

# Organizational Change Management

**Leading Change in Information  
Technology**

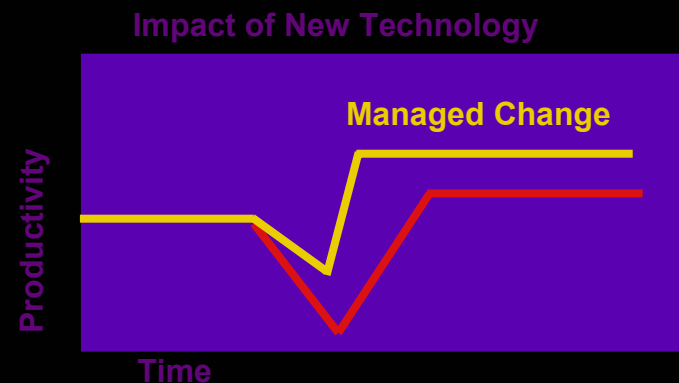
# What is Change Management?

“The transforming of the organization so it is aligned with the execution of a chosen corporate business strategy. It is the management of the human element in a large-scale change project....”

Gartner Group

# What Is Organizational Change?

- **Organizational change is defined simply as:**
  - *changes in organizational behaviors and employee attitudes to move from a current state to a desired future state based upon external stimuli triggering the event*
- **Changes in the external environment effect changes in a company's strategy, which drives technology, business processes, and organization**
- **Addressing organizational change problems involves the introduction of Organizational Change Management (OCM)**



# **In Simpler Terms...**

- **A process that enables people to assimilate changes more quickly and completely.**
- **A process that connects significant change to the culture of the organization.**
- **A process that allows employees to be more successful more quickly in the post-change environment.**

# The External and Internal Forces for Change

## Demographic Characteristics

- \* Age
- \* Education
- \* Skill level
- \* Gender
- \* Immigration

## Technological Advancements

- \* Manufacturing automation
- \* Office automation

## Market Changes

- \* Mergers and acquisitions
- \* Domestic and international competition
- \* Recession

## Social and Political Pressures

- \* War
- \* Values
- \* Leadership

## Human Resource Problems/Prospects

- \* Unmet needs
- \* Job dissatisfaction
- \* Productivity
- \* Participation/ suggestions
- \* Absenteeism and turnover

## Managerial Behavior/Decisions

- \* Conflict
- \* Leadership
- \* Reward systems
- \* Structural reorganization

The need for change

# Forces of Change

**External Forces: originate outside the organization**

- ☞ **Demographic Characteristics**
  - the workforce is more diverse
  - there is a business imperative to effectively manage diversity
- ☞ **Technological Advancements**
  - organizations are increasingly using technology as a means to improve productivity and market competitiveness
- ☞ to change the way they do business -- the tobacco industry is a good example

# Forces of Change

**External Forces: originate outside the organization**

☞ **Market Changes**

- the emergence of a global economy is forcing companies to be more competitive and to do business differently

☞ - organizations are forging new partnerships and alliances aimed at creating new products and services

# Forces of Change

**External Forces: originate outside the organization**

☞ **Social and Political Pressures**

- ☞ - **society and its legislative bodies can put pressure on organizationsto change the way they do business -- the tobacco industry is agood example**

# Forces of Change

**Internal Forces: originate inside the organization**

☞ **Human Resource Problems/Prospects**

- ☞ - employees' needs, job satisfaction, organizational commitment, behavior, and performance are forces of change
- dissatisfied employees and high levels of absenteeism and turnover are signs that change is needed

# Forces of Change

**Internal Forces: originate inside the organization**

- ☞ **Managerial Behavior/Decisions**
  - the level of conflict between managers and their direct reports is a force for change
  - inappropriate leader behavior may result in employee problems requiring change
  - inequitable reward systems are an additional force for change

# A Generic Typology of Organizational Change

**Adaptive  
change**

**Reintroducing a  
familiar practice**

**Innovative  
change**

**Introducing a  
practice new to the  
organization**

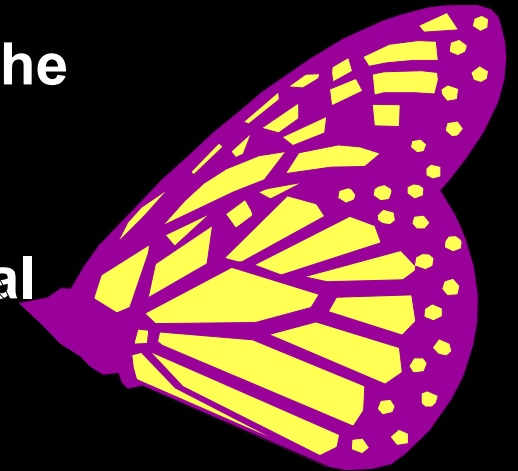
**Radically  
innovative  
change**

**Introducing a  
practice new to  
the industry**

- Degree of complexity, cost and uncertainty
- Potential for resistance to change

# Assumptions About Change

- ❶ The change process involves learning something new, as well as discontinuing current attitudes, behaviors, or organizational practices.
- ❷ Change will not occur unless there is motivation to change. This is often the most difficult part of the change process.
- ❸ People are the hub of all organizational changes. Any change, whether in terms of structure, group process, reward systems, or job design, requires individuals to change.
- ❹ Resistance to change is found even when the goals of change are highly desirable.
- ❺ Effective change requires reinforcing new behaviors, attitudes, and organizational practices.



# **Models and Perspectives on Change**

# Lewin's Change Model

## ◆ Unfreezing

- Creates the motivation to change
- Encourages the replacement of old behaviors and attitudes with those desired by management
- Entails devising ways to reduce barriers to change
- Creates psychological safety

## ◆ Changing

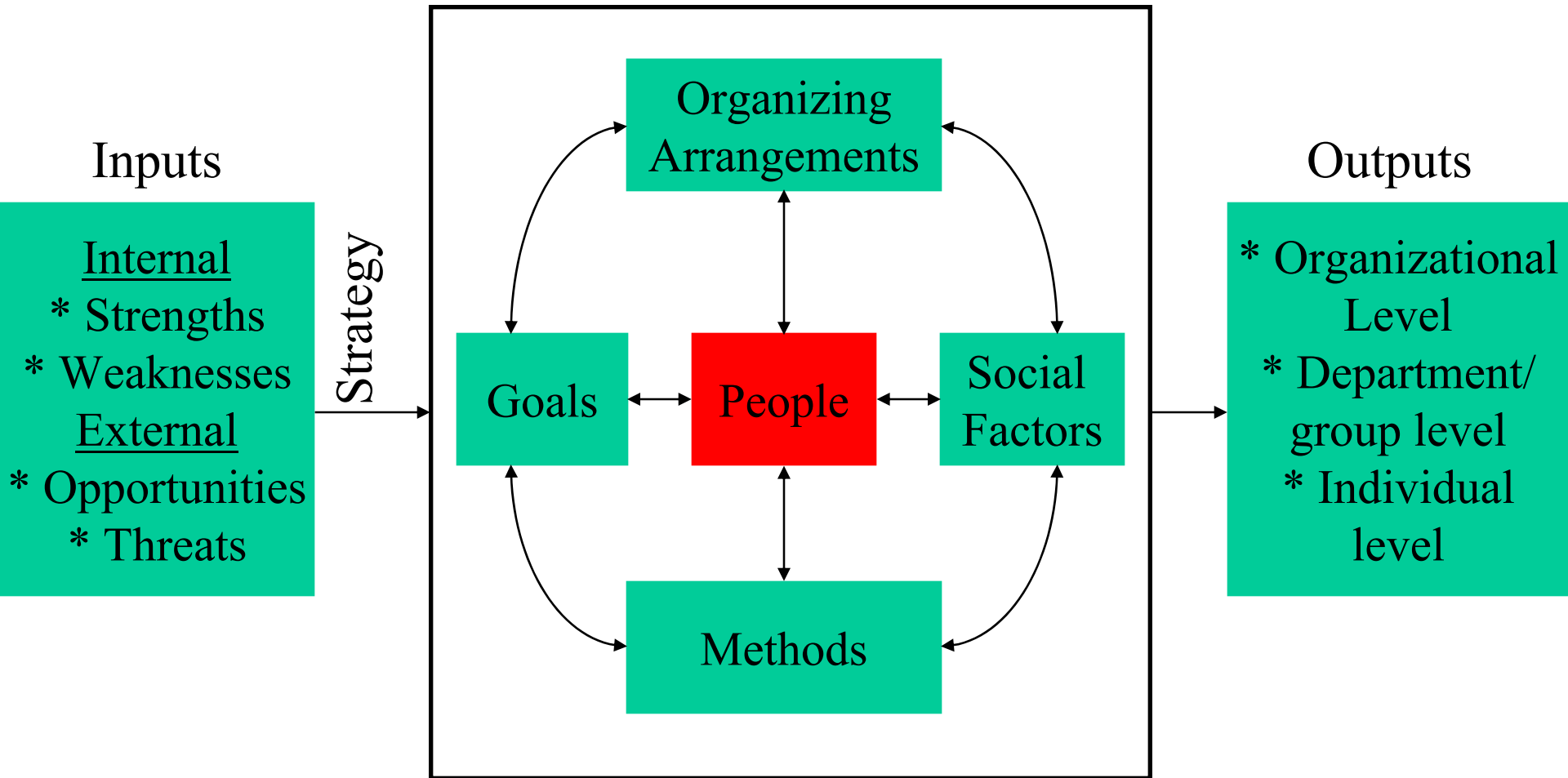
- Provides new information, new behavioral models, or new ways of looking at things
- Helps employees learn new concepts or points of view
- Role models, mentors, experts, benchmarking results, and training are useful mechanisms to facilitate change

## ◆ Refreezing

- Helps employees integrate the changed behavior or attitude into their normal way of doing things
- Positive reinforcement is used to reinforce the desired

# A Systems Model of Change

## Target Elements of Change



# Kotter's Steps for Leading Organizational Change

<b>Step</b>	<b>Description</b>
<b>① Establish a sense of urgency</b>	<b>Unfreeze the organization by creating a compelling reason for why change is needed.</b>
<b>② Create the guiding coalition</b>	<b>Create a cross-functional, cross-level group of people with enough power to lead the change.</b>
<b>③ Develop a vision and strategy</b>	<b>Create a vision and strategic plan to guide the change process.</b>
<b>④ Communicate the change vision</b>	<b>Create and implement a communication strategy that consistently communicates the new vision and strategic plan.</b>
<b>⑤ Empower broad-based action</b>	<b>Eliminate barriers to change, and use target elements of change to transform the organization. Encourage risk taking and creative problem-solving.</b>

# Kotter's Steps for Leading Organizational Change (continued)

Step	Description
⑥ Generate short-term wins	Plan for and create short-term “wins” or improvements. Recognize and reward people who contribute to the wins.
⑦ Consolidate gains and produce more change	The guiding coalition uses credibility from short-term wins to create more change. Additional people are brought into the change process as change cascades throughout the organization. Attempts are made to reinvigorate the change process.
⑧ Anchor new approaches in the culture	Reinforce the changes by highlighting connections between new behaviors and processes and organizational success. Develop methods to ensure leadership development and successes.

**What do you think are the top three reasons people resist change?**

Resistance to Change: an  
emotional/behavioral response to real  
or imagined work change

# Why do people resist change?

The leading reasons why people resist change are:

- \* **An individual's predisposition toward change**
- \* **Surprise and fear of the unknown**
- \* **Climate of mistrust**
- \* **Fear of failure**
- \* **Loss of status and/or job security**
- \* **Peer pressure**
- \* **Disruption of cultural traditions and/or group relationships**
- \* **Personality conflicts**
- \* **Lack of tact and/or poor timing**
- \* **Nonreinforcing reward systems**

?

# Strategies for Overcoming Resistance to Change

<b>Approach</b>	<b>Education + Communication</b>	<b>Participation + Involvement</b>
<b>Commonly Used in Situations</b>	<b>Where there is a lack of information or inaccurate information and analysis</b>	<b>Where the initiators do not have all the information they need to design the change and where others have considerable power to resist</b>
<b>Advantages</b>	<b>Once persuaded, people will often help with the implementation of the change</b>	<b>People who participate will be committed to implementing change, and any relevant information they have will be integrated into the change plan</b>
<b>Drawbacks</b>	<b>Can be very time consuming if lots of people are involved</b>	<b>Can be very time consuming if participators design an inappropriate change</b>

# Strategies for Overcoming Resistance to Change

<b>Approach</b>	<b>Facilitation + Support</b>	<b>Negotiation + Agreement</b>
<b>Commonly Used in Situations</b>	<b>Where people are resisting because of adjustment problems</b>	<b>Where someone or some group will clearly lose out in a change and where that group has considerable power to resist</b>
<b>Advantages</b>	<b>No other approach works as well with adjustment problems</b>	<b>Sometimes it is a relatively easy way to avoid major resistance</b>
<b>Drawbacks</b>	<b>Can be time consuming, expensive and still fail</b>	<b>Can be too expensive in many cases if it alerts others to negotiate for compliance</b>

# Strategies for Overcoming Resistance to Change

<b>Approach</b>	<b>Manipulation + Co-optation</b>	<b>Explicit + Implicit Coercion</b>
<b>Commonly Used in Situations</b>	<b>Where other tactics will not work or are too expensive</b>	<b>Where speed is essential and where the change</b>
<b>initiators</b>		<b>possess considerable power</b>
<b>Advantages</b>	<b>It can be a relatively quick and</b>	<b>It is speedy and can</b>
<b>overcome</b>	<b>inexpensive solution to</b>	<b>any kind of resistance</b>
	<b>resistance problems</b>	
<b>Drawbacks</b>	<b>Can lead to future problems if</b>	<b>Can be risky if it leaves</b>
<b>people</b>	<b>people feel manipulated</b>	<b>mad at the initiators</b>

# Reactions to Change

- **What changes are you currently experiencing?**
  - **School**
  - **Family**
  - **Personal**
- **We have all been through change - but how do we think about and manage it?**

# Reactions to Change

- **How do we react to change?**
  - **People's reactions to change are not based just on the change itself**
  - **Reactions are based on past experiences and perceptions of the change (e.g., movies)**
  - **Most people don't resist change but resist the perception that it is being forced upon them**

# Reactions to Change

- **So, what's the point?**
  - **In change, the target is not always clear and/or how to get there is not always clear**
- **So what do we do about this?**
  - **“When in trouble, when in doubt, run in circles, scream and shout.”**

# Organizational Change

- **When we change behaviors, we change the “Rules for Success”**
- **What are some Rules for Success at college?**
- **What if some of these are taken away?**

# Organizational Change

- **When rules for success change, we begin to see people get disoriented**
- **Why are Rules for Success important?**
  - **People want to do their best work - to be successful**
  - **If people can't figure out what it takes to be successful - what happens? What if the rules for success are not clear?**

# Organizational Change

- **Why do organizations change?**
- **Why do some of these changes fail?**
- **How can we help organizations change more successfully?**

# The Dimensions of Change

- **Theory E: An Economic Approach**  
*near-term economic improvement*
- **Theory O: An Organizational Capabilities Approach**  
*improvement in organizational capabilities*

# The Dimensions of Change

## Theory E: An Economic Approach

*near-term economic improvement:*

- **Aims for a dramatic and rapid increase in shareholder value.**
- **It is driven from the top of the organization and makes heavy use of outside consultants.**
- **It relies heavily on cost cutting, downsizing, and asset sales to meet its objectives.**

# The Dimensions of Change

## Theory O: An Organizational Capabilities Approach

*improvement in organizational capabilities*

- **Aims to create higher performance by fostering a powerful culture and capable employees.**
- **It is characterized by high levels of employees participation and flatter organizational structure.**
- **It attempts to build bonds between the enterprise and its employees.**
- **This approach to change is a long-term proposition.**

# The Dimensions of Change

## Two Different Approaches to Change

### Key Factors in Theory E and Theory O Change

Dimensions of change	Theory E	Theory O	Theories E and O combined
Goals	<b>Maximize shareholder value</b>	<b>Develop organizational capabilities</b>	<b>Embrace the paradox between economic value and organizational capability</b>
Leadership	<b>Manage change from the top</b>	<b>Encourage participation from the bottom up</b>	<b>Set direction from the top and engage the people below</b>
Focus	<b>Emphasize structure and systems</b>	<b>:Build up corporate culture employees, behavior and attitudes</b>	<b>Focus simultaneously on the hard and the (structures and systems) corporate culture(soft</b>
Process	<b>Plan and establish programs</b>	<b>Experiment and evolve</b>	<b>Plan for spontaneity</b>
Reward system	<b>Motivate through financial incentives</b>	<b>use-Motivate through commitment pay as fair exchange</b>	<b>Use incentives to reinforce change but not to drive it</b>
Use of consultants	<b>Consultants analyze problems and shape solutions</b>	<b>Consultants support management in shaping their own solutions</b>	<b>Consultants are expert resources who empower employees</b>

**Source: Michael Beer and Nitin Nohria; “Cracking the Code of Change”; *Harvard Business Review*; 78, no. 3 (May-June 2000): 137.**

# Organizational Change

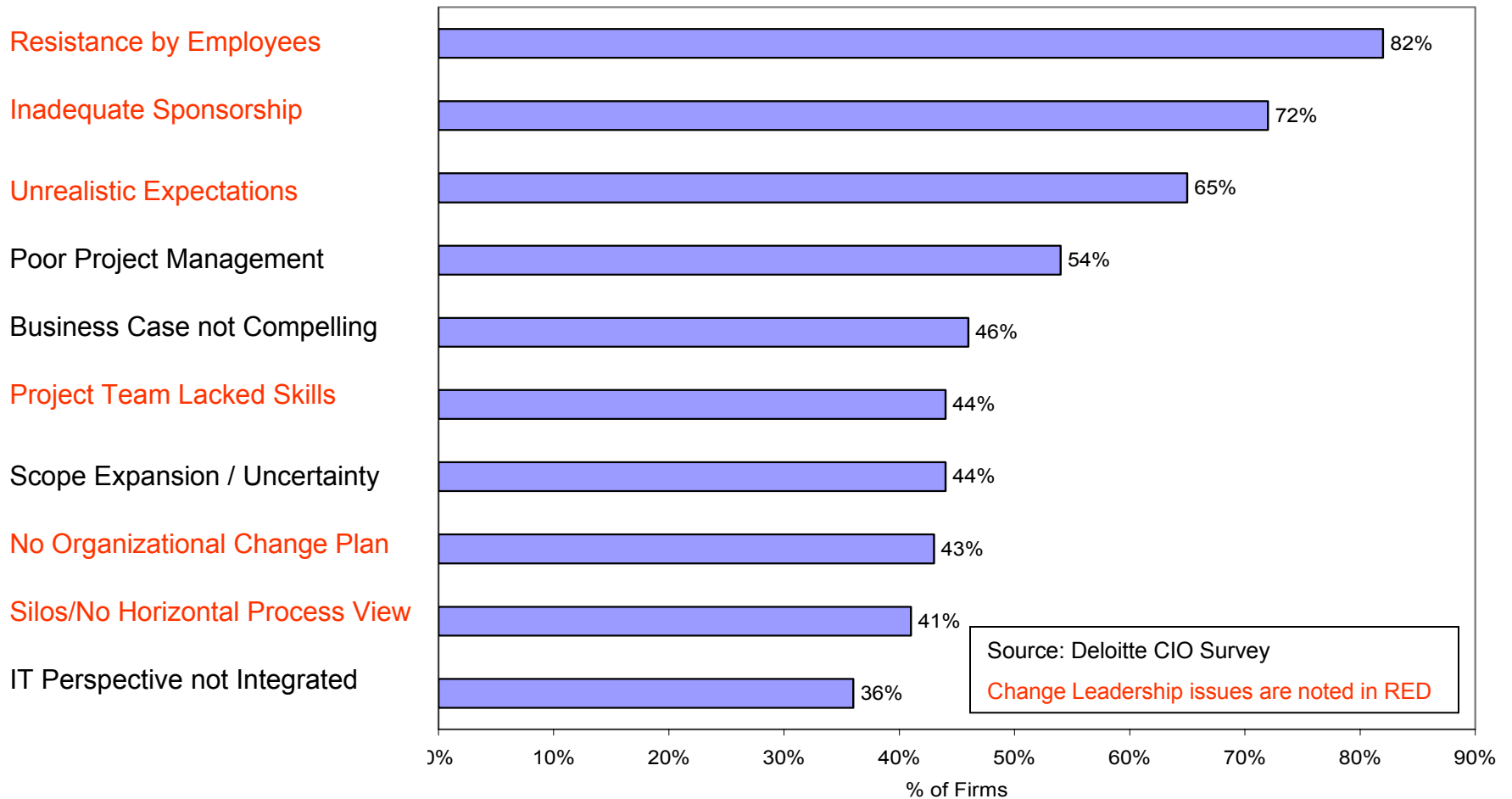
- **\$250 billion per year on IT application development of approx. 175,000 projects.**
- **Average cost of a development project for a large company: \$2,322,000.**
- **Medium company: \$1,331,000.**
- **Small company: \$434,000.**

# Organizational Change

- **31.1% of projects will be canceled before completion.**
- **52.7% of projects will cost 189% of their original estimates.**
- **In 1995 \$81 billion was spent for canceled software projects.**
- **An additional \$59 billion (over budget) was paid for software projects.**

Figures from the Standish Group CHAOS study

# Why Do Change Programs Fail?



# Organizational Change

## Computer Glitch Haunts Hershey's Sales

- “ Hershey could lose \$100 million in sales between back to school, Halloween, Thanksgiving and Christmas...”
- “Most serious is the potential for a 0.5 percent loss in U.S. market share...”
- The company's computer system began operating in July. But it quickly presented the 1,200-strong sales force with a steep learning curve. Managers are now expected to have the upper hand by the first quarter of 2000...

# Organizational Change

## ComEd Clients Blow a Fuse Over Bill Snafus

- The troubles have put a strain on the company's cash flow by as much as \$200 million a month...
- "There's a period of time, they call it the 'storm period,' where you've got people adjusting to a new system," he said. "The storm period normally is a four- to six-month period, and we seem to be tracking along there, though I would say we've had more problems than we expected on the business side."

# Look

Performance



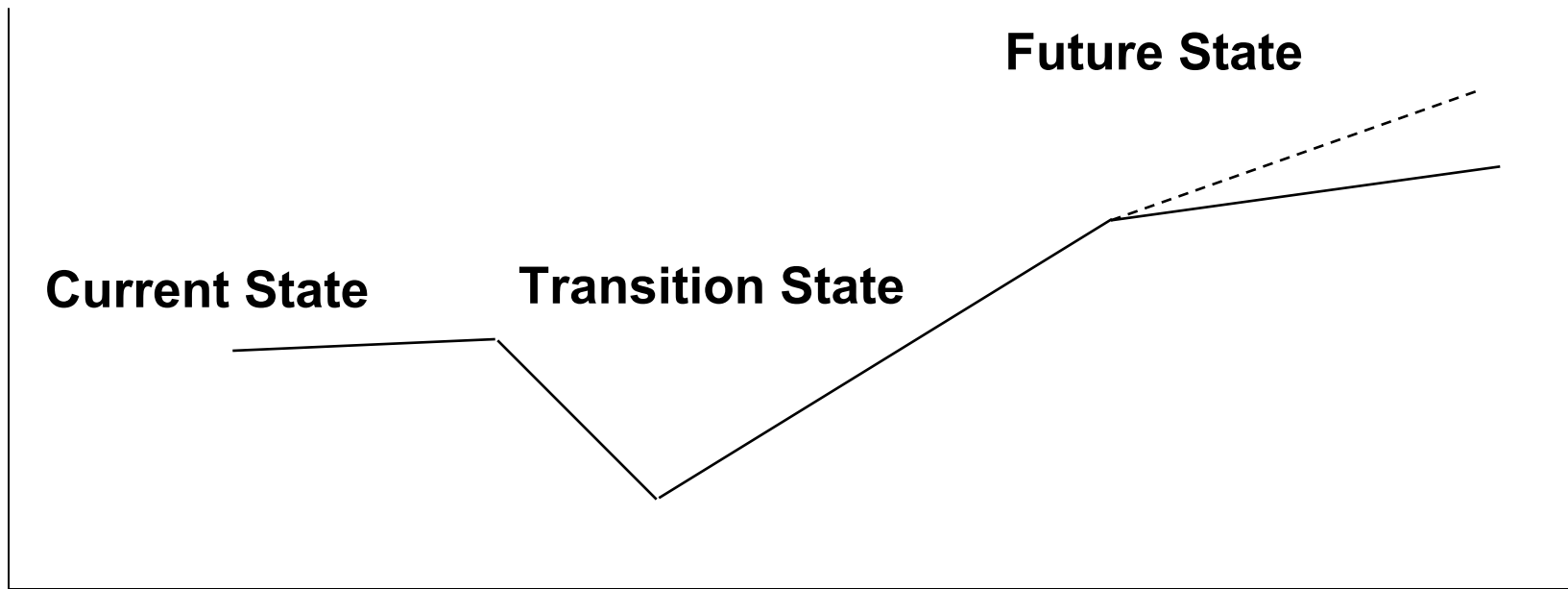
Current State

Future State

Time

**The expectation...**

**Performance**



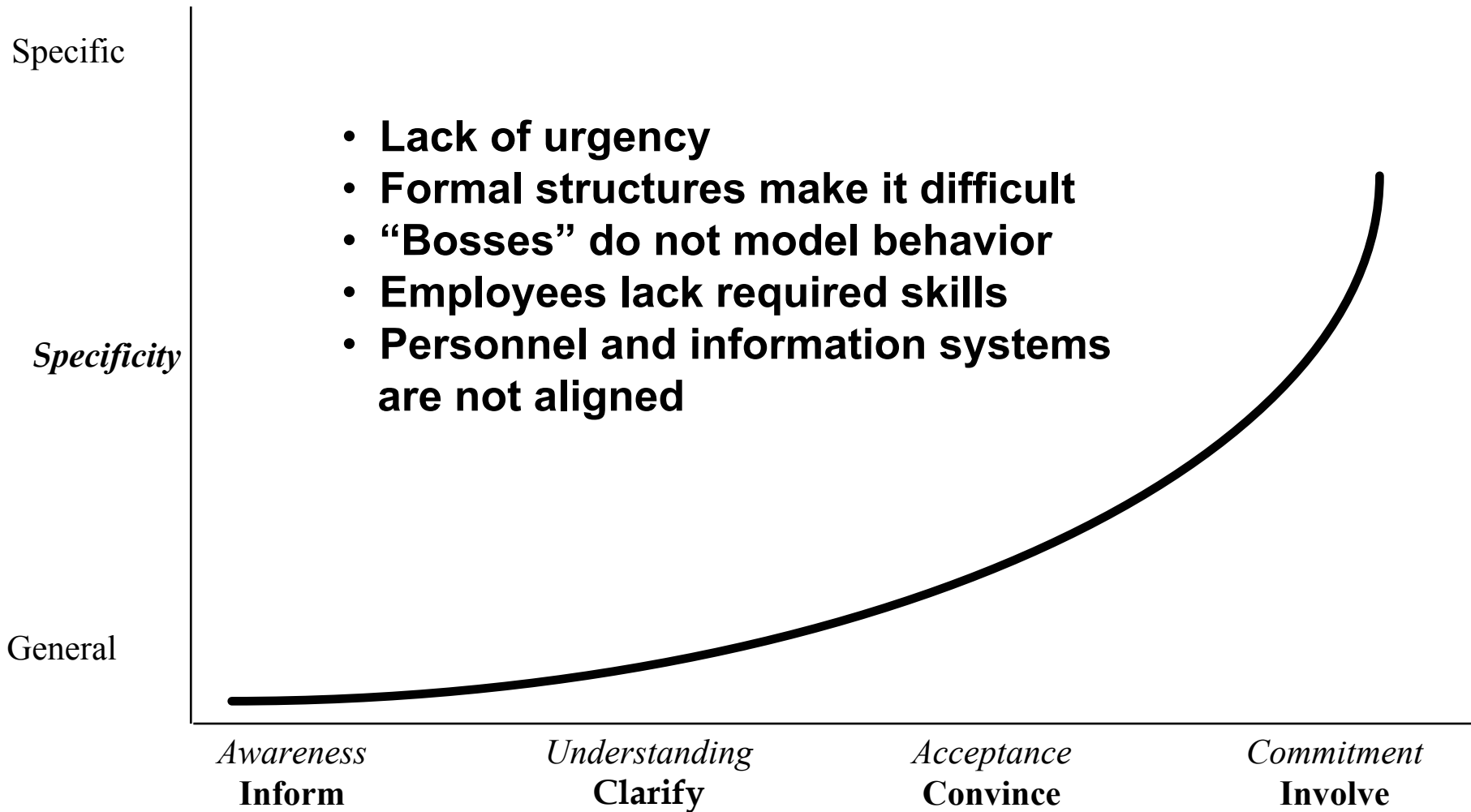
**Current State**

**Transition State**

**Future State**

**Time**

**The reality...**



# Change Management

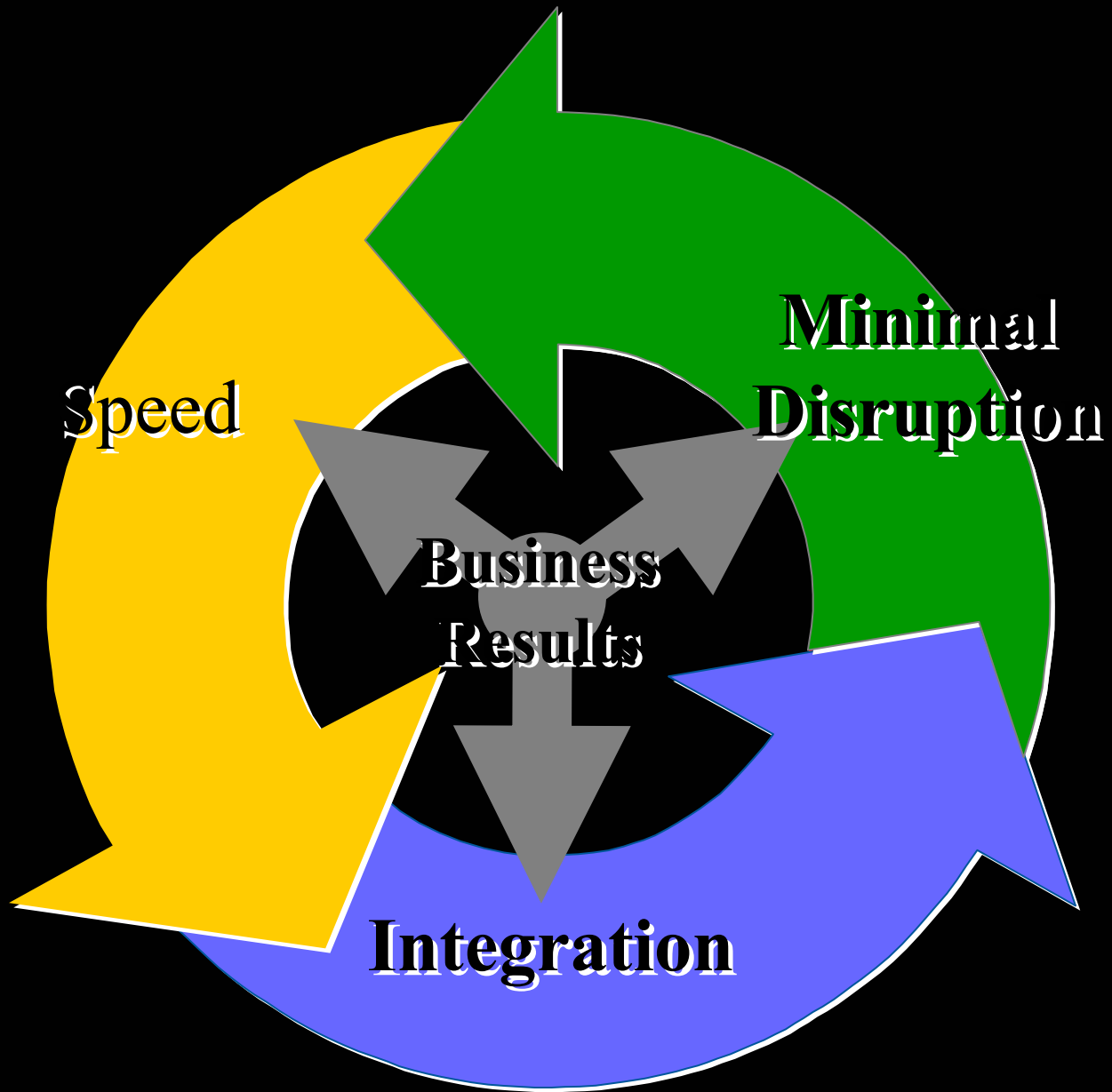
- **Risks of not managing change**
  - **Change does not occur**
    - **people refuse to change**
    - **people find ways to get around the change**
    - **people accept only portions of the change**
    - **full impact of change is not realized**

# Change Management

- **Risks of not managing change**
  - **Change occurs only after great expense**
    - **implementation process takes longer than planned**
    - **business is disrupted to a greater degree than expected**
    - **people suffer high levels of anxiety/stress; morale declines**
    - **managers create tense environment**

# Change Management

- **Where is the value of Change Management?**
  - **Speed**
  - **Integration**
  - **Reduced business disruption**



Is Your Organization Change-Ready?

# Are You Change -Ready?

- **Lunching a change initiative is not likely to succeed if the organization is not change-ready**
- **There are three characteristics of change-readiness that your company should possess before you launch a change initiative:**
  - Respected and Effective Leaders
  - Motivation to Change
  - A Nonhierarchical Organization

**Are You Change -Ready?  
-Respected and Effective Leaders**

- **The organization has effective and respected leaders:**
  - Leaders who lack those qualities can not get people to change.
  - If you don't have the right kinds of leaders, get them

# **Are You Change -Ready?**

## **Motivation to Change**

- **People in the organization are personally motivated to change:**
  - They are sufficiently dissatisfied with the status quo that they are willing to make the effort and accept the risks involved with doing something new.
  - Even in the absence of a crisis, good managers can get people motivated to change.

# *Are You Change -Ready?*

## *Motivation to Change*

- **Challenging Complacency**
  - 1-Use information about the organization's competitive situation with employees about current and prospective problems.
  - 2-Create opportunities for employees to educate management about the dissatisfaction and problems they experience.
  - 3-Create dialogue on the data
  - 4-Set high standards and expect people to meet them

# Is Your Organization Complacent?

## Is Your Organization Complacent?

### Signs of Complacency

**No highly visible crisis.**

**The company measures itself against low standards.**

**Organizational structure focuses attention on narrow functional goals instead of broad business performance.**

**Planning and control systems are rigged to make it easy for everyone to make their functional goals.**

**Performance feedback is strictly internal. Feedback from customers, suppliers, and shareholders is not encouraged.**

**Evidence that change is needed results in finger-pointing.**

**Management focuses on marginal issues.**

**The culture sends subliminal messages of success.**

**Management believes its own press releases and mythology.**

### Examples

**The company is not losing money; no big layoffs are threatened.**

**The company compares itself to the industry average, not to the industry leader.**

**Marketing has one measurement criterion; manufacturing has another that is unrelated. Only the CEO uses broader measures (return on invested capital, economic value added, etc.).**

**The typical manager or employee can work for months without encountering an unsatisfied or frustrated customer or supplier.**

**The culture dictates that external feedback is either without value or likely to be uninformed. "Customers really don't know what they want we do."**

**"It's manufacturing's problem, not ours."**

**"The ship is sinking. Let's rearrange the deck chairs."**

**Plush offices, wood paneling, and art adorn corporate offices.**

**"We are the greatest ad agency in the country. We set the standard for our industry."**

**Source:** adapted from John Kotter, *Leading Change* (Boston, MA: Harvard Business School Press, 1996), 39-41.

# **Are You Change -Ready?**

## **Motivation to Change**

- **Reward**

- Personal rewards act as a powerful “invisible hand” in altering behavior and encouraging change.

- Making a mistake in the rewards regime can throw a monkey wrench into the works.

- Rewards alone can not produce desired changes if the people charged with making change happen lack the knowledge, information, and power they need to do the job.

- Reward must be part of a larger package of transformational levers.

# **Are You Change -Ready?**

## **-A Nonhierarchical Organization**

- **The organization has a nonhierarchical structure:**
  - Hierarchy may present no impediment to a strictly economically driven change program, but it is a barrier to all others.
  - Managers need to either reduce the hierarchy or work around it by giving people collaborative work assignments.

# **Are You Change -Ready?**

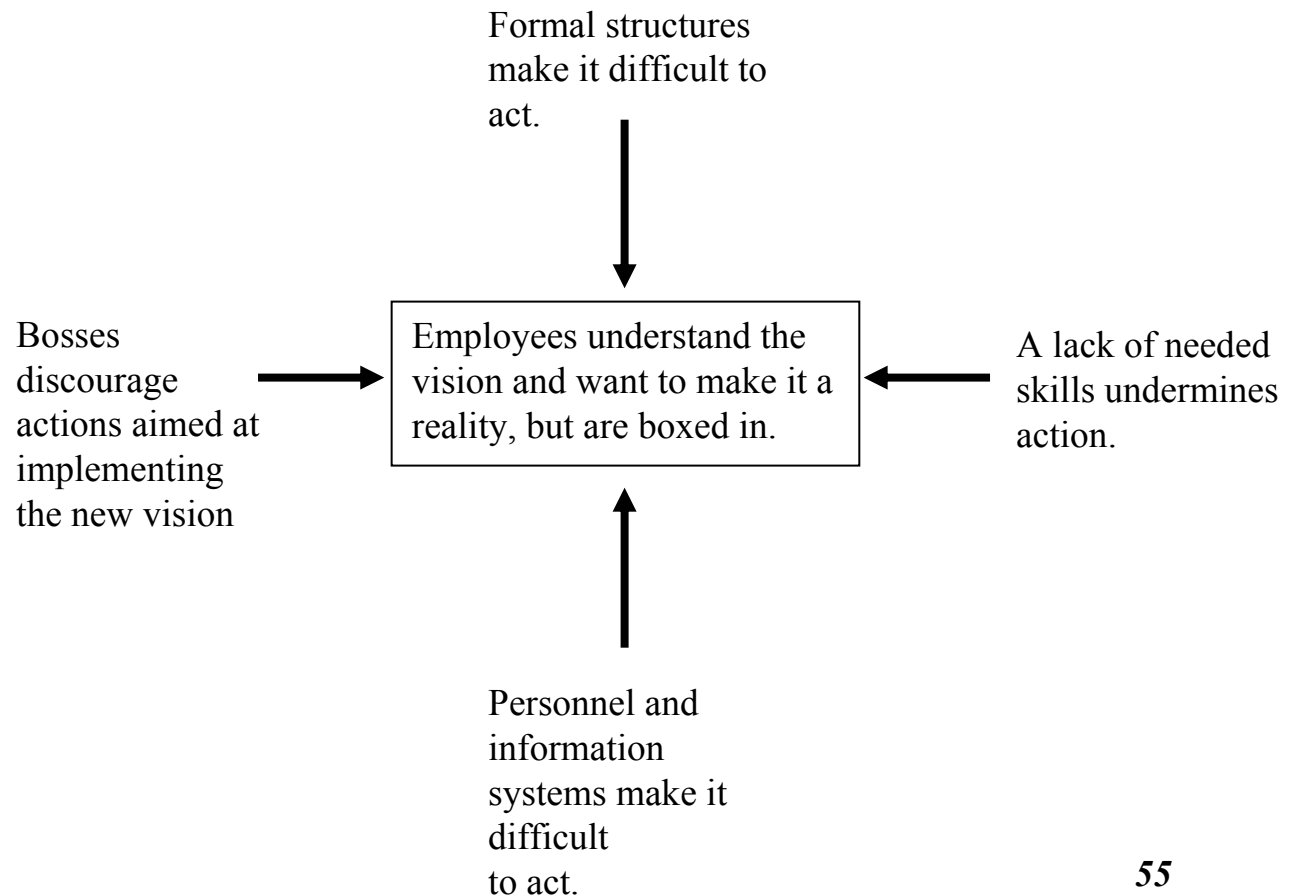
## **Becoming Change-Ready (I)**

- **Four suggestion were offered for making an organization change-ready:**
  - Do a unit –by-unit change-readiness assessment.
  - Develop more participative approaches to how everybody business handled.
  - Give people a voice.
  - Drive out fear.

# Are You Change -Ready?

## Becoming Change-Ready (II)

### Barriers to Empowerment



# **The Process of Managing Change**

# Why Do We Need OCM in IT?

- **OCM is how an organization goes about implementing the *human* changes brought about by Technology and Business Process Improvements.**
- **The process of change management deals with the mechanisms of human transitions, the way personnel within an organization relate to change in their lives, and why some change efforts are successful while others fail.**
- **Successful change management and successful business management require effective integration and alignment of system and structure to support an effective culture. It requires attention to all major elements that impact organizational performance.**

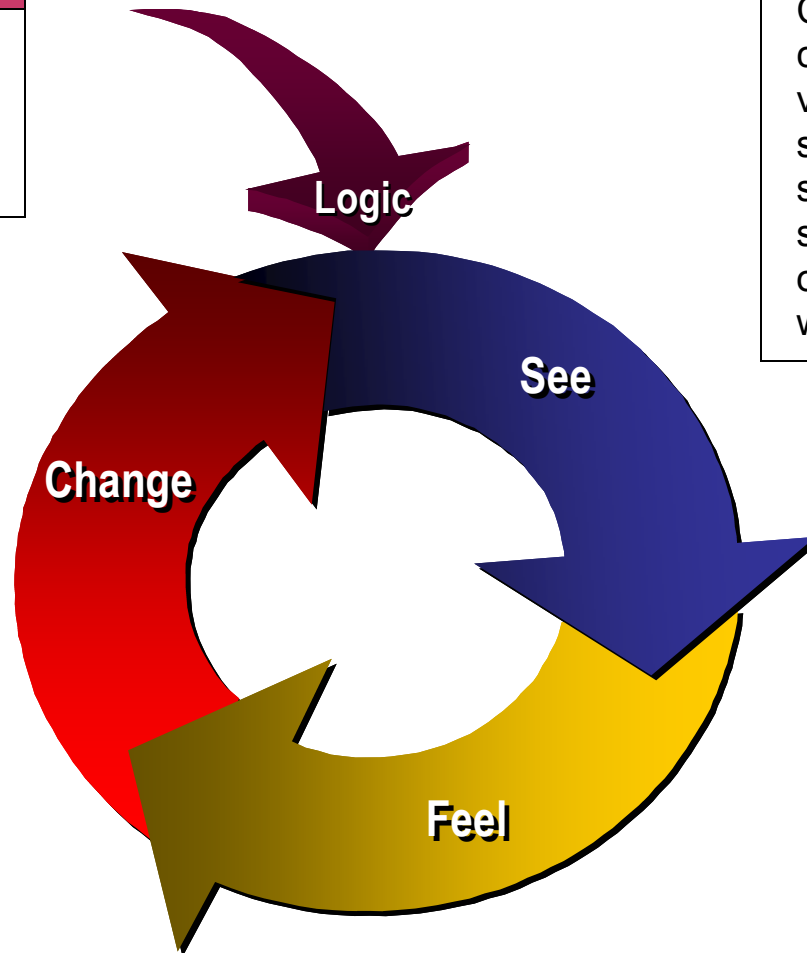
# Change is Not an Event...it is a Process

## Understand the Logic

The logic from the analysis feeds into the creation of the compelling situations

## Change Behavior

Emotionally charged ideas change behavior or reinforce changed behavior



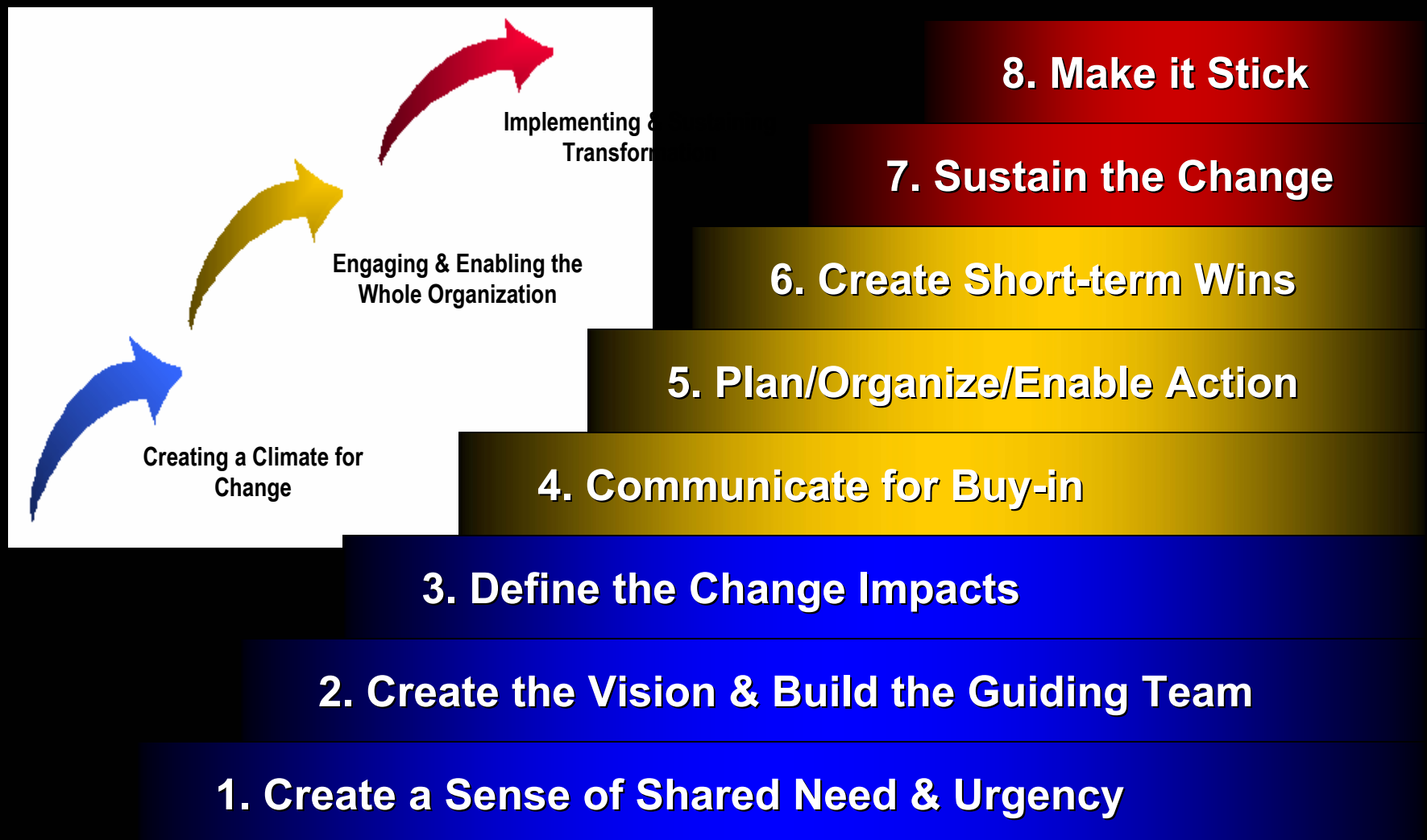
## Help People See

Compelling situations are created to help others visualize problems, solutions, or progress in solving complacency, strategy, empowerment or other key problems within the eight steps

## Hit the Emotions

The visualizations provide useful ideas that hit people at a deeper level than surface thinking. They evoke a visceral response which reduces emotions that block change and enhances those that support it<sup>58</sup>

# SCE's Eight Steps of Change



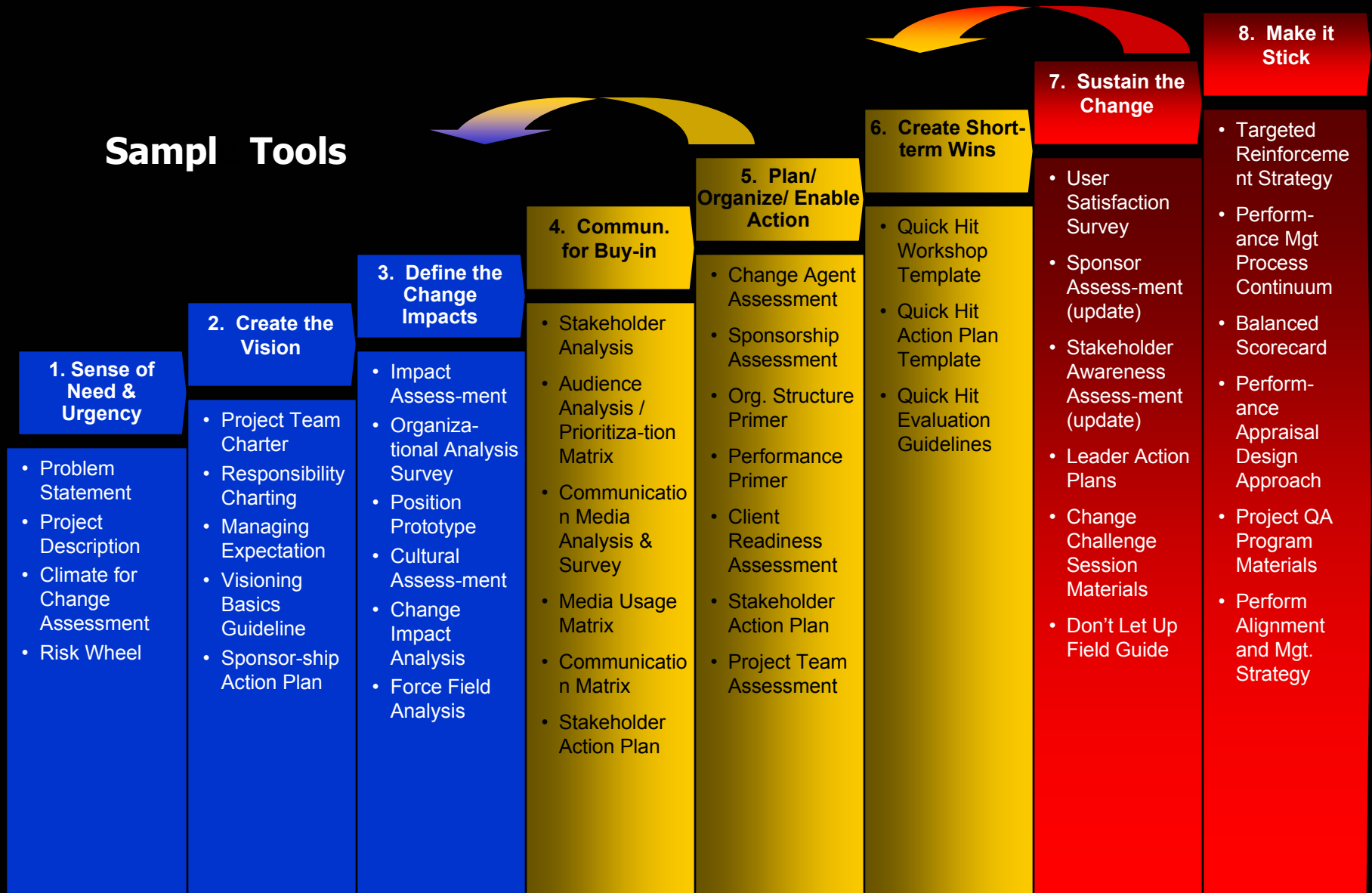
# Eight Steps of Change and Behavior

Each step is designed to create a new behavior in the organization that will support the change process

Step	Action	New Behavior
1	Create a Sense of Shared Need and Urgency	People start telling each other, "let's go, we need to change things!" [Note: This is the most important step. If you lose urgency the change effort grinds to a halt, maintain it and you will be able to navigate the remaining 7 Steps.]
2	Create the Vision and Build the Guiding Team	A group powerful enough to guide a big change is formed and they start to work together well. The guiding team develops the right vision and strategy for the change and begins to engage key stakeholders.
3	Define the Change Impacts	The guiding team identifies the organizational and personal impacts required to realize the vision.
4	Communicate for Buy-In	People begin to buy into the change and this shows in their behavior
5	Plan/Organize/Enable Action	More people feel able to act, and do act, on the vision.
6	Create Short-term Wins	Momentum builds, as more and more people try to fulfill the vision, while fewer and fewer resist change
7	Sustain the Change	People make wave after wave of changes until the vision is fulfilled
8	Make It Stick	People keep behaving in new ways despite the pull of tradition, turnover of change leaders, etc.

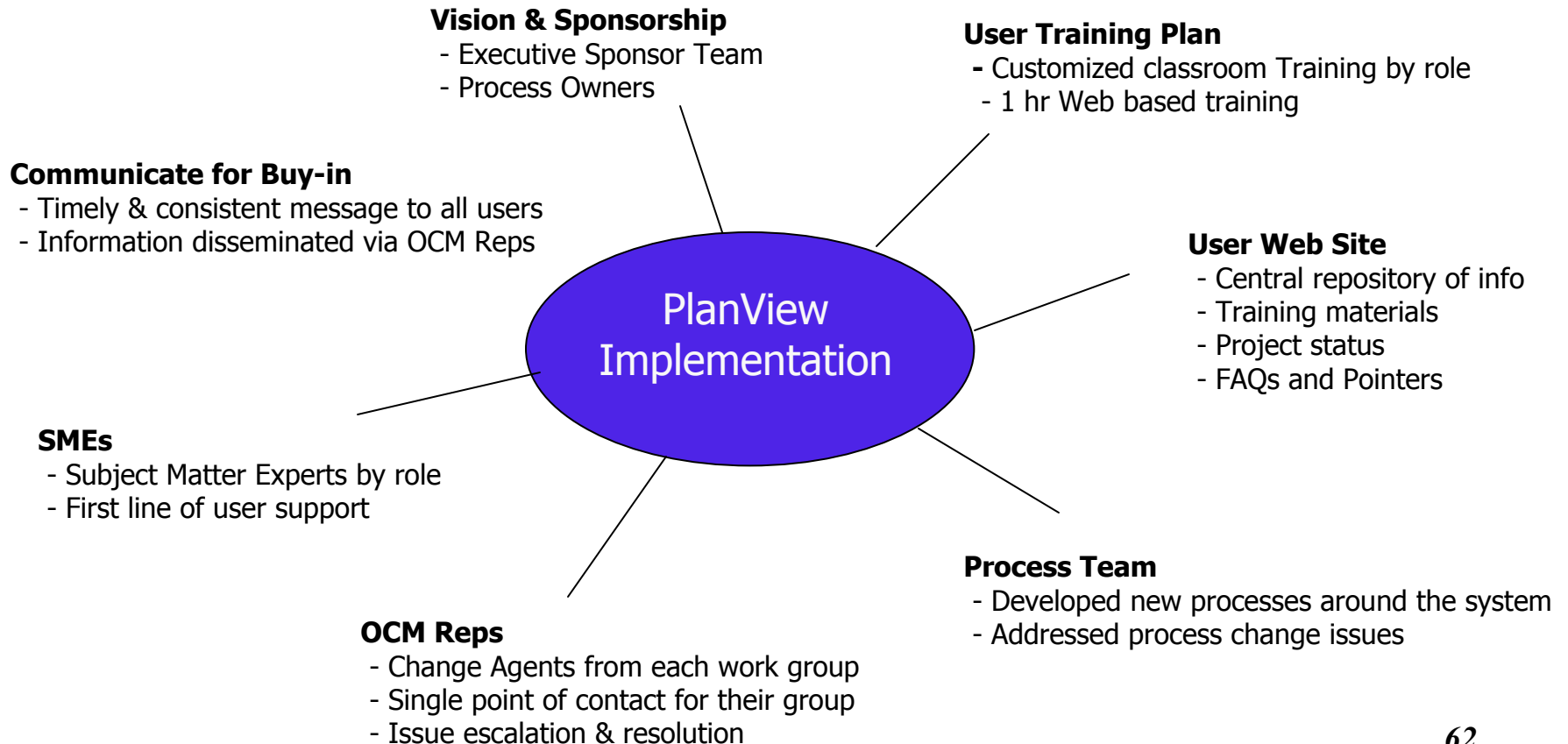
# Tools & Accelerators for Each Step

## Sample Tools



# Managing Change at SCE: An Example

**Project: PlanView Project/Resource Mgmt System**  
**Type of Change: System and Process change**  
**Scope: 1400 IT Users**



# Seven Steps to Change

- **General managers at business unit and plant levels could use a number of steps to create real change.**
- **These steps produce a self-reinforcing circle of commitment, coordination, and employee competency- all bedrocks of effective change.**

# Seven Steps to Change

- **Step 1: Mobilize Energy and Commitment through Joint Identification of Business Problems and Their Solutions.**
  - You can not order energy and commitment the way you would a monthly report,
  - But you can generate energy and commitment if you involve people in the process

# Seven Steps to Change

- **Step 2: Develop a Shared Vision of How to Organize and Manage for Competitiveness**
  - The last thing you want are several competing visions of what should be done
  - And once you have the vision, be sure that people see it as in their personal best interest.

# Seven Steps to Change

- **Step 3: Identify the Leadership**

- You need the best people involved , and you need them at all levels.

- Look to the managers of change-targeted units for that leadership.

- Do not put leadership in the hands of staff personnel.

# Seven Steps to Change

- **Step 4: Focus on Results, Not on Activities**
  - Don't get wrapped up in “sound good, look good, feel good” activities.
  - Concentrate on things that will contribute directly and tangibly to bottom-line improvement.

# Seven Steps to Change

- **Step 5: Start Change at the Periphery, Then Let It Spread to Other Units without Pushing It from the Top.**  
  
**-You are much more likely to change the entire organization by encouraging change in peripheral units, and letting that change spread.**

# Seven Steps to Change

- **Step 6: Institutionalize Success through Formal Policies, Systems, and Structures.**

**-Don't forget to implement ways to measure the change**

# Seven Steps to Change

- **Step 7: Monitor and Adjust Strategies in Response to Problems in Change Process.**
  - Remember that some people will quit,
  - Some elements of your change agenda will fail,
  - and competitors may change their tactics.
  - Be flexible.

# Implementation

- **Crafting a Good Implementation Plan:**
  - Remember to keep it simple, flexible, divided into achievable chunks, and with clearly defined roles and responsibilities.

# Implementation

- **Supporting the plan with consistent behavior:**
  - Make sure that management “walks the talks”.**

# Implementation

- **Developing “enabling structures”**
  - This means training, pilot programs, and alignment of the rewards system with your change goals.

# Implementation

- **Celebrating Milestones;**

- identify important milestones in the project and celebrate them when they are reached.**

# Implementation

- **Communicating relentlessly:**
  - Tell them why,
  - tell them how,
  - and tell them often

# Implementation Using Consultants

**With respect to change initiatives, it's useful to think of two types of consultants:**

- **Expert Consultants:**
  - They help to shape the context of change.
  - Which strategy needs to change?
  - Which structure?
  - Which system?
- **Process Consultants:**
  - They recommend processes for making change happen, and help implement them.
  - They coach the leadership and the change team

# Implementation

The Model of a Consultancy:

- **Diagnosis**
- **Capabilities Assessment**
- **Strategy Development**
- **Implementation**

# Implementation

**How Consultants should participate is generally a function of the type of change you are aiming for:**

- **If the change is restructuring, with the purchase, sale, and/or consolidation of units, consultants will play a large role.**
- **If the change involves how people work together, company personnel should be prepared to carry the burden of leadership**

# **Software Driven Change or Innovation**

# Software Process Improvement

- **What are the goals and objectives of Software Process Improvement initiatives?**

**BOTTOM LINE - YOU ARE ASKING  
PEOPLE TO CHANGE...**

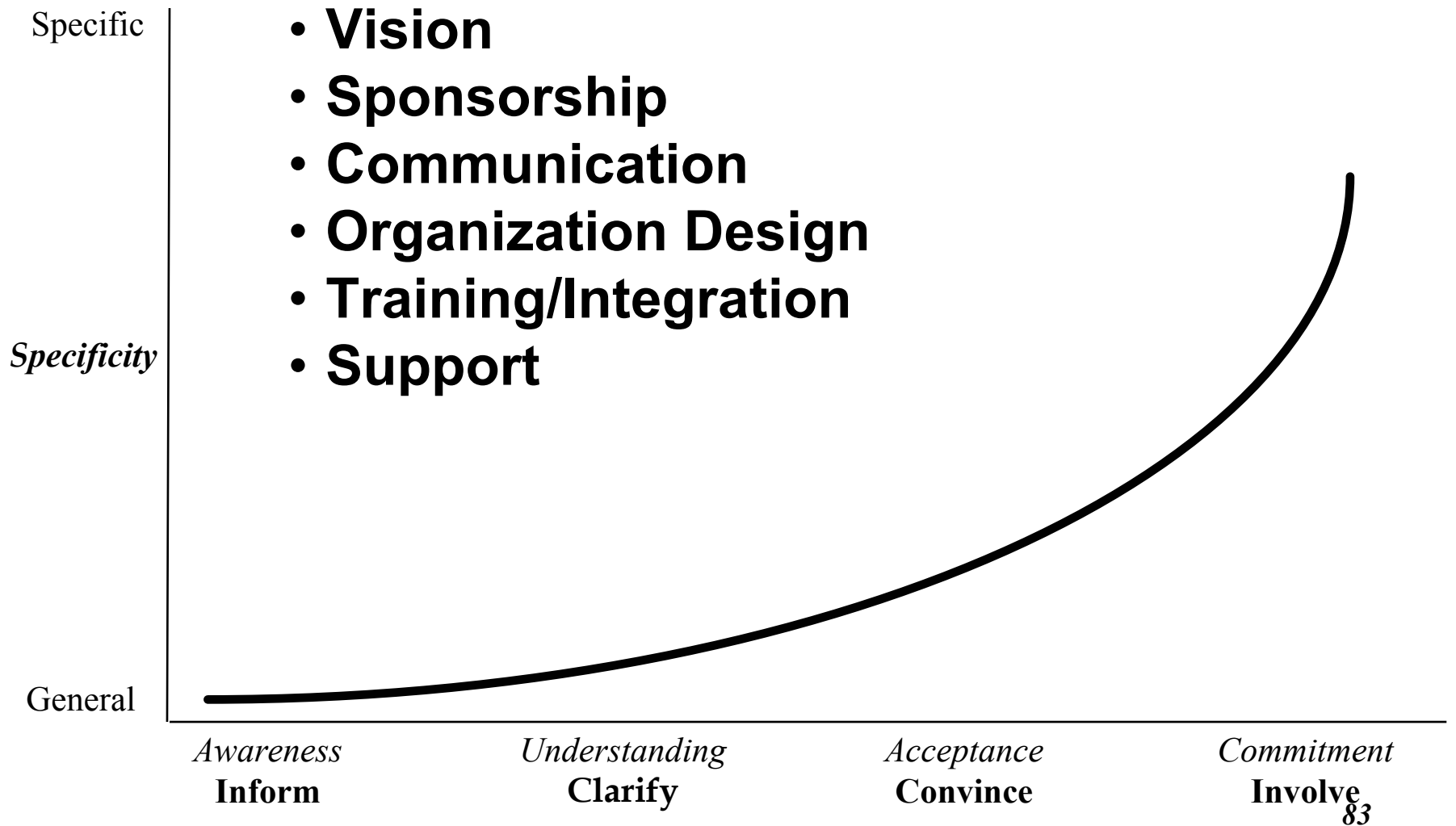
# Software Process Improvement

- **What Change Management challenges are inherent in these initiatives?**
- **What are some examples from specific projects/situations in which you are currently involved?**

# **Software Process Improvement**

**Change Management challenges inherent in these initiatives:**

- Cultural changes (accountability, project-based work)**
- Integration across business and IT functions (meeting needs of both sides)**
- Competencies and skill sets within IT and business employees (training, organization design)**
- Quality Assurance**



# Best Practices

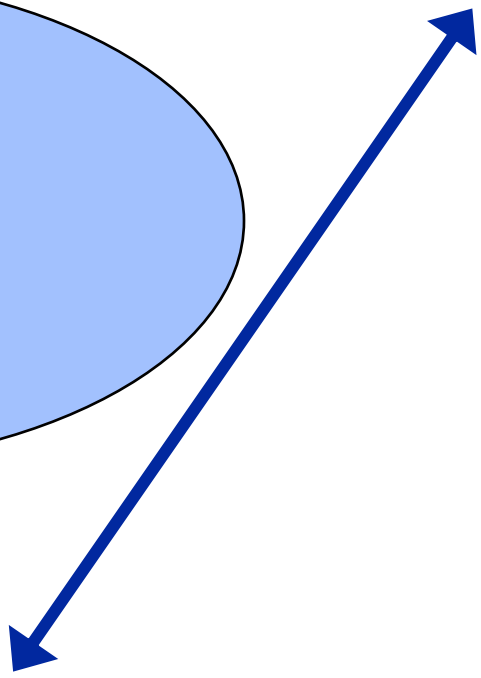
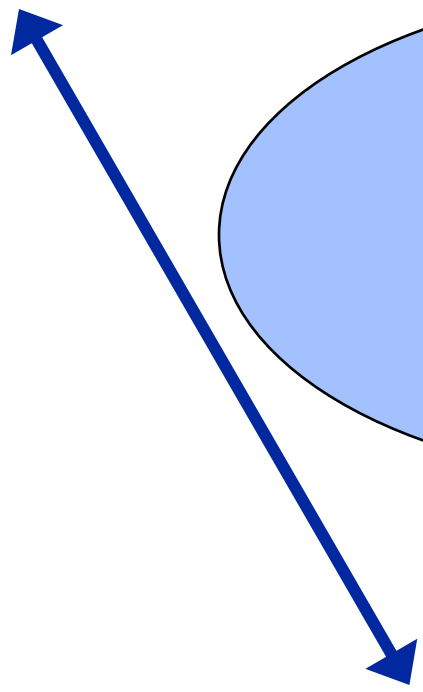
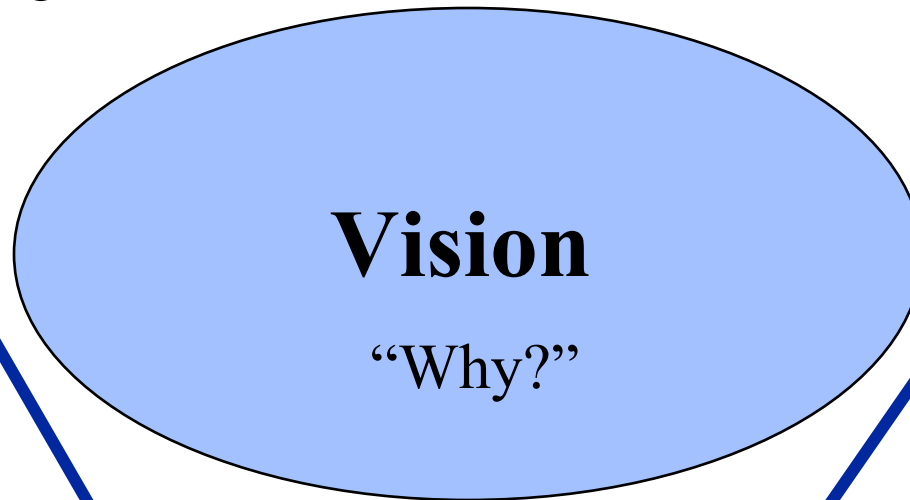
- **Understand the overall vision**
- **Tie specific initiatives to this vision**
- **Build the need for change (“Burning Platform”)**
- **Ensure visible, consistent sponsorship**
- **Assess organization structure and competencies**
- **Identify impacts/needs from various groups**

# Best Practices

- **Provide consistent communication and involvement - WIIFM**
- **Develop a Change Network to help build support and understanding**
- **Identify training needs by role - teach people how to “get things done”**
- **Determine support needs - where do people go for help and information?**
- **Measure and communicate progress (Quick Wins)**

**“What’s Happening?”**  
**Communication**

**“What do I do?”**  
**Training**



**Sponsorship**

**“Who supports it?”**

# For more information...

- **“Managing at the Speed of Change: Guidelines for Resilience in Turbulent Times” by Daryl Conner (Villard Books, 1993)**
- **“Communicating Change: Winning Employee Support for New Business Goals” by T.J. Larkin & Sandar Larkin (McGraw-Hill, 1993)**
- **“Teaching Elephants to Dance” by Rosabeth Moss Kanter (Simon & Schuster, 1989)**
- **“Leading Change” by John P. Kotter (Harvard Business School Press, 1996)**