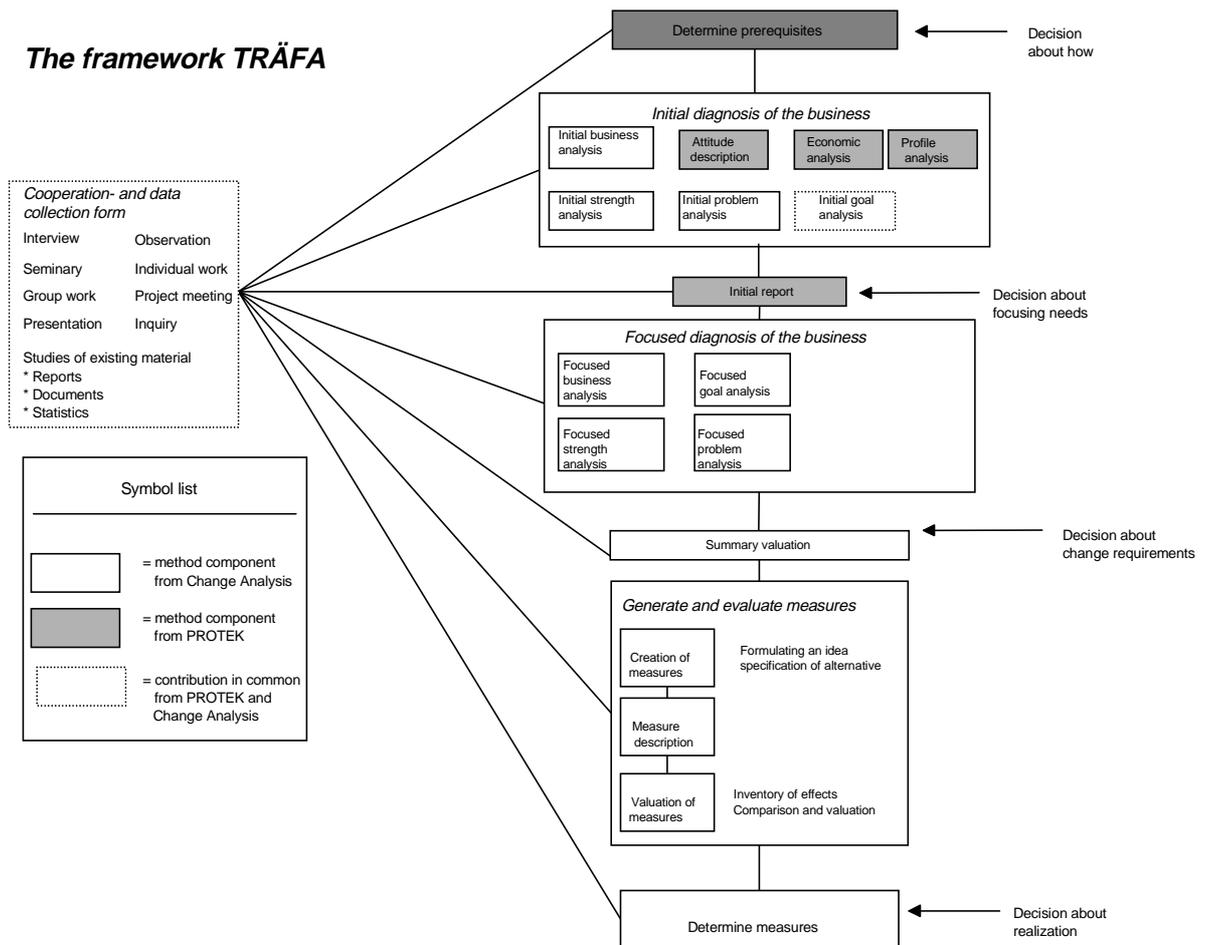


Figure 3: The framework for the integrated method "TRÄFA"

Within each phase there are a number of method components specified that are to be used to satisfy the purpose of each phase. For every phase there are also a number of cooperation and data collection forms specified that can be used together with method components. Since we believe that situation adaptability is important, we have made it possible in the framework to choose from these method components depending on the situation. Different method components could be used in one inquiry situation, where the framework gives possible method components to choose from. One inquiry situation might not need to use all method components that are specified in each phase.

To sum up the model based method integration, we can see that each method has contributed in a different way to the "new" method. The method theory that Change Analysis/SIMM is based on has been used to position and value both Change Analysis/SIMM and Protek. The table below (figure 4) shows highlights of contributions from each method to the "new" method. The table is not complete as far as detailed contributions from each method is concerned. There are also similar aspects within each level of each method that we have not given prominence to in the table above.

We have discovered that the base material in the form of method descriptions are not on the same level of description for the two methods. Change Analysis/SIMM is continuously being developed, and written material exists that can be used as an input. Protek is a method where the underlying perspectives are not expressed. Such unexpressed knowledge could be tacit method knowledge. By performing method integration, tacit method knowledge is reconstructed and made intersubjective.

Method / Level	Change Analysis/SIMM	Protek
Perspective	Based on communicative action theories. The method has its origin in the information systems school. Emphasises that information systems should be developed together while at the same time developing other aspects of the business. Accentuates situational use of the method, contextual thinking, actors within the business, participation, commitment and user influence. Measures for developing a business need to be well founded.	Focus on human attitudes. The method points out that some measures need to be implemented immediately in the business in order to keep the development work "living". Motivation through participation Develop the capacity of the people within an organisation to be able to see their role in the whole situation in order to participate when planning his/her future. The method is based on Lewin's social-psychological model
Framework	A phase oriented framework, where a deep analysis of the business is emphasised before measures are generated.	Short preceding analysis of the business in order to establish continued development work and generate focusing needs.
Method component	Business modeling Problem analysis Strength analysis Goal analysis	Attitude description Economic Analysis Profile Analysis
Co-operation and data collection form	A difference has been made between co-operation form and method component, i.e. a method component can be used with several co-operation forms.	The co-operation and data collection forms are tightly connected to each method component.

Figure 4: Contribution highlights from each method candidate

3.2.2 Practice based method integration

During the process of putting the integrated method into practice the participant's in the research group have had different roles during different phases of the application of the method. During the first phase of the project our role has been that of a driving consultant in order to secure the purpose of get the change work started and also in order to train some of the personnel in the project group of the business. However this role has gradually changed during the project to be more like catalysis and less like drivers of the project. During this process of being more of catalysis we gradually transferred the responsibility of the project to the business and their internal project group within the business. The main concern for this project group within the business has been to run the project and to ensure the contribution of the project.

During the application of the "new" method a number of different activities were conducted. The activities within the phase initial diagnosis of the business that we have performed can be grouped in to a number of phases shown in the figure below.

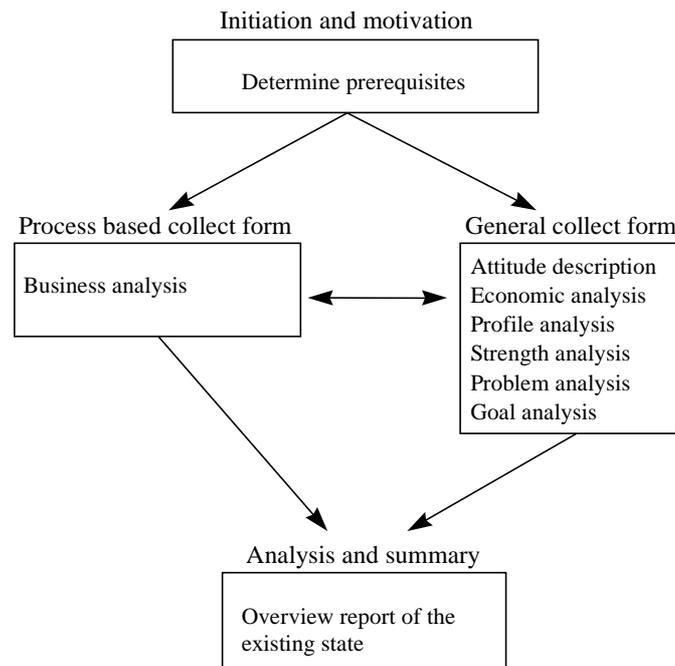


Figure 5: Activities in the initial diagnosis of business grouped into different phases

In the figure above there are four different groupings which show the content of the different phases. The figure also shows a division of the collections phase into two parts. The reason for this division is that when using different method components in the general collect form, we realised that we could not relate aspects and results from these components to a context or a specific part of the business. We did not know how to talk about and how to value different aspects that the method components generated. In order to achieve such a context where different aspects and results were possible to relate to the business, we conducted a business analysis with the purpose of reconstructing the existing praxis within the business. When this existing praxis was described it was meaningful to talk about the results and aspects, because we could relate the results to a context or parts of the business. In the table below (figure 6) some aspects are presented that have been highlighted during the application of the "new" method. The table is not complete with regard to detailed contributions from each phase, but we consider this as the most important aspect to present in this context.

ASPECT PHASE	Motive and content in the phase	Result of the phase	Method support in the phase
Initiation and motivation	A formal agreement with the business on the change work. Create a unanimous understanding in the business as to why change work should be conducted.	The project was unanimous within the whole business. A motivated business, eager to make changes. A preliminary work plan for the project.	The phase was supported by the method component determine prerequisite i.e. generating documents that determines the prerequisites.
Process based collect form	A need to describe different contexts in the business. A need to describe different activities in the business and how these are related to each other. A business analysis seminar. Verification of the business processes	A number of action diagrams and some process diagrams. A reconstruction of different business processes in the company. A good understanding about the way in which the company does business.	The method component business analysis has supported this phase. Two types of diagrams have been generated, action diagrams and process diagrams.
General collect form	To "take the temperature of the business" Get a comprehensive picture of the business in order to generate areas that need to be focused.	Documents in form of interview material, economical business ratios and statistics. A good understanding of the business in form of attitudes, opinions, problems and strengths.	Method components that have been supportive are: attitude description, economic analysis, profile analysis and problem analysis.
Analysis and summary	To create a unanimous understanding about how the business is working to- day. This was done in a report that picks up all aspects that previous phases have produced.	A report describing the business today.	A disposition of what such a report should contain.

Figure 6: Purpose, result and method support within each phase in the initial diagnosis of the business

During the application of the "new" method we have also understood that this process is very important in order to improve and to ground the "new" method. In our opinion this process is also a way of making the tacit knowledge more visible and more explicit within the "new" method. Underlying values and knowledge become more explicit when the method is put to practice and one is confronted with complete facts.

3.3 Discussion

The process of integrating methods is complicated. As we have shown in the analysis of the two methods, there are some significant differences between the methods. The perspective behind Protek is not explicit enough in its method descriptions. Therefore, when performing method integration, there are a lot of values and other aspects which are unexpressed and can not be understood from the method descriptions. One could consider these values as tacit knowledge within the method. Protek is an example of a method partly represented by tacit knowledge. From our point of view the application and surviving potential of a method is depending on the arguments that are presented for its intended results and use. We mean that method developers need a method theory to describe their method. This paper is based on a method theory consisting of the parts perspective, framework, method components and co-operation forms.

One of the goals for the integrated method is the support of a business process thinking (Davenport 1993; Goldkuhl, 1997; Hammer & Champy 1993; Lind 1996b; Lind & Goldkuhl, 1997). To be able to meet such demands a well articulated perspective on business processes is needed where consequences of this perspective are taken on both the level of framework and the level of method component. One important aspect of the business process thinking is to be able to express different contexts in the studied businesses. These contexts can then be questioned in order to find the purposes on different levels in the "new" method. We mean that methods that have the ability to express such aspects should meet the following demands:

- There must be at least one method component with the ability to reconstruct and describe existing praxis within the business for different contexts, i.e. the business processes within a corporation have to be made explicit.
- The result from other method components within the method must relate to different contexts within the business.

The perspective on business processes is one example of an underlying perspective that should be considered when generating the integrated method, TRÄFA. There are of course other aspects in the generated method that should be taken into consideration, such as the perspective on individuals, situation adaptability etc.

We have found that different method components in the framework of the integrated method have different characteristics. We have identified two different types of method components, which are "one time use" static component and context adaptable components. A "one time use" static component is a component that is used only once in a specific inquiry situation. On the other hand the result from such a component can be used several times during the application of the method. A method component consists, among other things, of questions that should be asked for a certain purpose. The questions in a "one time use" static component are of such a nature that they are meaningless if asked more than once in one inquiry situation. An example of such a component is the profile analysis from the Protek method.

In a context adaptable component the questions that the component consists of are of such a nature that they can be asked in different situations and be used to get deeper into a certain domain, i.e. it could be meaningful to ask such questions over and over again. Such questions are based on more general categories than the ones in "one time use" static components.

A framework consists of different phases, where each phase has an explicit goal. To achieve such goals the framework is supported by method components. In the integrated method there is a phase called "initial diagnosis of the business". The goal of this phase is presented in the previous section. Each method component in this phase has an explicit

purpose, which should be seen as one part to fulfil the goal of the framework. For example the purpose of the attitude description is to catch the attitudes from the people within the organisation in order to establish the development work and to achieve high participation.

Results from using different method components can be generated with different co-operation and collection forms. Co-operation and collection forms in the two methods (Protek and Change Analysis/SIMM) are interview, observation, seminar, individual work etc. It is possible to use different co-operation and collection forms for different method components. Some method components, especially the ones from Protek, take certain co-operation and collection forms for granted. For example the profile analysis must be used in seminar form. Other method components such as problem analysis do not assume a certain co-operation or collection form, i.e. problem analysis can be used with many co-operation and collection forms. Another aspect of co-operation and collection forms is the role that the method expert plays when using the method. Should the method expert be a catalyst or more of a driving person? We believe that this aspect is of high importance when using and designing a framework with supporting method components. In the descriptions of Protek and Change Analysis/SIMM these methods argue that the method expert should play the role of a catalyst in order to achieve high participation. However, when putting the integrated method into practice, it turned out that the users of Protek played the role of examiners.

The quality of an integrated method as a hypothesis depends on how well different aspects within the integrated method are articulated. This puts demands on the argumentation of the underlying perspective, among other things, in each method. A method theory as a base for analysis is one way of positioning different methods. From our point of view it is important that the quality of the integrated method should be as high as possible before putting it into practice. We mean that the description of Protek is based on a number of presumptions. For example the argumentation of its perspectives and concepts is poor. Protek's tacit knowledge has been articulated during the integration process, i.e. the tacit knowledge has been formalised through model and practice based integration and the interaction between these approaches.

The method hypotheses that are formulated during the model based method integration need to be put into practice in order to reformulate the hypothesis, i.e. practice based method integration. During this project we have found that by experiencing the use of different parts of the method, certain aspects can be covered that might not be covered by the model based method integration. One such aspect is the purpose behind different method components. We have found that it is common that performing one method component could fulfil more than one purpose.

With regard to the internal aspects of the "new" method, we have put demands on the internal structure in form that the method should be congruent and coherent. These demands have been met through the purposes of different parts of the method having been thoroughly dealt with throughout different applications. During this process we have also clarified how the different method parts are related to each other and what consequences they will have on each other.

4 Conclusions

In this paper we have presented experiences from a method integration process, where we have integrated the change method candidates into a "new" method. We have presented an approach for method integration which has been applied in a practical situation. We have conducted a model and practice based method integration, where the interaction between these approaches is an important part of the integration process in order to achieve intended

result. From the work presented in this paper we have discussed a number of aspects that are important to highlight when integrating methods. These aspects can be concluded as follows:

- We believe that a method theory is a fruitful way of arguing for, valuing and positioning different methods. We also believe that this is a suitable way to generate the first method hypothesis. The reason for this is that a method is complex in its nature and there are many ways of expressing a method. Therefore it is useful to describe methods from the same frame of reference.
- We also believe that formalising knowledge into a method form is a suitable way to formalise knowledge that needs to be communicated, i.e. a way to formalise and express tacit knowledge. We believe that this formalisation process is something that will continue throughout both the model and the practice based integration process.
- We have found that methods are based on different underlying perspectives which can be more or less explicitly articulated. When using a method, its underlying perspective is realised. When integrating different methods their underlying perspective needs to be explicit in order to make it possible to find differences and similarities.
- The framework of a method tells us what should be done when using the method. The framework is then supported by a number of method components which tell us how the method work should be performed. There is a close connection between framework and perspective where the goal of the framework is to realise the perspective. Therefore it is important that each method component in a framework has an explicit purpose and that these purposes matches the goal of the framework. If this is done we are convinced that the "new" method will also meet the internal demands that are put on it.
- We mean that different method components can be used with different co-operation and collection forms. The more general the method component is, the more flexible the method component can be used, i.e. the method component can be used with different co-operation forms. The perspective that methods are based on is telling which co-operation forms are suitable in different situations. Within the frame of co-operation forms the method expert could adopt different roles. The role of the method expert could be either a catalyst or an examiner, and it is very important to make clear which role the method expert should have when using methods.

We mean that the work of integrating methods should be based on a method theory. The main reason for this is to generate a good method hypothesis in the beginning of the method integration process. The aspects presented above can be used in other situations. One situation could be when using methods built up by context adaptable components. Sometimes there is a need for completing such methods with components from other methods. In these situations we mean that there is an advantage to have an explicit method theory as a base for combining different components with each other.

We believe that the combination of model and practice based method integration is what will be used for method design in the future. It is easier to formulate the method hypothesis when it is done through a modelling situation. This method hypothesis furthermore has to be applied, tested and further developed through a interaction between the model and practice based method integration according to the figure below.

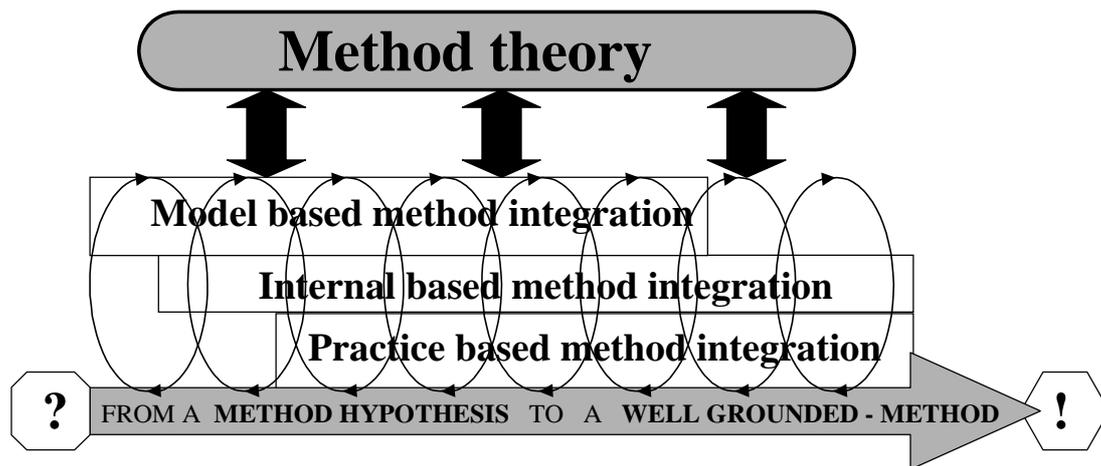


Figure 7: The interaction between different bases for method integration

In the figure above we also want to show the importance of the internal aspect when integrating methods with each other. When the method hypothesis is formulated there is an interaction between model, practice and internal based method integration. The purpose of the internal based method integration is to ensure that the "new" method becomes coherent and congruent. One way of doing this is to model the method by support of a meta-method, i.e. to regard the method from a higher abstraction level.

The purpose of the interaction between the different approaches (model based, practice based and internal based) is closely connected with the hermeneutic circle (Bleicher, 1980), where understanding about a phenomena is developed through formulating a hypothesis, application of the hypothesis and reflection upon the application. This scenario is continuously going on when chosen method theory is used in the different approaches. To generate a winning method concept on method integration basis we have shown that one fruitful approach is to use the three bases that we have shown in this paper. We have used this project as a case study but our purpose is to go beyond this single case and present theoretical and practical implications which we claim are transferable to other method integration situations.

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