cussing opportunities and allowing people to ask questions. Buchanan et al 2005 supports this, stating that the timing, sequencing and pacing of steps can also be fateful for sustainability.

**Who have power from a variety or sources and encourage them to champion the initiative.** Kotter states that no one person is capable of ding and managing change and states characteristics those members need have (power, expertise, credibility, leadership). Lines 2007 states it change agents in a high position of power are more successful in implementing change.

*develop a short inspiring summary. Washington & Hacker 2005* found it managers who understand the change effort are more likely to be cited and less likely to think it will fail. Cole et al 2006 found vision priority to be less important than the actual execution of the change.

1. **Embed the vision in everything that is done and demonstrate the behaviour.** Communication is critical as it reduces uncertainty (Bordia et al 2004) decrease ambiguity and can affect the type of negative/positive responses to change (Nelissen and van Slem 2008).

2. **Continuously check for barriers.** Kotter (1996) stresses that there is no role empowering employees. Klidas et al (2007) study of employees in luxury hotels supported this and found that employees attitudes and traumatisation a role in employee engagement. The model can become a buyer's market.

These should be anticipated with little room for failure. In sharing opportunities and celebrating small wins can provide employees assurance that their efforts are on the right track (Marks 2007)

3. **Continue with change (eg launch 10 products rather than 1).** Change seed momentum can be initially created by obtaining a critical mass of champions to support (Jansen 2004)

4. **Continuous efforts so it is seen in all aspects of the organisation.** Massey Williams (2006) state a support structure for change agents is required order for change to be sustained.

Appelbaum et al 2012 found that the model was as significant in 2011 it was in 1996.

5. The model has been criticised as it used no external sources with neither footnotes or references in the original book (leading change) (Appelbaum et al 2012). Also found that it is not prescriptive in how to deal with difficulties.

Sidorko (2008) argues that Kotter makes no concessions to the fact that model is sequentially ordered and that all steps must be followed. eir analysis revealed the need for building multiple guiding coalitions multiple occasions to deal with different aspects of the change process.

**Kaleidoscope** (Hailey and Balogun 1999) - imagined as a way of pulling together and codifying the range of contextual features and implementations that require consideration during change. Two ments: Outer circle- comprises of change contexts. Inner circle - contains the design choices. Scope, Time, wer and Readiness are contexts most discussed in sing change models. Capacity, Capability, Diversity and Preservation are rarely mentioned in other models.

Force field Analysis (Lewin 1951) - decision-making technique which analyses forces for and against a change and helps you to communicate the reasoning behind your decision. The decision will be in the middle with the pros on the left and the cons on the right. A score of 1-5 will then be assigned to each of the pros and cons (1 not very important, 5 very important). Larger arrows going in will be assigned to more important decisions and smaller ones to less important decisions. The side with the greatest forces is the right decision. This theory places emphasis on the driving and resisting forces associated with any change, and to achieve success the importance lies with ensuring that driving forces outweigh resisting forces. Driving forces tend to initiate change or keep it going whereas restraining forces act to restrain or decrease the driving forces.