very actively observing and participating in information sharing processes through social media, stakeholders present challenges for business. As users on social media are so vast, organisations should focus on groups who have a stake in the organisation (Grunig 2006) eg employers, investors, consumers, suppliers etc. and those who have power, legitimacy and urgency affecting the performance of an organisation.

Stakeholders - Internal - are within the business (employees downers. External - contact with the business but do not work it (customers, suppliers, government, public etc). Step 1: identify stakeholders. 2. Decide who is key (using mapping). 3. Resolve the tension where necessary. 4. Review and refine the list.

Stakeholder Mapping and Analysis - visual representation on how much power and interest each stakeholder holds. Useful for understanding stakeholders. Bryson (2004) states that definitions of the stakeholder differs in the inclusive view of stakeholder.

The Cultural Web - of policy or strategy change effort. The Cultural Web is a visual representation of the company eg logos, dress code etc. The Cultural Web is used for analysing organisations as all parties who are affected by the change. Organisations should focus on groups who have a stake in the organisation.

The change process - is defined by Lewin’s Change Model: 1. Unfreezing -atushicle to accept and apply change. However, results were generally unsupportive for the significance of innovation and the continuous need for change.

The McKinsey 7s Framework - Peters & Waterman early 1980s - there is 7 internal, of an organisation (that are interrelated and have to be considered jointly - Taiwaw 2000 need to be aligned if it is going to be successful (Singh 2013). Used for analysing organisational effectiveness. Style - actions and behaviour of senior execs. Fleisher & Ben (2007) state that the conduct of top management is an extremely valuable management approach that enhances and reinforces strong messages to stakeholders. Adair (2009) and Aron (2008) emphasize the importance of shared values within organisations. Systems refer to the process and procedures that are necessary in order to conduct the business (Murphy Willmott 2010). Diab (2011) had pointed out the advantages of a tall hierarchy structure as communication is lost between layers and this leads to a demotivated workforce. Skills (Schuler & Jackson 2007) relate to competencies and capabilities required by the organisation in order to achieve the organisational goal. Shared values are achieved through communication, which helps individuals and groups coordinate activities towards goals, and is vital in socialising, decision making, problem solving and the change management process (Berger 2008). Singh 2013 found that the 7s model could be linked to the 4PR related to and used to solve organisational communication problems. It is helpful in considering the present state of affairs with the desired state.

Change agents - is a person from inside or outside the organisation who helps an organisation transform itself by focusing on such matters as organisational effectiveness, improvement and development (Bennis 1993): 1. Broad knowledge of the industry as well as change, ethics - Operational and Relational Knowledge - listen, trust, form relationship and flexible to deal with types of relationships and behaviours. 2. Sensitivity and maturity - both of others and of your motivations. 4. Authenticity - act in accordance with the values you seek to promote within the organisation. Nikolau et al (2007) state that a significant part of the change effort is the selection of the individuals who will design and execute the change with success. Change agents are facilitators of planned process change (Tichy 1974), enable and empower individual employees and self managed teams to be responsible for a number of decisions (Lawler 1986) and act as consultants in the coordination and management of the change effort (Sadler 2001). Personality has an effect on who will be an efficient agent. Bandura (1977) noted that employees with high levels of change-related self-efficacy are less likely to lose heart of inadequacy so important in their efforts to manage change. J. al 1999 identified 7 personality variables which effect an individual’s ability to cope with change. It’s control, generalized self-efficacy, self-esteem, positive affectivity, openness to experience, tolerance of ambiguity and risk aversion. Nikolau 2007 finding suggest that resilient persons can be proven to be ready to accept and apply change. However, results were generally unsupportive for the significance of dispositional traits and work-related skills and competencies.

CHANGE - Beer and Nohria (2000) argue that 70% of change programs fail because of lack of: strategy, communication and trust, top management commitment, resources, change management sk resistance to change.