

The model was further divided into two classes, 'Hard S' (Strategy, Structure and Systems) and 'Soft S' (Style, Staff, Skills and Shared Values). The model plays four crucial roles, that is, (1) it is useful in the change process of an organization, (2) enacting new strategies, (3) outlook of various departments and (4) clear the way for easy fusion of organizations.

- *Structure*: the theory of structure suggests that structure has a way of segregating tasks and later integrates it with specialization. Timoshenko (1926). In practice, he suggests that as the number of staff in an organization continue to build so does the rate of interactions that is intended to make things work in the organization increase. For survival, it is therefore mandatory to decentralize the organization for size and complexity to marry. Du Pont, (1921).
- *Strategy*: Dr. Vladimir Kvint describes strategy as a 'a system of finding, formulating and developing a doctrine that will ensure a long-term success if followed faithfully.' Strategy is usually designed in prediction and expectation of future changes usually externally brought about by customers and the general external business environment. Alfred Chandler (1964) points out that structure follows strategy. The element strategy in this model thus suggests that an organization must ensure that the other elements (vision, mission and values) are in line with the business strategy. Short-lived strategies haven't proven futile to companies, however, when properly aligned with the other six elements of this model, it is likely to produce a visible footprint.
- *Systems*: It implies the formalities that sustains the existence of a company from financing to human resource. Systems will make the things work in an organization or disrupt activities. It is therefore a crucial change element. Robert H. & Tom Peters (1980). Companies that do not spend ample time in the planning phase on customers, marketing and market shares among other valuables which is supported by allocation of the right infrastructure to each of these sectors but fails to change the systems that support these market orientation goals, risks achieving such goals. Proper system changes impact result in enormous organizational success and effectiveness.
- *Style*: it illustrates and delves on the management of the company. Style tackles the top-level management and connects each action undertaken to their emblematic values. It is important part of the business just as in literary work and as such

done there is a productive result. Kotter (1995). Great leaders link the values of their subordinates to that of the business. S.G. Hundekar (2009).

- Step 2: '*Creating the Guiding Coalition*'

This refers to bringing together a competent team that is change oriented. Tasks are handled as a team because it often involves several change projects that cannot be undertaken by an individual. Having the 'right people' in a team results into business prosperity. Jim Collins (2001). The advantage attributed to this approach is that it saves time when it comes to decision making process since people act in harmony resulting into faster changing processes. Kotter, (1995)

When building the team, several factors must be put in place implying that the team must possess certain traits. (1) The teams formed must have a leader to offer a sense of direction to the other players. (2) all the ideas expressed by members must be taken into consideration from which interpretations and informed decisions will be arrived at. (3) The team must earn credibility so that decisions made can be respected and followed to the latter by the other members of the organization. (4) It should be a flexible team that is free to adjust to changes whenever need arises. Lastly, (5) Communication drives every team, hence, it must be a team that ensures free flow of communication both ways with immediate response on matters arising. Kotter (1995).

- Step 3: '*Developing a Change Vision*'

Phil Shawe defines vision as the foreshadow onto what the future of the company is likely to look like by distinguishing it from its past. Kotter states that a clear change vision serves three distinct functions, that is, 'stimulating people to act in the desired direction, coordinating peoples' actions and clarifying comprehensive decisions.'

An unobstructed vision justifies the values, strategies and plans of an organization by considering the present situation of the business while reacting by setting objectives that are realistic. Leadership therefore designs a powerful master plan to help achieving the set ambitions. An important attribute of a change vision is its aptness to offer guidance by maintain focus, adaptability and communicable. Kotter (1995).

- Step 4: '*Communicating the vision for Buy-in*'

A vision is a picture on the wall and therefore it must be communicated and translated to the intended individuals for them to know what is expected of them hence steering the company in the desired direction. Claire Lew, (2017). Communicating the vision is tasked with ensuring that people comprehend and embrace the vision. Kotter, (1995). Under communication results into negligence and limited action in terms of response to the vision. S. Tatikonda, (2004). As such, the information communicated must be repeated and referred to in various effective platforms such as emails, meetings and in presentations.

A typical company vision ought to be undemanding with respect to the language used, vivid and easily outspread within the staff. Leadership behavior play a prime role in this step since they are the role models for change as stated by Tiffany Madison.

- Step 5: '*Empowering Broad- Based Action*'

To empower refers to 'bestowing power upon, make more powerful' according to the Oxford English Dictionary. In this context Kotter says it is the process of eliminating hurdles thus allowing individuals to excel in their work. The impediments referred to include structural and bureaucratic supervision process.

A structural barrier implies issues within an organization that are beyond one's control. The attempt to complete a task can often be hampered by lack of adequate resource or company red-tapes. They therefore can adversely affect the change agenda. For example, a company that is rightly managed based on the information system is aware of the current competitive nature of the market. This information is useful to the marketing department aiming at making a change as it will impact positively how they undertake their duties.

Managers and leaders that have behaviors that do not augur well with the rest of the employees are a barrier to change vision. Their actions may not actively undermine operations but there is a sense in which they do not amount to some of the characters that fire up change. Focused team players may choose to ignore these actions but in the long run for success to be attained, they must be confronted by dialogue and a resolution found. Kotter (1995).

- Step 6: '*Generating Short-Term Wins*'

Short-term achievable must be created and attention paid to them before the long-term goals. When these short-term goals are achieved within the set timeframe, they motivate the teams to advance to the next stage. They are realistic and achievable goals that overcome procrastination to achieve success. Monica Mehta (2013)

Kotter suggests that for prosperity, these goals must be visible, unequivocal and in tandem with the change effort. The advantage of this is that it helps individuals appreciate and recognize their effort results are attained. People are usually satisfied when their work pays off thus injecting doubled efforts in their tasks, because their morale is augmented. Jamie Tolentino (2015). Kotter further elaborates that 'short term wins build momentum that has the capacity to convert non-partisan individuals into supporters, and unenthusiastic supporters into active helpers.'

- Step 7: '*Don't Let Up!*'

This step of the change process uphold that the gains attained must not be ignored but rather blended in the entire process to produce more change. People will generally celebrate the gains for far too long while adopting a let us go culture of not 'jumping' back into action. The repercussion is that it will quench the momentum of the work followed by reversion of change. Kotler (1995); G. Goh (2017)

Transformational leadership do not spend too much time celebrating the achievements but are known to introduce multiple projects that aim at fostering change deeper within the organization. Bernard Bass, (2005). it is this character that widely distinguishes them from managers. E.S. Williams (1999).

- Step 8: '*Make it Stick*'

While running a business, it is a possibility that new practices will spring up. Leadership must therefore ensure that positive practices are incorporated and become part of the business culture. By including the new practice to the business culture, persuade employees and subordinates on the reason(s) why the new way of doing business is senior when compared to the original one. Kotter (1995). The diagram below is an illustration of the Kotter's model.