**BUS230D Change Management**

Title (Something about your model)

Jekemiah – Murdoch Number

Word Count:

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Executive Summary (Fresh new page)

**Introduction** (Title it as your starting topic, maybe change management or even organizational management, to start the flow going, E.G., Organizational management theories)

**Literature Review (find research around the topic, build up body and “story” leading to your change model**

**Chosen Change Model (talk about it)**aaa **Strength of Change Model**aaa **Weakness of Change Model**Aaa  
**Revised Model (Talk about it also**Aaa  
**Strength of Revised Model**

aaa

**Weakness of Revised Model**aaaa

**Limitation of Revise Model**

Aaaa

**Conclusion ( Summarise your whole report)**

**Reference (On a new page, alphabetical order)**

**Appendix (Brand new page, and only if you need to use it)**

Weakness:

The model is best suited for small incremental changes that daily routines are not significantly disrupted at once.

The ADKAR model fails to distinguish between “incremental change” and “step change”

The ADKAR model fails to recognize the distinction between leadership and management responsibilities and functions.(Let the employee vote for their leader, the leader will have to liaise with management to convey the message of the masses, resulting in management involvement. The leader will also be in charge of the emotional feedback channel from the employees, and consequently, any changes required will be made by the management post feedback.)

Strengths Breakdown of ADKAR Model:

* This means it focuses on the activities to achieve the necessary results (*Anara Bekmukhambetova 2021, 105)*. While some groups focus on group psychology or even changes within the organisation, they are difficult to implement into practical approaches within the working world *(AlManei, Mohammed, Konstantinos Salonitis, and Christos Tsinopoulos 2018, 1160-1165)*. This means that careful and needful planning for implementation of this change model needs to be carefully considered. Success in a particular area cannot be achieved unless a previous action or section was addressed and successful *(Boca 2013, 248)*.
* While the ADKAR model is a one-of-a-kind change model, it means that substantial changes are needed that do not disrupt the daily workflow of the company that wants to implement this change model. *(Goyal & Patwardhan 2018, 2)*. This model itself provides a simple framework for people to utilise that focuses on the here and now rather than the long term solution *(Anara Bekmukhambetova 2021, 106)*. With that said, this allows the ADKAR model to be used by companies wanting to implement a ready-made model to change their operations or to adopt new technologies. *(Ginger Levin 2013, 2-3)*
* Another strength of the ADKAR model is that this model has been thoroughly tested and it has involved individual people throughout the process *(Anara Bekmukhambetova 2021, 107).* This is where the model is actually limited however. This focuses on the human element rather than external factors, which means there isn’t any benefit for management or leadership level teams to be directly involved with this. But, this creates further awareness upon implementation. Which helps employees desire more change to occur and use that knowledge to further improve on the change. *(Goyal & Patwardhan, 2018, 311)*

Other than appointing a leader, can we appoint a group of like-minded change agents in charge of administering change?

Awareness stage & Reinforcement Stage - Implement Group/Panel of change agents.

Add Digital Technology Transformation.

More models available outside of slides? hhhhhhhh

Executive Summary • Introduction • Depth and breadth of analysis • Comprehensiveness and practicality of tool/process modification • Conclusion • Presentation • Research & Referencing  
  
  
  
  
  
  
  
  
  
  
  
  
Executive Summary

Introduction (Explanation of change management and why is it important in firms, the aim of this report)

Change is constantly happening, in the personal and professional lives of people and there is still no one best-fit solution applicable enough that can provide certainty and assurance to organisational crises (Freeburg 2020). Change is brought about when a company or organisation wants to alter and implement new ideas, culture, technologies or infrastructure that will affect both it and its employees permanently. However, some employees would be resistant to change *(Goyal & Patwardhan 2018, 2-3)*. Previously, approaches to change management were considered either as planned or emergent. Levy (1986) stated that change initiated and shaped from the top-down by leaders in a relatively predictable way. In contrast, Burnes (1996) stated that an emergent approach looks at the success of change as a bottom up process that is both continuous and open-ended. Emergent change focuses on creating conditions for changes, rather than directing it (Wilson 1992). Despite the prevalence of both planned and emergent approaches in change management, Isern et al (2009) reported that ⅓ of change efforts within organisations still fail, most of them closer to failure and success. The causes of organisational change is due to new management or leadership, changes to the team structure of the organisation, adoption of new technologies or even implementation of new business models and ethics *(Ginger Levin 2013, 2-3).*

This report is created with the objective of revising and improving on a specific change model. This change model is the ADKAR model. The ADKAR model was created by Jeff Hiatt, and then made famous by Prosci in 2003 *(Goyal & Patwardhan 2018, 2)*. This model was developed to provide support and coaching for employees within companies and organisations where changes are being made. This model is a more direct and hands-on approach that benefits employees. It is also a unique solution that requires significant and substantial change to the company, and it is not for small changes. However it only focuses on the here and now rather than the long term planning. With these limitations, revisions that will be brought about will address some of these aforementioned issues. *(Goyal & Patwardhan 2018, 2)*

With digitalisation, old CM models need to be revisited or revised to be fit for use in the current age. This report looks at the ADKAR model, advantages and disadvantages and the revised version will then be proposed, underpinned by empirical evidence to support it.

(Add in revised changes here)

The revised changes that will be implemented are…

**2.4. Literature Review**

**Change Management**

[Castel and Friedberg (2010)](https://www.sciencedirect.com/science/article/pii/S1029313222000355#bib25) described the organizational change as an intricate, dialectical process, where the old and new ways of linkage result in a dynamic world. [Shin et al. (2012)](https://www.sciencedirect.com/science/article/pii/S1029313222000355#bib115) referred to organizational change as the transitions of old work routines, processes, and strategies that influence the entire organization. [Agote et al. (2016)](https://www.sciencedirect.com/science/article/pii/S1029313222000355#bib4) supported the above authors and explained how organizations transform from their present state to some other desired state to achieve long-term organizational objectives. [AlManei et al. (2018)](https://www.sciencedirect.com/science/article/pii/S1029313222000355#bib6) referred to change as a behavioral movement of the business organization as a total, from one level to another.

( Change management is the process by which an organization gets to its future state, its vision. While traditional planning processes delineate the steps on the journey, change management attempts to facilitate that journey. Therefore, creating change starts with creating a vision for change and then empowering individuals to act as change agents to attain that vision. The empowered change management agents need plans that provide a total systems approach, are realistic, and are future oriented. Change management encompasses the effective strategies and programs to enable those change agents to achieve the new vision. One of the most difficult problems organizations face is dealing with change.

In today's rapidly changing, highly competitive environment, the ability to change rapidly, efficiently, and almost continually will distinguish the winners from the losers. Many health-related organizations will disappear because they find themselves unable to adapt. Furthermore, many of the pressures for change in healthcare organizations are independent of technologic change. This means that informaticians working for change are doing so in organizations that are already highly stressed by other pressures. )

According to Freeburg’s (2020) study, individuals going through the change initiatives must be made aware of information regarding the target behaviour change, digest and consider it as concrete knowledge and have motivation to act on it.

(<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC61464/>)

**Leadership**

TFL directly impacts bringing change and employees' involvement in managing organizational change ([Hussain et al., 2021](https://www.sciencedirect.com/science/article/pii/S1029313222000355#bib67)). When an employee exhibits a negative mindset and behavior due to the insecurity and challenges associated with organizational change, it diminishes their hostile attitude and enhances the strong bonding between the leader and the subordinates to decrease the ethical rule-breaking behavior of employees ([Zhang & Arvey, 2009](https://www.sciencedirect.com/science/article/pii/S1029313222000355#bib128)). [Herold et al. (2008)](https://www.sciencedirect.com/science/article/pii/S1029313222000355#bib61) underlined *involvement and communication as the* dimensions of SBT i.e. *employee attachment, involvement, commitment, communication, and trust, strongly associated with employees' positive attitude* in managing change.

The research on TFL style has been promising. As far as the relationship between TFL and CM was concerned, the consistent findings of previous studies highlight the positive relationship between the two variables. [Hamstra et al. (2011)](https://www.sciencedirect.com/science/article/pii/S1029313222000355#bib58) stated that TFL brings effective change management. [Nazim et al. (2014)](https://www.sciencedirect.com/science/article/pii/S1029313222000355#bib96) and [Li et al. (2016)](https://www.sciencedirect.com/science/article/pii/S1029313222000355#bib86) pointed out that transformational leaders act as change agents that help to bring organizational change and encourage employee change-oriented behaviors. [Yaghi (2017)](https://www.sciencedirect.com/science/article/pii/S1029313222000355#bib124) found in the non-western country that managers need to adopt the TFL style to thrive and excel in the changing environments. [Alqatawenh (2018)](https://www.sciencedirect.com/science/article/pii/S1029313222000355#bib8) confirmed the significant and positive relationship of TFLwith CM in 500 employees of Jordanian insurance companies.

A limited number of research studies assessed the relationship between TFL and CM among *employees*' of VTs. For instance, [D'Mello (2005)](https://www.sciencedirect.com/science/article/pii/S1029313222000355#bib30) described that global software oranizations were impacted by globalization and provided the suggestion that the IT professionals working in these oranizations have to think global and act local by focusing on soft skill training and development programs with the feelings and values of self-esteem. [Curseu, Schalk, and Wessel (2008)](https://www.sciencedirect.com/science/article/pii/S1029313222000355#bib29) identified the framework that could enhance the effectiveness of information processing in virtual team through the social interaction processes (i.e., accumulation, interaction, examination, and accommodation) in which group represent task communication and transform them into specific outputs (task and team related solutions). This virtual communication has an indirect impact on how the virtual team personnel process information and impacts the teams memory system. [Levasseur (2012)](https://www.sciencedirect.com/science/article/pii/S1029313222000355#bib85) revealed how leadership traits and CM principles could increase a leader's capability to defeat global VTs challenges. Further, they examined how good leaders will better enhance the dispersed team's performance by establishing CM approaches such as communication and building trust. [Mattarelli et al. (2017)](https://www.sciencedirect.com/science/article/pii/S1029313222000355#bib90) explored the multilevel grounded model that examined how the virtual team employees' engaged in a process of building routine capabilities and continuously revising them to fit into external and internal needs, by reducing the accuracy of perceptions of their co-workers and on-site clients. Moreover, the article also highlighted the role played between the brokers and the social identities, while interviewing 49 executives operating in IT consulting firms in 15 global virtual teams in Europe, India, and the US. The above discussion forms the premise that the TFL strengthens CM in the context of employees' of VTs; therefore, the following hypothesis was presented:

Leadership is often seen as the secret ingredient to quicken the process of change management (McKinsey 2008; Kotter 2007). The abundant amount of publications on change management would also suggest that leadership continues to look for new ‘silver bullet’ solutions to improve change initaitives (Freeburg 2020).

**Adkar Model**  
One CM model that speaks volume on leadership is the adkar prosci model.   
Explain what it is  
Strength  
Weakness  
Limitation  
  
  
  
  
**Revised Model**(Introduce the revised model, and what limitations it addresses [Introduce a management panel for which section of the ADKAR model] And state the reasons why this would be a good revision.)

(Talk about how this revised model will improve on ADKAR’s design)

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