

Assignment Brief and Front Sheet PGT

This front sheet for assignments is designed to contain the brief, the submission instructions, and the actual student submission for any WMG assignment. As a result the sheet is completed by several people over time, and is therefore split up into sections explaining who completes what information and when. Yellow highlighted text indicates examples or further explanation of what is requested, and the highlight and instructions should be removed as you populate 'your' section.

This sheet is only to be used for components of assessment worth more than 3 CATS (e.g. for a 15 credit module, weighted more than 20%; or for a 10 credit module, weighted more than 30%).

To be **completed** by the **student(s)** prior to final submission:

Your actual submission should be written at the end of this cover sheet file, or attached with the cover sheet at the front if drafted in a separate file, program or application.

Student ID or IDs for group work	5597768
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To be **completed** (highlighted parts only) by the **programme administration** after approval and prior to issuing of the assessment; to be **consulted** by the **student(s)** so that you know how and when to submit:

Date set	17/03/2025
Submission date (excluding extensions)	31/03/2025 by 12pm UK time
Submission guidance	To be submitted electronically via Tabula
Late submission policy	<p>If work is submitted late, penalties will be applied at the rate of 5 marks per University working day after the due date, up to a maximum of 10 working days late. After this period the mark for the work will be reduced to 0 (which is the maximum penalty). "Late" means after the submission deadline time as well as the date – work submitted after the given time even on the same day is counted as 1 day late.</p> <p>For Postgraduate students only, who started their current course before 1 August 2019, the daily penalty is 3 marks rather than 5.</p>
Resit policy	<p>If you fail this module and/or component, the University allows students to remedy failure (within certain limits). Decisions to authorise resits are made by Exam Boards. These will be issued at specific times of the year, depending on your programme of study. More information can be found from your programme office if you are concerned.</p> <p>If this is already a resit attempt, this means you will not be eligible for an additional attempt. The University allows as standard a maximum of two attempts on any assessment (i.e. only one resit). Students can only have a third attempt under exceptional circumstances via a Mitigating Circumstances Panel decision.</p>

To be completed by the module leader/tutor prior to approval and issuing of the assessment; to be consulted by the student(s) so that you understand the assignment brief, its context within the module, and any specific criteria and advice from the tutor:

Module title & code	WM9J1-15 Management of Change A1FT
Module leader	Dr Andrew Sparks
Module tutor	Dr Andrew Sparks, Mrs Adelia Nicholls
Assessment type	Essay
Weighting of mark	40% of Overall module mark

Assignment brief

In this assignment, you are required to demonstrate your ability to correctly and effectively apply theoretical change models, to identify and develop a strategy to engage stakeholders, as well as to demonstrate your effectiveness in leading change.

- 1. WITH YOUR TEAM:** Discuss and agree the vision and a new change mission for your company, considering its situation by the end of the simulation and the organisational learning gained from the changes experienced in the course of the simulation. (Do not spend too much time in talking about the vision and mission)
- 2. INDIVIDUAL WORK - INTRODUCTION:** (*approx. 300 words*) State the agreed company vision and the new change mission and justify the mission by demonstrating how it will enable the achievement of the vision. Define the gap between your company's current state and the desired future state: clearly stating the differences between the two states. (Learning outcome 3)
- 3. INDIVIDUAL WORK – ESSAY BODY:** (*approx. 1,000 words*) Choose one change model covered during the module (Lewin, Collins, Pettigrew and Whipp or Kotter). (Learning Outcome 3)
Use this model and change technique to map out a concrete and practical plan to implement the change mission and, thus, transform your company from its current state to the desired future state. This plan must include:
 - a. clear and practical actions listed in recommended order of implementation, with a realistic implementation time frame. (Learning Outcome 3)
 - b. A list of key stakeholders in the entire change process or at each implementation stage and the strategy you will use to engage them and gain their commitment. (Learning Outcome 2)
 - c. A designated individual with overall responsibility for the successful completion of each action. (Learning Outcomes 2 & 3)
- 4. INDIVIDUAL WORK - CONCLUSION** (*approx. 300 words*): End by briefly summarising what you have personally learned about what makes change implementation succeed or fail from your own simulation experience. (Learning Outcome 5) – academically – what do you think about change

Word count	1600 words excluding assignment guidance and front sheet, table of contents, table of figures, reference list and appendices. Text in tables within the body of the work will be included in the word count.
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	2000 words is the absolute maximum. The marker will not read beyond 2000 words and any text beyond this limit will have no mark value.						
Module learning outcomes (numbered)	1. As a group, analyse the internal and external drivers and impact of change on projects and the organisational system at large. 2. Interpret the different ways people respond to change, discover appropriate leadership approaches and develop strategies to build stakeholder engagement. 3. Select and critically apply appropriate models of change to a given situation. 4. Select and critically utilise appropriate change tools and techniques in planning and implementing change. 5. Critically evaluate their own personal effectiveness in leading and managing change						
Learning outcomes assessed in this assessment (numbered)	2, 3, 5						
Marking guidelines	Criteria	80+	70-79	60-69	50-59	40-49	<40
		Outstanding	Distinction	Good Pass	Pass	Marginal Fail	Fail
	LO 2	Precisely and critically interpret how all different stakeholder groups will respond to proposed change, and identify original, realistic and workable strategies to gain engagement.	Clearly and critically interpret how different all stakeholder groups will respond to proposed change, and identify realistic and workable strategies to gain engagement.	Accurately and critically analyse how main stakeholder groups will respond to proposed change, and identify realistic strategies to gain engagement	Simply analyse how main stakeholder groups will respond to proposed change, and identify workable strategies to gain engagement	Analyse how a few stakeholder groups will respond to proposed change, and identify simplistic unlikely to gain engagement	Broad claims about a small selection of stakeholders, with vague strategies to gain engagement
	LO3	Detailed and critical identification of appropriate model of change, clearly justified, and with detailed application to the case study.	Original and critical identification of appropriate model of change, well justified and with detailed application to the case study organisation.	Accurate and critical identification of appropriate model of change, well justified and with detailed application to the case study organisation. May include minor omissions	Simplistic identification of appropriate model of change, some justification and basic application to the case study organisation. May include quite large omissions	Very simplistic identification of appropriate model of change, simply justified and simplistic application to the case study organisation. May include major omissions	Very simplistic identification of appropriate model, or identification of inappropriate model of change, almost no justification and poor application to the case study organisation. Likely to include very significant omissions.

	LO5	Thorough, critical and insightful reflection of own performance, including lessons learned and with reference to specific events. Evidence of deep reflection.	Critical and insightful reflection of own performance, including lessons learned and with reference to specific events.	Critical reflection of own performance, including some lessons learned and with reference to specific events. Likely to be less deep.	Superficial reflection, tending to the idealised and simplistic lessons learned, little reference to specific events.	Very superficial, very idealised and simplistic, with minimal reference to events.	Very simplistic and no reference to any events.
Academic guidance resources	<ul style="list-style-type: none"> • Please submit your assignment in PDF or Word format. • Please write this assignment in the first person (use “I” and “we” instead of “the author...”). This is recommended by the APA Publication Manual for the purpose of clarity. [https://apastyle.apa.org/style-grammar-guidelines/grammar/first-person-pronouns] • This work <u>must</u> mention actual simulation events or content and reference literature (peer-reviewed journals and reference books) must be relevant, academically acceptable and appropriately used. The module notes can point you in the direction of reference authors you may find useful. Meaningful use of at least 5 relevant academic references, apart from the module notes, is considered acceptable. Reference citations in the text need to be related to accurate content that is central to the reference author’s work. In-text reference citations of trivial comments will not be considered to have any academic value. • If using internet sources, please take note that you are only allowed to use valid, academically acceptable websites. Websites like <i>Wikipedia</i>, <i>businessballs</i> and <i>mindtools</i>, weblogs, consultants’ websites and individuals’ contributions to internet forums, for example, are <u>not</u> acceptable reference sources. Please also take great care not to intentionally or unintentionally plagiarise from any reference source, or use AI to write your assignment. • To pass this assignment, module learning outcomes 2, 3 and 5 must all be met. Please check your work before submission and make sure that you have answered all the questions and covered learning outcomes 2, 3 and 5 in your essay. 						

Where to get help:

1. Talk to your module tutor if you don’t understand the question or are unsure as to exactly what is required.
2. Study, Professional and Analytical Skills (SPA) Moodle site – we have a lot of resources on this website with workbooks, links and other helpful tools. <https://moodle.warwick.ac.uk/>

3. There are also numerous online courses provided by the University library to help in academic referencing, writing, avoiding plagiarism and a number of other useful resources.
<https://warwick.ac.uk/services/library/students/your-library-online/>
4. If you have a problem with your wellbeing, it is important that you contact your personal tutor or wellbeing support services <https://warwick.ac.uk/services/wss>

MANAGEMENT OF CHANGE

WRITTEN ASSIGNMENT

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1. Introduction

FurFlex provides comprehensive pet protection solutions, including insurance and healthcare plans, guided by its vision: "Trusted and Innovative Partner in Comprehensive Pet Protection." Despite undergoing several changes, the company still faces challenges such as limited market positioning, a narrow product range, and underutilization of digital tools. To address these gaps and establish itself as a leader, the team has developed a broader mission:

"Delivering comprehensive pet protection through innovative insurance solutions, proactive healthcare plans, and value-added services, leveraging digital tools and data-driven insights to enhance pet well-being—ensuring pet owners receive prompt, cost-effective support and transparent service at every step."

This mission integrates market trends and customer expectations with internal operational alignment, addressing strategic inefficiencies through systemic innovation (Burnes, 2017). By adopting an open systems approach, FurFlex prioritizes adaptability and feedback loops, ensuring that fragmented workflows become interconnected, customer-centric ecosystems (Burnes, 2017). This aligns with Kotter's (2012) assertion that a clear, compelling vision motivates stakeholders and streamlines action, essential for overcoming resistance to change.

The mission's focus on cost-effective support also reflects Carnall's (2014) emphasis on resource allocation and employee commitment as critical for closing gaps between current inefficiencies and future aspirations. Together, these principles position FurFlex as a trusted partner in pet protection, fostering sustainable transformation through enhanced market competitiveness and customer engagement. A table below outlines the current and desired future states of the company.

By expanding market positioning through value-added services and product expansion, FurFlex reflects Burnes' (2017) emphasis on systemic innovation and Carnall's (2014) view that strategic resource alignment drives organizational transformation. Prioritizing digital tools and data-driven insights, FurFlex adopts an open systems approach, fostering agility in response to market demands. Finally, the emphasis on transparent, cost-effective services operationalizes Carnall's (2014) argument that employee commitment and resource allocation are essential to closing gaps between inefficiencies and customer-centric outcomes.

Aspect	Current State	Future State
Technology Role	Basic technology supporting insurance operations.	Advanced digital tools, AI-driven analytics optimizing processes.
Claim Processing	Manual or semi-automated, causing delays.	Fully streamlined, real-time processing with predictive analytics.
personalization	Generic coverage with limited customization.	Data-driven, tailored insurance plans based on pet profiles
Transparency	Limited visibility in claims, coverage	Clear, real-time tracking for customers, stakeholders
Cost Efficiency	Higher administrative costs due to inefficiencies	Reduced costs through automation, AI-driven decision-making
Customer Experience	Reactive, responding to claims as they arise	Proactive, using predictive analytics to prevent issues and offer better support
Product Expansion	Limited range of insurance products	Expanded offerings: preventive care coverage, wellness plans, telehealth integration

Table 1: Comparison Between the Current and the Future State

2. Implementing the change using Kotter's Framework

FurFlex is using Kotter's framework to guide the actions taken to achieve the change mission. This structured, step-by-step approach helps drive organizational change by addressing both the emotional and practical aspects of transformation, which is especially crucial for our company as a startup and a rapidly growing business navigating operational challenges (Kotter, 2012). The model's eight distinct steps provide a clear path for ensuring a smooth transition. Table 2 below outlines the necessary actions that are grouped into Kotter's respective steps, the timeframe for completion, key stakeholders involved at each stage, and the individuals responsible for execution.

Starting with step 1, Kotter highlights that a change must begin with a compelling reason. For instance, FurFlex initiates change by exposing inefficiencies in its current operational model, thereby creating an urgent need for improvement. Additionally, Reissner et al., (2011) also explain that spotting problems early is important because it pushes people to take action instead of ignoring the issue.

For step 2, a strong, credible team with diverse expertise is crucial to drive change. Reissner et al., also support this through their fable (penguin story), which clearly states the need for committed leaders who work collectively to overcome inertia. Developing a clear vision and strategy is the next step, which has been clearly discussed and agreed upon among the group members. Kotter states that a clear vision not only provides a direction but also aligns stakeholders towards a common goal. Since the vision and mission are predefined in our case, we will be working on the strategic pillars like digital excellence and transparency. Involving employees in refining the vision ensures greater ownership and alignment

Communicating the change mission effectively is vital to ensure that all members understand and engage with the transformation (Kotter, 2012). We are members with varied skill sets and ideas, and it is necessary to organize them to facilitate effective change. When everyone is on the same page, it is time for the company to remove the obstacles that block the actions and employees from acting towards the planned changes (Kotter, 2012). Reissner also supports this by stating that when the penguins were made aware of the threats and provided with clear instructions, they were empowered to seek new habitats, demonstrating that if penguins can overcome barriers, so can our people. This is achieved by fostering ongoing, interactive dialogue through feedback sessions and team meetings that actively address resistance and sustain momentum

Once the initiatives are implemented, it is time to generate short-term wins to build momentum and validate the change process (Kotter, 2012). These wins will motivate stakeholders and employees to continue engaging with the transformation. Selecting wins that demonstrate clear improvements such as a pilot rollout of predictive analytics reducing claim processing time can inspire further commitment and rapid adoption.

Kotter (2012) highlights that once early changes show success, organizations must use that momentum to expand transformation efforts. For instance, if predictive analytics and fraud detection have proven effective in initial testing, accelerating change means rolling out these technologies organization-wide to maximize efficiency and impact. By this continuous refinement to improve adaptability, we are set to achieve long-term sustainability. Finally, anchoring the change in the culture is crucial until it becomes an identity of the company. This transformation reflects the deep cultural shift required for lasting change. At FurFlex, this means that our management team must consistently demonstrate the new practices by holding regular update sessions, celebrating team successes as they happen, and actively modelling the behaviours we expect—to ensure these changes become part of our everyday operations.

Kotter's Steps	Actions	<ul style="list-style-type: none"> Stakeholders Involved 	Person Responsible	Timeframe (in months)
Kotter's Step 1: Create Urgency	Analyze inefficiencies: Audit delays in manual claims processing and high administrative costs.	<ul style="list-style-type: none"> CEO & Marketing Lead CFO & Insurance Product Manager Employees 	CEO	1
	Benchmark competitors: Highlight gaps in	<ul style="list-style-type: none"> CEO & Marketing Lead CTO 	CTO	2

	AI/digital adoption compared to market leaders.	<ul style="list-style-type: none"> • Pet Healthcare Consultant 		
Kotter's Step 2: Build a Coalition	Form a leadership task force: Include IT, operations, and customer service leaders.	<ul style="list-style-type: none"> • CEO & Marketing Lead • CTO • Customer Service & Operations Director • Pet Healthcare Consultant 	CEO	3
	Engage external advisors: Partner with tech vendors and veterinary networks.	<ul style="list-style-type: none"> • CTO • Pet Healthcare Consultant • CFO & Insurance Product Manager 	Pet Healthcare consultant	4
Kotter's Step 3: Strategic Vision	Define strategic pillars: Digital excellence, hyper-personalization, proactive care, transparency.	<ul style="list-style-type: none"> • CEO & Marketing Lead • Pet Healthcare Consultant • CTO • Employees 	CEO	5
Kotter's Step 4:	Host town halls and Q&A sessions :	<ul style="list-style-type: none"> • CEO & Marketing Lead 	Customer Service Director	6

Communicate Vision	Explain AI/automation benefits and address employee concerns.	<ul style="list-style-type: none"> • Customer Service & Operations Director • Employees • Freelance Content Creator 		
	Share success stories and case studies : Use real examples to make the vision relatable and compelling.	<ul style="list-style-type: none"> • CEO & Marketing Lead • Customer Service & Operations Director • Customers • Marketing freelancer 	CEO & Marketing Lead	7
Kotler's Step 5: Empower Action	Remove barriers with core technologies – Implement AI-driven claims platforms, IoT devices, and CRM systems to streamline operations and reduce inefficiencies.	<ul style="list-style-type: none"> • CTO • CFO & Insurance Product Manager • Tech Vendors • Employees 	CTO	8 – 9
	Redesign workflows: Automate claims	<ul style="list-style-type: none"> • Customer Service & Operations Director • Employees 	Customer Service Director	10 – 11

	processing and policy renewals.	<ul style="list-style-type: none"> • Freelance Process Analyst • CTO 		
	Train employees – Equip staff with AI, data analytics, and customer portal skills.	<ul style="list-style-type: none"> • Customer Service & Operations Director • Employees • Freelance Trainer • CTO 	Customer Service Director	12 – 13
Kotter’s Step 6: Generate Wins	Pilot AI-driven claims processing – Reduce claim processing time by 50% within three months to showcase efficiency gains.	<ul style="list-style-type: none"> • CTO • Freelance AI Developer • Employees • Customers 	CTO	14 - 16
	Launch MVP customer portal: Enable real-time claim tracking.	<ul style="list-style-type: none"> • Customer Service & Operations Director • CTO • Temp Support Agent (user assistance) • Customers (UX testing) 	CTO	17 - 18

Kotter's Step 7: Accelerate Change	Scale AI/automation: Full rollout of predictive analytics and fraud detection to enhance efficiency.	<ul style="list-style-type: none"> • CTO (technical scaling) • CFO & Insurance Product Manager • Employees • Legal Consultant 	CTO	19 – 21
	Expand partnerships: Collaborate with telehealth providers and pet wellness brands to strengthen service offerings.	<ul style="list-style-type: none"> • Pet Healthcare Consultant • Veterinary Networks/Telehealth Providers • CEO & Marketing Lead 	Pet Healthcare Consultant	22 – 25
Kotter's Step 8: Anchor Culture	Embed ethical AI practices: Regular audits and reward innovation in workflows	<ul style="list-style-type: none"> • CTO • Legal Consultant • Employees • CEO & Marketing Lead 	CTO	26 -27

Table 2: Implementation Plan Aligned with Kotter's 8-Step Change Model

3. Conclusion

Reflecting on the FurFlex simulation, I discovered that managing change is not just about implementing new systems or processes; instead, it is a deeply human experience that imposes on understanding and addressing the emotions and perceptions of those involved. One of the most striking moments was the loss of a team member whose domain expertise was critical to our operation in the simulation. This sudden gap not only disrupted our knowledge base but also set off a chain reaction of resistance within the team, ranging from initial confusion to deeper mistrust, in the other hand best describing the 3 levels of resistance (Maurer, 2010). This experience briefly showcased how quickly emotional responses, such as frustration and skepticism, can affect well-planned initiatives.

Additionally, I observed that success in change implementation depends heavily on creating a sense of urgency that aligns all stakeholders toward a common goal (Kotter, 2012). In our simulation, we had a clear deadline to present our idea to investors, which should have created a strong sense of urgency. However, we didn't develop a powerful, unifying message that made everyone feel the need to act quickly. This created a gap between the pressure of the deadline and our ability to inspire the team with a shared, motivating goal. As a result, some team members became complacent, and overall engagement suffered. If we had turned that urgency into a shared goal, the investor deadline could have motivated us to create a clear plan that built stronger trust and teamwork.

Ultimately, the simulation reinforced my belief that effective change is a delicate balance between logical planning and emotional engagement. Success is achieved when leaders actively foster urgency, communicate transparently, and create **a culture that embraces innovation with empathy**. Besides, failure often stems from overlooking the human dynamics that are critical to driving sustainable change.

4. References

1. Burnes, B. (2017) Managing change. Seventh. Harlow, England: Pearson.
2. Maurer, R. (2010) Beyond the wall of resistance: why 70% of all changes still fail-and what you can do about it. Austin, Texas: Bard Press.
3. Reissner, S.C., Pagan, V. and Smith, C., 2011. 'Our iceberg is melting': Story, metaphor and the management of organisational change. *Culture and Organization*, 17(5), pp.417–433. doi:10.1080/14759551.2011.622908.
4. Carnall, C. (2014) Managing Change in Organizations 6th edn. 6th edn. Welwyn Garden City: Pearson Education UK.
5. Kotter, J.P. (2012) Leading change. Boston: Harvard Business Review Press.