

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

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

...develop a short inspiring summary. **Washington & Hacker 2005** found that 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 clarity to be less important than the actual execution of the change.

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**).

Continually check for barriers. **Kotter (1996)** stressed the importance of empowering employees. **Klidas et al (2007)** study of employees in luxury hotels supported this and found supportive attitudes and training play a role in employee empowerment. **Line 2007** can become a barrier.

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

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

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

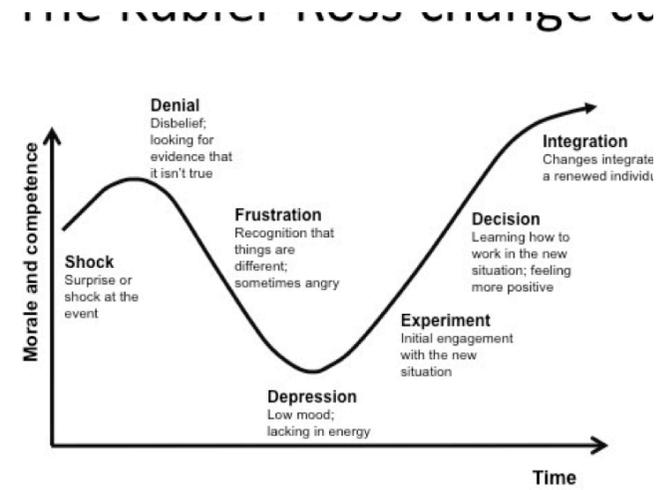
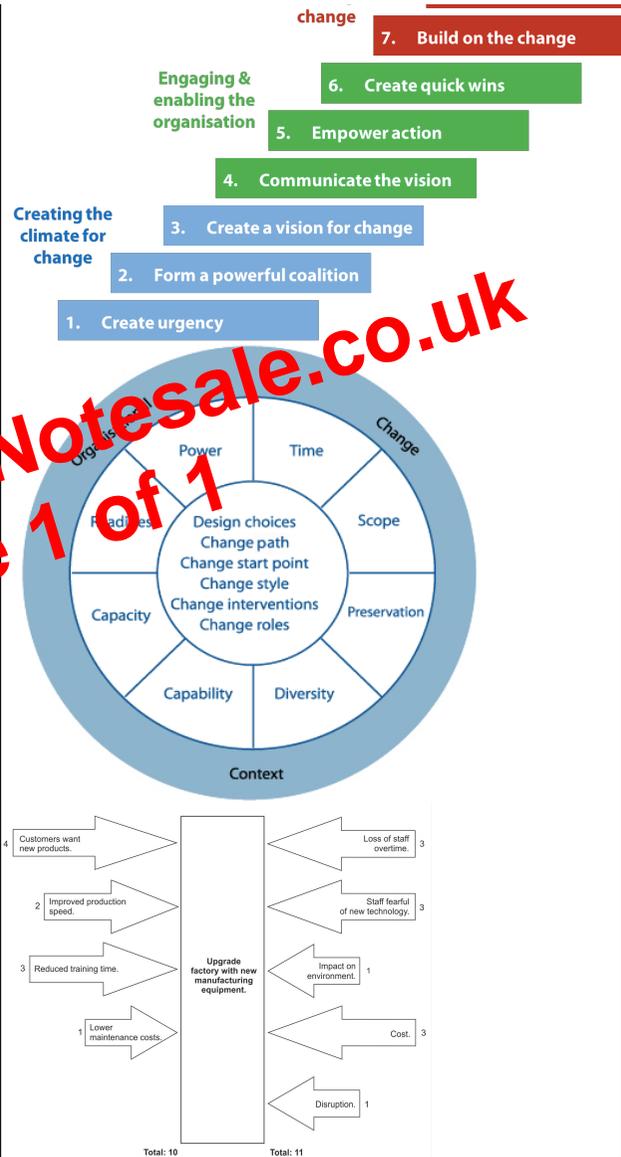
**Appelbaum et al 2012** found that the model was as significant in 2011 as it was in 1996.

The model has been criticised as it used no external sources with neither notes 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.

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

**Change Kaleidoscope** (Hailey and Balogun 1999) – designed as a way of pulling together and codifying the wide range of contextual features and implementation conditions that require consideration during change. Two elements: Outer circle- comprises of change contexts. Inner circle – contains the design choices. **Scope, Time, Power and Readiness** are contexts most discussed in existing change models. **Capacity, Capability, Diversity and Preservation** are rarely mentioned in other models. Some theorists argue that only by simultaneously referring to this full set of contexts and ideally using a multi-disciplinary approach, that the design choices

**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.



**Change Curve** - Originally created by Kubler-Ross in the 1960s to explain the grieving process but has been widely utilised as a method of help people understand their reactions to significant change or upheaval. **Stage 1 – Shock** (due to lack of information, fear of unknown, fear of something wrong) & **Denial** (being comfortable with the status quo, threatened, fear of failure). Individuals who have not previously experienced major change may be particularly affected at this stage. Communication is key, reiterating what the change is, the effects it may have and providing as much reassurance as possible. **Stage 2 – Anger** (suspicion, scepticism, frustration) & **Depression** (isolation, remoteness). This point, performance is at its lowest. There is a tendency to fixate on small issues and problems and change genuinely. People will be reassured by the knowledge that others are experiencing the same feelings. Providing staff with information about the change curve underlines that emotions are usual and shared. **Stage 3 – Acceptance** (exciting new opportunities, relief the change has been survived, impatience for the change to be complete) & **Integration** (acceptance, hope, trust). During the early part of this stage, energy and productivity remain low but slowly show signs of recovery. Everyone has lots of questions and are curious about new opportunities. Individuals will respond well to being given specific tasks and responsibilities, however, communication remains key. Regular progress reports and updates will cement the positive mood. It is not uncommon for the return of the earlier stages is support drops.