Unraveling Change: The most prominent factors for successful change

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Abstract

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Leading and managing change has become critical for organizations' survival in today's rapidly changing business environment. Given this, numerous models, and methods for leading and implementing change successfully have been developed in the past decades.

However, change efforts are still characterized by a high failure rate. Each formula for change emphasizes different success factors and strategies to lead and implement change successfully, utilizing different terminologies and articulating ideas and concepts distinctly, adding to the complexity associated with accomplishing change and emphasizing the need for clarity and consistency around this topic.

Thus, this study focuses on distilling the most prominent success factors in literature. To accomplish this, a hybrid content analysis was performed, leading to identifying the ten most prominent factors: need for change; vision; change champion / change leadership team; enabling structures that facilitate change; communication; institutionalization; sustain change; implement, consolidate, and produce (more) change; mobilize commitment and gather support; and cultural fit. Secondly, a survey targeted at experts in change management was conducted to assess the validity of the content analysis findings.

Consistent with the hybrid content analysis findings, the survey's results demonstrate that the identified ten most prominent factors/steps are the most important for leading and carrying out a change effort successfully and, in contrast, highlight "communication" as the most relevant factor.

This study's main contribution is not to provide a novel formula for change, but to clarify the most critical steps/success factors for leading and managing change successfully, thus unraveling the intricacy associated with change management models.

Keywords: Change Management, Leading Change, Managing Change, Change Management Models

Resumo

A liderança e gestão da mudança tornaram-se fundamentais para a sobrevivência das organizações no atual ambiente organizacional. Por este motivo, nas últimas décadas, foram desenvolvidos numerosos modelos e métodos para realizar a mudança com sucesso.

No entanto, cada fórmula para a mudança enfatiza diferentes fatores de sucesso para liderar e implementar a mudança, utilizando diferentes terminologias e articulando ideias de forma distinta, aumentando a complexidade associada à realização da mudança e enfatizando a necessidade de clareza e consistência em torno deste tópico.

Assim, este estudo centra-se na destilação dos fatores de sucesso mais proeminentes na literatura. Para tal, foi realizada uma análise de conteúdo híbrida, que permitiu identificar os dez fatores mais proeminentes: necessidade de mudança; visão; defensor da mudança/equipa de liderança da mudança; estruturas facilitadoras da mudança; comunicação; institucionalização; sustentação da mudança; implementar, consolidar e produzir mudança; mobilizar empenho e reunir apoio; e adequação cultural. Em segundo lugar, foi realizado um questionário dirigido a peritos em gestão da mudança para avaliar a validade das conclusões da análise de conteúdo.

Em consonância com as conclusões da análise de conteúdo híbrida, os resultados do questionário demonstram que os dez fatores/etapas mais proeminentes identificados são os mais importantes para liderar e realizar um esforço de mudança com sucesso e, em contrapartida, destacam a "comunicação" como o fator mais relevante.

O principal contributo deste estudo consiste em clarificar as etapas/fatores de sucesso mais importantes para liderar e gerir a mudança com êxito, desvendando assim a complexidade associada aos modelos de gestão da mudança.

Palavras-chave: Gestão da Mudança, Liderar a Mudança, Gerir a Mudança, Modelos de Gestão da Mudança

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Table of Abbreviations

BTM: Bridges Transition Model

CAP: Change Acceleration Process

PCT: Prosci Change Triangle

PM: Prosci Methodology

VUCA: Volatile Uncertain Complex Ambiguous

1 Problem Statement

In an era marked by global economic uncertainty, volatility, upheaval, and rapid change, the ability to adapt and be resilient, build new capabilities, reinvent the organization through change, and embrace innovative new approaches is increasingly critical for organizations' survival, sustainable growth, and long-term success, irrespective of their size, industry, and location (Greco & Silverman, 2023; McKinsey & Company, 2023; Okajima et al., 2023).
Aligned with this, a study from BCG shows that missing one market shift (i.e., failing to adapt) is enough for an organization to lose three to five years of progress and thus forfeit its leading position; missing two can significantly endanger its survival (Faeste et al., 2014).
Therefore, as a response to pressing external challenges, macroeconomic strains, and shifts within industries, and/or to seize untapped opportunities and generate growth and value, organizations are increasingly and continuously engaging in large-scale change initiatives, often involving the entire business reinvention, i.e., a significant change in strategy, operating model, personnel, and structures, processes, and systems (Faeste et al., 2014; McKinsey & Company, 2023; Okajima et al., 2023).
Given this, the ability to lead and manage strategic change has become vital in today's dynamic business environment; therefore, it is becoming an increasingly highly required leadership/managerial skill (Jones et al., 2019).
This is no novelty; the ability to lead and drive change has been consistently considered extremely important for the past few decades. So much so that numerous approaches, methods, series of steps, guides, formulas, and models on how to lead and implement change successfully have been developed in the past decades.
To provide some perspective, a Google search of "change management models" generates nearly 925 million results in 0.39 seconds, meaning that the search engine identifies almost 925 million web pages containing information on change management models. Moreover, an identic search on Google Scholar produces nearly 7.4 million results in 0.08 seconds; that is, it identifies roughly 7.4 million scholarly literature on change management models. Among these results, we encounter numerous change management models, approaches, series of steps, and suggestions for carrying out change successfully.
However, despite the growing importance of change management and the extensive amount of information and literature available on how to lead and manage change successfully, years of

research demonstrate that accomplishing change is still very challenging and that most change efforts fail (Okajima et al., 2023).
One of the factors contributing to the poor success rate of change initiatives, among many others (e.g., employees' resistance, lack of specific leadership/managerial skills, lack of sustainment strategies, etc.), could be the existence of numerous change management models and approaches, insofar as the wide range of change management methods and models available in literature are considered confusing, repetitive, and, to some extent, contradictory (Burnes, 2004b; By, 2005; Jones et al., 2019).
The goal appears to be to find the ultimate "magic" formula for accomplishing change. However, each of these "magic" formulas emphasizes different success factors and strategies to lead and implement change successfully, which ultimately exacerbates the complexity, confusion, and lack of clarity generated by the existence of a vast range of models, approaches, series of steps, and formulas to accomplish change.
Therefore, it is still necessary to explore change management models and their success factors further to detangle some of the existing series of steps and approaches and bring some clarity and simplification to the change management field.

2 Research Question

The growing importance of organizations' ability to adapt to a rapidly changing environment has led to the development of numerous models, processes, approaches, and series of steps to explain how to lead and manage change successfully. Although this trend is commendable, it has resulted in an excessive number of models, thus aggravating the confusion and complexity associated with this field (Hiatt & Creasey, 2012).
Despite the apparent convergence of certain success factors among the different models and approaches, the disparity in terminologies and nuanced differences in their articulation hinder the development of a unified understanding of how to lead and manage change successfully, contributing to the intricacy of this topic.
The above finding prompted this thesis' research question: what are the most prominent success factors for leading and managing change successfully?
To address this research question and contribute to bringing clarity and consistency to the field, firstly, a review of a carefully selected set of change management models is provided. Secondly, the methodology for answering the research question is described. Then follows the analysis

and discussion results from the methods employed. Finally, the conclusion, limitations of the dissertation, and recommendations for future research.

3 Literature Review

This section provides a concise review of various change management models, methods, and approaches, which not only prompted the above research question but also establish the foundation for addressing it.

The models included in this literature review were meticulously selected, given the multitude of models, steps, and approaches in the change management field. The selection encompasses a set of models that stood out for their impactful yet simple, understandable, and practical nature. Moreover, it contains both classical and more contemporary approaches, as classical models have laid the foundation and inspired many of the recent models and, thus, are relevant for this review.

In essence, this review aims to provide a clear, comprehensive, and synthesized overview of each of the preselected models, describing their main success factors and distinctive characteristics. Considering this, this literature review's main contribution to the change management literature is to simplify, untangle, and clarify some of the intricacy and confusion of change management models reported by several authors.

3.1. Change Management Models

As previously mentioned, in an attempt to bring some clarity to the field, this section reviews a set of preselected change management models, organized in chronological order since some models were inspired by/ based on others, starting with Lewin's Change Model, followed by McKinsey's 7-S Model, Bridges Transition Model (BTM), Jick's Ten Commandments for Implementing Change, General Electric's (GE) Change Acceleration Process (CAP), Kotter's Eight-step approach, Mento et al.'s Twelve-step approach, Luecke's Seven-step approach, McKinsey's Four Building Blocks of Change, The Boston Consulting Group (BCG) Transformation Approach, the Prosci Methodology (PM), and lastly Switch Change Model.

3.1.1. Lewin's Change Management Model

One of the earliest and most influential models of change was introduced in the 1940s by Kurt Lewin (Cummings & Worley, 2015). This model has since become a widely recognized framework in the field of change management, contributing to the understanding of successful organizational change and serving as a foundation for developing many following change management models (Lutfi et al., 2021).

Lewin (1947) suggests that change involves unfreezing current practices, moving toward new practices, and refreezing the new practices (Teczke et al., 2017) (Figure 1):

Figure 1. Lewin's Change Management Model adapted from Lewin (1947)

(1) "Unfreezing". Change begins with unfreezing the status quo (Day & Leggat, 2015; Galli, 2018; Hamdo, 2021), which is sometimes triggered by a process of "psychological disconfirmation" (Cummings & Worley, 2015, p. 22), i.e., by demonstrating the mismatch between the prevalent practices of the organization and the ideal (desired) practices, which, in turn, leads to dissatisfaction with the current status and, consequently, to acknowledging the need for change and being motivated to engage in the change effort (Carnall, 2007; Cummings & Worley, 2015; Talmaciu, 2014). This stage implies leaving the comfort zone and having an open mind to abandon current practices and embrace new challenges, ideas, and practices. Therefore, as the tendency is to fear and resist change, it is crucial that managers build "psychological safety" (Burnes, 2004a, p. 985) and guide and support employees throughout the process of understanding and accepting change (Hamdo, 2021; Teczke et al., 2017).

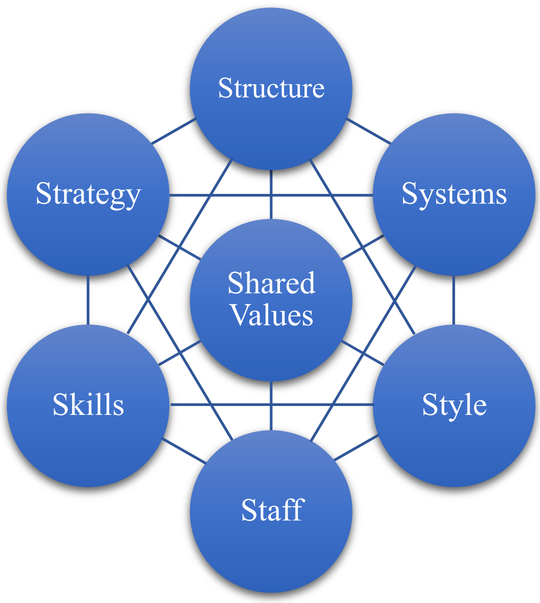
(2) "Moving". Subsequently, the moving stage of the model, which corresponds to the transition stage of the change process (Lutfi et al., 2021), involves testing and implementing new practices, behaviors, and ways of working to move toward the ideal equilibrium characterized by a novel set of values and attitudes (Carnall, 2007; Cummings & Worley, 2015; Talmaciu, 2014). In this stage, employees must actively adopt new changes, which might originate resistance to change due to unfamiliarity with the new practices and fear of the unknown. Therefore, managers should motivate employees to effectively engage in the change effort by pushing them to think and act according to the new practices (Hamdo, 2021; Teczke et al., 2017). Effective communication, visionary leadership, and training are equally important to facilitate change adoption and maintain momentum (Galli, 2018; Levasseur, 2001).

(3) "Refreezing". The final stage of the model corresponds to the institutionalization of the new practices, behaviors, norms, policies, and approaches in the organization (Talmaciu, 2014). It is the stage in which the organization (re)freezes in a new equilibrium state where change has been achieved and is unlikely to revert (Burnes, 2004a; Carnall, 2007). According to Levasseur (2001), successful refreezing takes time since it requires the commitment of those involved to actively participate in the change effort until the new practices effectively replace the former.

3.1.2. McKinsey's 7-S Model

Nearly three decades later, Waterman et al. (1980) introduced the McKinsey 7-S Model, reflecting the seven forces of effective organizational change. According to Waterman et al. (1980), successful organizational change hinges on the interdependence among the following factors (Figure 2):

Figure 2. McKinsey's 7-S Model (Waterman et al., 1980)



The 7-S can be broken down into "hard Ss," structure, strategy, and systems, and "soft Ss", style, staff, skills, and shared values, which are considered essential elements for an adaptive and long-lasting organization (Peters, 2011). Waterman et al. (1980) accentuate the importance of the soft Ss in achieving significant change, suggesting that these are equally, if not more important, than the hard Ss to accomplish change.

Furthermore, the model's shape suggests that there is no inherent order or hierarchy among the forces (Waterman et al., 1980) and that all forces must be aligned in order to achieve organizational effectiveness and to be able to lead and implement change (Peters, 2011).

(1) "Structure". The structure delineates and coordinates the activities, duties, and reporting and authority relationships within an organization (Hamdo, 2021; Kaplan, 2005; Waterman et al., 1980).

(2) "Strategy". This element refers to an organization's plan/actions, developed in anticipation or in response to shifts in the external environment, to generate distinct value and gain competitive advantage (Channon & Caldart, 2015; Kaplan, 2005).

(3) "Systems". The systems are the formal and informal processes by which a company functions; it is how work is done inside the organization (Channon & Caldart, 2015; Hamdo, 2021). This includes "management control systems, performance measurement/reward systems, planning, budgeting, resource allocation systems, and information systems" (Galli, 2018, p. 127).

(4) "Style/Culture". This element comprises both top management's leadership style, which includes how time is allocated, preferred areas of focus, and the decision-making approach, and organizational culture, that is, the prevalent norms, beliefs, values, and symbolic behaviors (Channon & Caldart, 2015; Kaplan, 2005).

(5) "Staff". Staff refers to the organization's human resources, not only to people's talents/competencies and how they are nurtured and enhanced, but also to recruitment and selection processes, training programs, appraisal systems, and salary scales (Channon & Caldart, 2015; Kaplan, 2005).

(6) "Skills". This element includes an organization's institutional and individual (employees) distinguishing competencies and capabilities, demonstrating what the organization does best (Kaplan, 2005). According to Channon and Caldart (2015), eliminating outdated skills can pose a serious obstacle to developing and implementing the required new skills during a change initiative.

(7) "Shared Values" or "Superordinate Goals". Lastly, these represent an organization's core values, beliefs, and aspirations, serving as guiding principles and depicting organizational purpose (Channon & Caldart, 2015; Galli, 2018). These superordinate goals represent the fundamental concepts upon which an organization is built, including its vision, mission, values, and identity (Kaplan, 2005; Waterman et al., 1980).

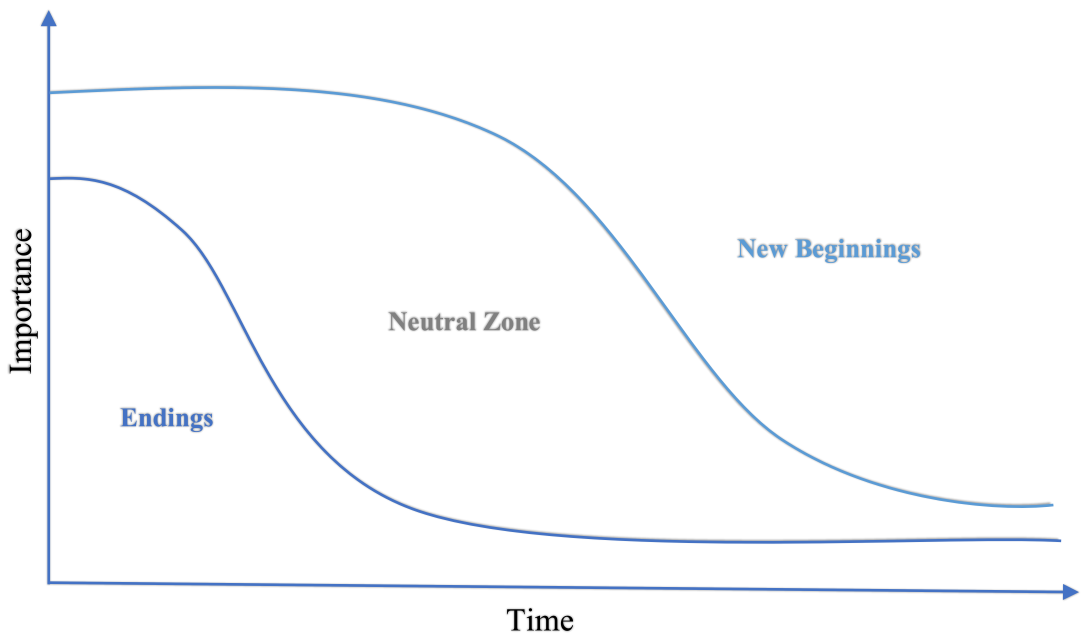
3.1.3. Bridges Transition Model

The BTM, developed by William Bridges and, similar to the 7-S Model, also introduced in the 1980s (*Bridges Transition Model*, n.d.), is a three-step model that examines human behavior vis-à-vis change management and describes the emotions individuals experience throughout a change process and the strategies to overcome emotional hurdles during change (Voehl & Harrington, 2017).

The model focuses on transition rather than change. This is because Bridges considers that change is situational and can be planned, whereas transition is a long-lasting, complex, and harder-to-achieve psychological journey individuals undergo during change; and also that the key to successful change lies in leaders' ability to effectively support and manage individuals' transitions (Bridges & Mitchell, 2000; Cameron & Green, 2009).

Thus, the BTM involves supporting people through the three transition stages individuals experience during a change process, reviewed below (*Bridges Transition Model*, n.d.; Bridges & Mitchell, 2000) (Figure 3):

Figure 3. Bridges Transition Model (Bridges Transition Model, n.d.; Ritchie et al., 2022)



(1) "Endings". The first transition stage starts with endings, i.e., letting go of former practices, behaviors, and identity to move on from that reality toward realizing change. To facilitate change, leaders must continuously reiterate information about the change to help it sink in (Cameron & Green, 2009) and support people in coping with the emotional impact generated by the losses (Bridges, 2009).

(2) "Neutral Zone". An in-between period (limbo) in which former practices have ceased, but new practices are not yet fully established, characterized by the formation of new patterns, processes, and roles, psychological readjustments, uncertainty, and feelings of confusion and anxiety. However, it is a period of exploration with a significant opening to creativity and innovation to renew and revitalize the organization. Although uncomfortable and time and energy-demanding, the neutral zone is the core of the transition and serves as the foundation for the final step of the process; therefore, its abandonment or failure of completion might cost the change effort's success (Bridges, 2009; Bridges & Mitchell, 2000).

(3) "New beginnings". The final stage is about evolving out of the transition and moving forward toward a new beginning (change), which happens once individuals feel prepared/willing to commit emotionally to a new way of doing things. New beginnings involve taking on a new identity, purpose, and roles, new values, practices, and behaviors, and therefore, must be carefully incentivized, supported, and reinforced (Bridges, 2009; Cameron & Green, 2009).

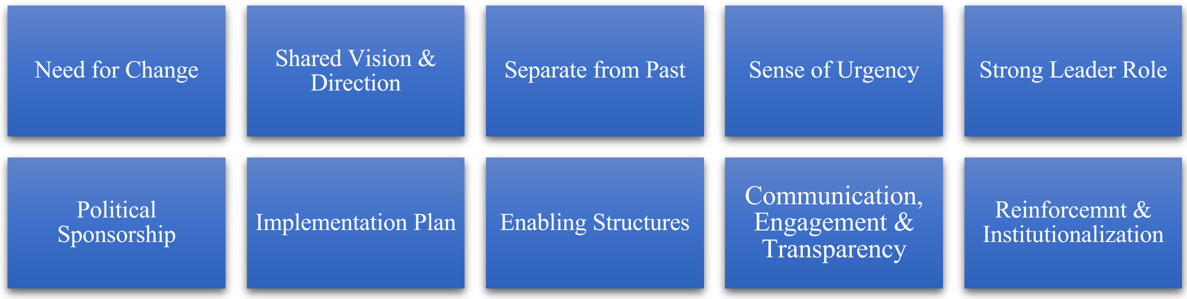
According to Bridges and Mitchell (2000), having the ability to understand the transition process and how to guide people through the process is essential for leaders to lead change effectively. Transition leadership skills have become necessary in a world where transition has become a norm.

3.1.4. Jick's Ten Commandments for Implementing Change

By the next decade, the 1990s, and in the face of the difficulties associated with implementing change in organizations, Jick (1991) introduced ten fundamental commandments for leading and implementing change successfully within organizations, thus providing a tactical step-by-step guideline for managers to implement large-scale organizational change (Jick, 1991; Mento et al., 2002).

According to Jick (1991), the ten commandments for successfully executing change are the following (Figure 4):

Figure 4. The Ten Commandments for Implementing Change adapted from Jick (1991)



(1) "Analyze the organization and its need for change". The first step involves conducting an accurate, thorough, and complete analysis of the organization, its history of change, its need for change, and the forces supporting and opposing change so that an appropriate and tailored implementation plan can be designed by the and then accomplished (Jick, 1993).

(2) "Create a shared vision and common direction". This step involves crafting a shared vision and rallying the organization around a common direction. The vision must be effectively conveyed, and its reasoning must be clear to all employees, as it can significantly influence how successfully it is implemented. The change strategists must develop the vision, and the change implementors must realize it, ensuring that all recipients understand the direct implications of change in their roles (Jick, 1993).

(3) "Separate from the past". This involves disconnecting from the past, i.e., letting go of old habits, structures, and systems, to embrace a new reality and outlook on the future. However, retaining and reinforcing the elements aligned with and bringing value to the new vision is essential, as a minimum level of stability is necessary amidst change (Jick, 1993).

(4) "Create a sense of urgency". A sense of urgency must be generated and spread throughout the organization, especially when the need for action is not evident, for instance, contrary to a situation of financial distress. This step is critical to gather more supporters of change (Jick, 1993).

(5) "Support a strong leader role". In large-scale transformations, it is vital to have a change leader who inspires, drives, and guides change. The change champion assumes a crucial role in developing the change vision, motivating employees to embrace it, and establishing a rewards system to recognize those contributing to the change vision. Given the increasing complexity of implementing change, organizations may opt for establishing a change leader team, which benefits from leveraging the diverse set of skills (Jick, 1993).

(6) “Line up political sponsorship”. Also critical for a change initiative’s success is having an extensive support base across the organization, including recipients of change, as success highly depends on their approval of change. Support can be gathered through recruiting influential informal leaders. The key is determining whose sponsorship is fundamental to the change effort’s success. For that, change implementors can develop a commitment plan, including the identification of the crucial individuals/groups for success, a definition of the critical mass that is necessary for change effectiveness, a plan for engaging the critical mass, and a monitoring system to assess progress (Jick, 1993).

(7) “Craft an implementation plan”. This commandment is about creating a flexible implementation plan outlining the necessary tasks (what), their timing (when), and methods/approaches to realize them (how). Simplicity is advisable in the making of the plan, as an overly detailed plan may be more frustrating than helpful. However, the plan must include specific objectives and must clearly define responsibilities for each role, i.e., for change “strategists”, “implementors”, and “recipients” (Jick, 1993).

(8) “Develop enabling structures”. Enabling structures to facilitate change must be developed and implemented. These can be tangible, such as workshops and training programs, or symbolic, such as rearranging the organization’s physical layout. These interventions must be carefully aligned and coherent (Jick, 1993).

(9) “Communicate, involve people, and be honest”. Change leaders should communicate openly and transparently and actively pursue people’s trust and involvement across the organization whenever feasible, as these are powerful tools to overcome resistance. Also, active listening and responding to concerns, feedback, and resistance from all levels is fundamental in assessing how change is perceived and received throughout the organization. Moreover, effective communication involves an ongoing dialogue among various roles in the change process. Generally, an effective change announcement is brief and concise; describes the organization’s current position, the desired destination, and the path to achieve it; identifies the implementors and recipients of change; addresses the timing and pace of implementation; clarifies the success criteria, the evaluation process, and rewards; specifies the aspects that will remain; anticipates potential negative aspects; conveys the leader’s commitment to change; and explains how people will be kept informed throughout the change journey. This checklist helps to increase commitment to change, reduce confusion and resistance, and prepare employees for the change initiative's positive and negative effects (Jick, 1993).

(10) “Reinforce and institutionalize change”. As role models, change leaders must continuously prove their commitment to the change effort to reinforce its credibility. Risk-taking must be encouraged and rewarded, and new behaviors and ways of doing things must be integrated into the organization's daily operations. This aspect is particularly relevant as more and more organizations strive to cultivate an adaptable and agile culture that allows the organization to keep thriving in times where the ability to change is imperative to survive and remain competitive (Jick, 1993).

In essence, the Ten Commandments not only serve as a guideline for organizations embarking on a change journey but also as a means to assess a change effort's progress (Mento et al., 2002).

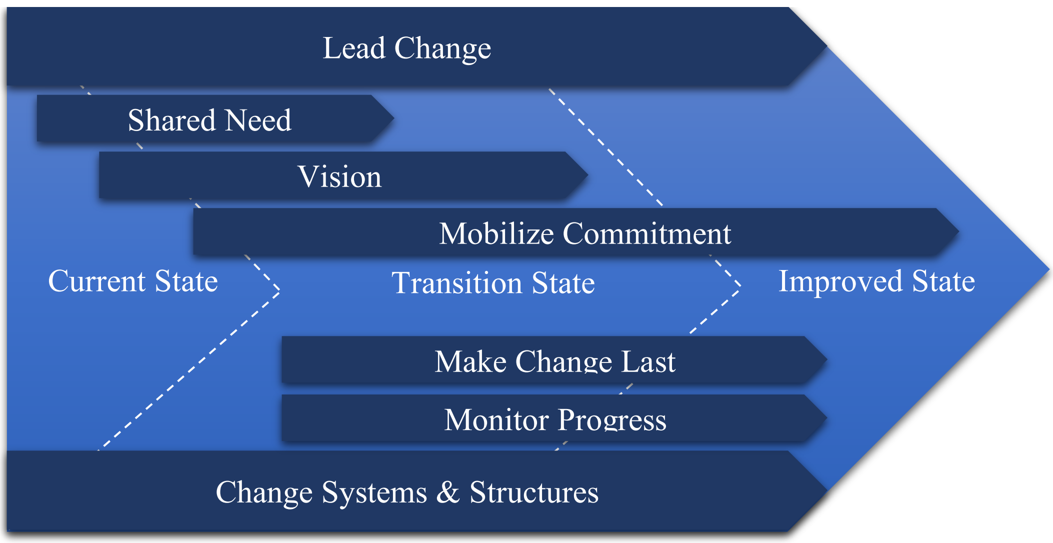
3.1.5. GE's Change Acceleration Process

Alongside Jick's approach, in the early 1990s and grounded on the notion that those organizations able to change the quickest would be the ones to survive, GE introduced the CAP, a method to easily, rapidly, and effectively implement change (Voehl & Harrington, 2017).

The CAP is founded on the key finding that having a well-developed technical strategy does not ensure an initiative's success, and that the lack of consideration for cultural factors may lead to failure (Voehl & Harrington, 2017). This is represented by Maier's Change Effectiveness Equation: Q x A = E, which means that the success (E) of a change initiative requires both quality (Q) and acceptance (A), and that the people side is as important as the technical side in achieving change successfully (Galli, 2018; Voehl & Harrington, 2017).

The CAP comprises the seven steps reviewed below (Figure 5):

Figure 5. GE's Change Acceleration Process (Voehl & Harrington, 2017)



(1) “Leading change”. Building a solid leadership team and identifying a change champion who is a role model and provides genuine and committed leadership is crucial for the initiative’s success (Egan & Fjermestad, 2005; Voehl & Harrington, 2017).

(2) “Creating a shared need”. This step is about creating and diffusing the need for change across the organization and guaranteeing that everyone understands it. The reasons for change must be clear, captivating, persuasive, and enticing for all stakeholders to overpower resistance (Voehl & Harrington, 2017).

(3) “Shaping a vision”. The leading team must develop a clear and legitimate vision of the organization after the change initiative, i.e., of the desired outcome. Then, the team must widely share it across the organization and ensure that the employees perceive it (Mento et al., 2002; Voehl & Harrington, 2017).

(4) “Mobilizing Commitment”. This step involves recognizing crucial stakeholders and their interests, implementing an influential strategy to generate momentum, and leveraging the early adopters’ low resistance and support to pilot the initiative and expand the coalition of supporters (Mento et al., 2002; Voehl & Harrington, 2017).

(5) “Making change last”. To ensure change persists, the best practices and lessons learned from initial successes must be widely implemented, continuous assessments of what is facilitating/hindering change must be performed to enhance the initiative, and an integration strategy must be delineated (Voehl & Harrington, 2017).

(6) “Monitoring process”. This step is about monitoring the change initiative’s progress, and it involves setting benchmarks and milestones and either celebrating their accomplishment or holding accountability for the lack of progress (Mento et al., 2002; Voehl & Harrington, 2017).

(7) “Changing systems and structures”. An organization’s structures and systems (i.e., organizational structure, standard operating procedures, IT systems, recruitment, and training procedures, etc.) are designed to sustain the organization’s current operations; thus, structures and systems that are incoherent with the vision for change consistently revert changes, hindering the change initiative’s long-term success. Therefore, these must be adjusted to support the vision of change and the desired future organization (Voehl & Harrington, 2017). In essence, this step is about integrating changes in the organization’s culture (Galli, 2018).

Steps (2) to (4) primarily focus on expediting the adoption of change, being that steps (3) and (4) are crucial for raising more supporters of change. On the other hand, steps (5) to (7) focus on making the change permanent (Voehl & Harrington, 2017).

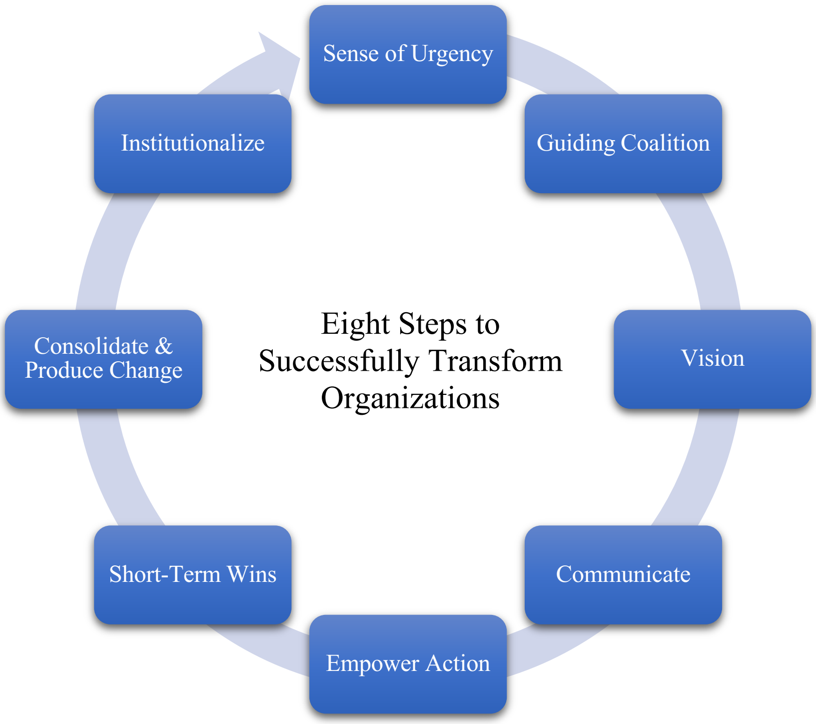
3.1.6. Kotter's Eight-step Change Model

A few years later, in 1995, Kotter introduced his renowned eight-step approach, which became one of the most prominent models in change management.

Kotter (1995) argues that change goes through a series of steps that generally require a substantial period to be accomplished and that, if disregarded, may lead to the failure of the change effort. Furthermore, significant errors at any stage of the change process can severely impact its progress and accomplishment (Kotter, 1995).

Thus, Kotter (1995) suggests eight steps for successfully leading change in organizations, described below (Figure 6):

Figure 6. Kotter's Eight-step Change Model adapted from Kotter (1995)



(1) "Creating a sense of urgency". The first step refers to creating and spreading urgency for change throughout the organization. According to Kotter (1995), this step involves analyzing and discussing the market and competition, as well as (potential) crises and opportunities. Changing implies leaving the comfort zone, which people tend to oppose. Yet, initiating change requires the collaboration of as many people as possible. Therefore, a crucial initial step is motivating people to engage in the change effort by generating a sense of urgency (Kotter, 1995).

(2) “Forming a powerful guiding coalition”. Producing change is difficult; hence, it is important to form a powerful team to lead change and prevent the opposition from hindering the change effort (Kotter, 1995). According to Kotter (1995), a successful coalition is powerful “in terms of titles, information and expertise, reputations and relationships.” (p. 62).

(3) “Creating a vision”. The next step is to define a clear, sensible, and easy-to-communicate vision that conveys the direction the organization must follow to change (Kotter, 1995). A well-developed vision provides guidance and stimulates the establishment of strategies, goals, and projects compatible with the direction of change (Kotter, 1995; Lutfi et al., 2021). On the other hand, the lack of a clear vision may lead to the change effort failure (Galli, 2018; Kotter, 2011).

(4) “Communicating the vision”. Even if the situation is unsatisfactory, more than a well-developed vision is required to raise supporters of change – people must understand why change is needed (Galli, 2018; Lutfi et al., 2021). Therefore, the vision must be effectively communicated to the entire organization to raise as many supporters of the change effort as possible (Kotter, 1995). Thus, communication of the new vision must be credible and plenty, present in the change leaders’ speech, actions, and daily activities, and transmitted through every possible channel (e.g., discussions, meetings, website, e-mail, social media, and newsletters) (Kotter, 1995; Lutfi et al., 2021).

(5) “Empowering others to act on the vision”. This step comprises empowering people to actively participate in the change effort, encouraging risk-taking and allowing the exploration of novel ideas and strategies that meet the new vision; eliminating barriers to change; and replacing structures and systems that compromise the new vision (Galli, 2018; Kotter, 1995).

(6) “Planning for and creating short-term wins”. Change takes time; and to maintain the change process’ momentum, it is fundamental to plan short-term goals that generate short-term wins, and reward those involved in the achievements with recognition, promotions, or money. Short-term wins are, in essence, proof that change is generating results, which is exceptionally important to keep people motivated throughout the process, and promote the change effort’s credibility, consequently increasing its number of supporters (Kotter, 1995).

(7) “Consolidating improvements and producing more change”. Recent changes are fragile and tend to slowly revert to old ways (Kotter, 1995). Thus, to prevent this, it is fundamental to consolidate improvements and promote constant progress until the changes become deeply ingrained in the organization (Galli, 2018; Kotter, 1995). According to Kotter (1995), this step involves changing practices that do not meet the vision, enhancing change with new projects, and instructing, promoting, and hiring people capable of executing the vision.

(8) “Institutionalizing new approaches”. The last step for a change effort to be truly successful is to institutionalize the new practices in the organization’s social norms, values, and ways of doing things, i.e., to embed change in the “bloodstream of the corporate body” (Kotter, 1995, p. 67). According to Kotter (1995), anchoring change in the corporate culture involves not only linking corporate success to the new practices but also guaranteeing that the upcoming generation of leaders embodies and sustains the new strategy.

3.1.7. Mento et al.’s Twelve-steps for Change

Mainly inspired by Kotter’s, GE’s, and Jick’s models, previously reviewed, Mento et al. (2002) introduced a comprehensive twelve-step approach to lead and implement change successfully, incorporating some of the steps suggested by these three authors.
According to Mento et al. (2002), the twelve steps for accomplishing change are the following (Figure 7):

Figure 7. Mento’s Twelve-steps for Change adapted from Mento et al. (2002)

(1) “Determine the idea and its context”. According to Mento et al. (2002), the first step for a successful change initiative is to recognize and understand the need for change, what needs to be changed, and the context of change. Change can be driven by creative tension, which is generated from the gap between the envisioned (desired) organization’s reality and the organization’s current reality. It can also be driven by problem-solving energy, which emerges from the need to exit an unpleasant situation. However, in problem-solving driven change the momentum for changing weakens as problems are solved and the situation improves (Mento et al., 2002; Senge, 1990).

(2) "Define the change initiative". The second step is about defining the roles of the change initiative's key participants, i.e., the change "strategists", "implementors", and "recipients" (Jick, 1991; Mento et al., 2002). The strategists are responsible for planning the change effort, i.e., identifying the need for change and what needs to be changed, crafting the vision, selecting the appropriate change sponsor, etc. In turn, the implementors are responsible for change implementation, i.e., they must shape, coordinate, and facilitate progress. Finally, the recipients are the group who must adjust to the change; thus they must be convinced of the benefits of changing (Mento et al., 2002).

(3) "Evaluate the climate for change". The third step is about strategists and implementors profoundly understanding the organization's functioning within its environment and operations, its strengths and weaknesses, its history of change, and its readiness for change, to develop a robust and effective implementation plan (Mento et al., 2002).

(4) "Develop a change plan". The implementation plan should incorporate specific objectives and clearly and thoroughly describe the responsibilities of the initiative's key participants. However, equilibrium between specificity and flexibility is crucial, as it allows to adapt the plan as organizational needs evolve (Mento et al., 2002).

(5) "Find and cultivate a sponsor". This step involves finding a sufficiently powerful, influential, and committed change leader who demonstrates, embodies, and reinforces change, thus legitimizing the initiative and gathering the necessary support to guarantee its success. The strategy for finding and retaining the sponsor must be delineated in the previous step. It must specify the needs and pain points of the organization, the goals and timeline of the initiative, and the possibility of exiting the role, making the sponsor feel that his decisions are not permanent and thus be willing to take on sponsorship. Moreover, it is recommended to find a sponsor at the bottom level of the organization due to its higher involvement with the change recipients, which may help prevent resistance. While change is implemented through a top-down approach, the substance of change must be generated from the bottom (Mento et al., 2002).

(6) "Prepare your target audience, the recipients of change". The success of any change initiative heavily relies on the acceptance and willingness of its target. Thus, it is essential that, rather than imposed, change is embraced. Therefore, this stage is about adequately preparing and motivating the target audience to engage in change, ensuring their willingness to embrace change, and acknowledging and addressing resistance (Mento et al., 2002).

(7) "Create a cultural fit – making the change last". An initiative compatible with the organizational culture has a much higher success probability. Therefore, this step is about creating a good alignment between the envisioned change and the organization's culture, core competencies, and strategy. For a change effort to be successful, change must become ingrained into the organization's culture and be accepted as the new reality of how things are done (Mento et al., 2002).

(8) "Develop and choose a change leader team". Although the change leader's role is of utmost importance, a change leader team may be more effective since its members are carefully selected to establish the optimal combination of skills, core competencies, and expertise to provide the necessary change leadership (Mento et al., 2002). Moreover, the three fundamental elements an effective team should have are commitment, competence, and shared purpose (Billington, 1997; Mento et al., 2002).

(9) "Create small wins for motivation". Generating small victories is crucial for motivating and keeping employees engaged throughout a change effort (Kotter, 1995). Therefore, this step is about planning for and creating short-term performance goals, which must be achievable and visible to all initiative participants, celebrating their achievement and recognizing those involved. Furthermore, this step is crucial in fighting back change resistance (Mento et al., 2002).

(10) "Constantly and strategically communicate the change". How change is introduced can influence recipients toward accepting or rejecting it. Therefore, Mento et al. (2002) suggest that change should be communicated to increase the participants' understanding and commitment to change, reduce their confusion and resistance to change, and prepare them for all possible effects of change, positive or negative. Moreover, for effective communication, the message must be adapted according to the target audience, which varies according to the different levels of the organization (Mento et al., 2002).

(11) "Measure progress of the change effort". This step involves developing and implementing metrics to evaluate the success and track the progress of the change effort, using milestones and benchmarks for keeping the initiative on the right track. This must be done at every stage of the program, not only in the end (Mento et al., 2002). Furthermore, focusing on results-driven activities that prioritize tangible and measurable results, rather than on lengthy preparation-for-change activities is essential (Mento et al., 2002; Schaffer & Thomson, 1992).

(12) “Integrate lessons learned”. Finally, Mento et al. (2002) suggest that for a change effort to be truly successful, strategists and implementors must take a step back to actively reflect on what is succeeding/succeeded and what is not succeeding/did not succeed, thus generating a set of lessons and learning from experience and preventing change to revert back. Effective active reflection can be triggered by questions such as: What was our initial objective? What occurred? Why did it occur? What will be our approach in the future? (Garvin, 2000; Mento et al., 2002) Lastly, it is fundamental to consider the twelve steps not only in sequence “but also as an integrated, iterative process to enable change” (Mento et al., 2002, p. 58).

3.1.8. Luecke’s Seven-steps for Guiding Change Efforts

Shortly after Mento et al.’s approach, and because change processes were still considered displeasing and frustrating, many tend to fail, Luecke (2003) presented a seven-step method for effectively conducting change.
This approach emerged from combining a set of crucial steps suggested by three distinct authors: the five foundational steps of the process were borrowed from Beer et al. (1990b); and, to further enhance the formula for successful change, two more steps were added, one borrowed from GE’s CAP (step 3) and the other, similar to Mento et al. (2002), from Schaffer and Thomson (1992) (step 4).
According to Luecke (2003), the seven steps a successful change effort are the following (Figure 8):

Figure 8. Luecke’s Seven Steps for Guiding Change Efforts adapted from Luecke (2003)

(1) “Mobilize energy and commitment through joint identification of business problems and their solutions”. According to Luecke (2003) and Beer et al. (1990), the first step to successful change is identifying the problem and the reasons for change while involving people in this process. It is fundamental that the people targeted for change understand the “why” behind change and, moreover, are engaged in problem identification and solution planning, as they tend to resist top-driven solutions created by people who do not deal with the problem daily. This step is crucial since it generates the necessary sense of urgency and the subsequent energy, motivation, and commitment to realize change (Beer et al., 1990b; Luecke, 2003).

(2) “Develop a shared vision of how to organize and manage for competitiveness”. The second step is developing a clear and effective vision of the desired (changed) future organization and effectively communicating it to everyone involved. The vision should illustrate a desirable future and be captivating, yet realistic, focused on a manageable set of goals, adaptable, easy to communicate to all levels of the organization, translatable into actions, and compatible with the organization’s core values (Kotter, 1996; Luecke, 2003). Moreover, when communicating the vision, it is important to clearly convey how the change will elevate the organization and the benefits for those targeted by change. The vision must be crafted and communicated in a way that converts resistors and gets people excited and engaging in realizing it (Luecke, 2003).

(3) “Identify the leadership”. This step is about identifying a noticeable leader and sponsor of change; a change champion to lead the initiative, gather the necessary resources, and assume accountability for the outcomes, whether a success or a failure (Luecke, 2003). The leader must be someone who believes that revitalization is crucial for competitiveness and that the transformation will have a significant positive impact on the organization, who can communicate the vision credibly and compellingly, and who has the necessary people skills and operating knowledge to implement the vision and realize change (Beer et al., 1990a; Luecke, 2003). Finally, change leadership must be found within the units undergoing change and put on the managers of these units rather than on other staff personnel (Luecke, 2003).

(4) "Focus on results, not on activities". A common mistake is putting managerial focus on "sound good, look good, feel good" (Luecke, 2003, p. 49) activities such as training, team-building, and other similar activities, as they contribute little to the organization's bottom-line performance. Instead, the focus must be on results-driven improvement efforts and measurable short-term performance goals that evade the lengthy preparation-for-change activities and directly improve bottom-line performance (Luecke, 2003; Schaffer & Thomson, 1992).

(5) "Start change at the periphery, then let it spread to other units without pushing it from the top". Changing an entire organization at once is much more challenging and likely to result in failure. Therefore, this step is about initiating change in small and reasonably independent units and, once small-scale change is accomplished and neighboring units have witnessed it, gradually spreading it across the organization (Luecke, 2003).

(6) "Institutionalize success through formal policies, systems, and structures". Realizing change in an organization requires a great collective effort from many people. Therefore, taking proactive measures to institutionalize change and make it last is essential. This involves consolidating change by establishing formal policies detailing work procedures, information systems, and new reporting structures. Institutionalizing change must be as important as implementing change itself (Luecke, 2003).

(7) "Monitor and adjust strategies in response to problems in the change process". Lastly, since change initiatives rarely unfold as initially envisioned due to various unanticipated issues (e.g., people quitting, failure of certain aspects of the change plan, etc.) and changes in the external environment (e.g., change in the competitors' strategies), change leaders, as well as the change initiative itself, must be flexible and adaptive to accommodate all the necessary alterations and adjustments throughout the process (Luecke, 2003).

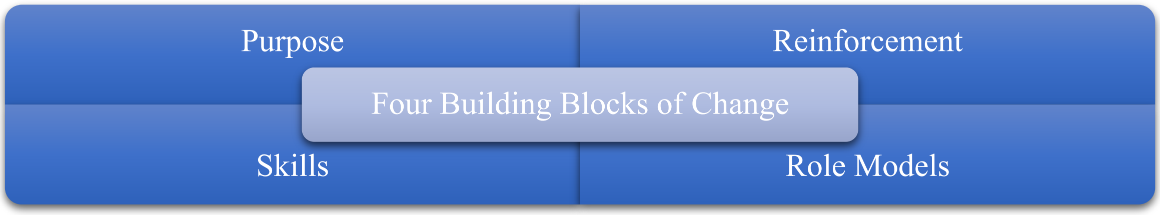
According to Luecke (2003), change leaders are responsible for crafting an attractive vision, developing a rational strategy to realize it, and motivating individuals to pursue it, even when facing hurdles. Conversely, managers are responsible for implementation, resource allocation, providing guidance throughout the process, and ensuring the process is running seamlessly.

This explains why the seven steps require both effective leaders and managers for their execution. Effective leaders always need managerial skills and vice-versa; both skills must be present to accomplish change.

3.1.9. McKinsey's Four Building Blocks of Change – The Influence Model

In the same year, Lawson and Price (2003) introduced the Four Building Blocks of Change, also known as the Influence Model, describing the four crucial elements for changing (influencing) employees' mindsets and behaviors and, thus, accomplishing change (Basford & Schaninger, 2016).
Lawson and Price (2003) assert that achieving success relies on convincing individuals to adopt a fresh perspective regarding their roles and behaviors, i.e., reshaping individuals' mindsets; and, thus, that there are four critical elements for doing so, described below (Figure 9):

Figure 9. The Influence Model adapted from Lawson and Price (2003)



(1) "Purpose to believe in". First, it is fundamental to ensure the understanding of the need for change, as employees will only be willing to change their mindsets if they understand the reasons behind the change and these are meaningful to them. People tend to align their beliefs and actions (cognitive consistency); thus, if employees believe in the purpose of change, they will willingly change their behavior to accomplish that change. Therefore, change leaders must carefully craft a compelling change narrative, explaining the reasons for change, the organization's direction, and the importance of the transformation, and effectively communicate it to all stakeholders involved so that they understand how vital their contributions are for accomplishing change (Basford & Schaninger, 2016; Lawson & Price, 2003).
(2) "Reinforcement Systems". Behavior can be shaped by association and reinforcement. Therefore, organizational structures, processes, and systems (management and operational processes, reporting structures, reward and recognition systems, etc.) must be aligned to support

the behaviors employees are required to adopt to accomplish change. How the reinforcement is administrated, since predictability diminishes effectiveness, and the perceived fairness in the distribution of reinforcements are both significant factors (Basford & Schaninger, 2016; Lawson & Price, 2003).

(3) "Skills required for change". This block is about developing the necessary talent and skills to accomplish change. This requires some time because, besides formal teaching, individuals need time to absorb new information, reflect on it, and put it into practice. Equipping employees with the necessary skills will give them confidence and motivation and encourage them to actively engage in change (Basford & Schaninger, 2016; Lawson & Price, 2003).

(4) "Consistent role models". Lastly, individuals tend to mimic those who surround them, both consciously and unconsciously. Therefore, it is crucial that employees observe influential people and people they respect and identify with (leaders, colleagues, groups of people, etc.) actively behaving differently and engaging in change, so that they mimic and assimilate the new behaviors. On the other hand, the role models' behavior must be consistent and aligned with the new behaviors that accompany change (Basford & Schaninger, 2016; Lawson & Price, 2003).

Even though advances in digital technologies and the evolving nature of the workforce have presented new opportunities and challenges for the Influence Model, Basford and Schaninger (2016) found that change initiatives are more likely to succeed when they integrate these four key conditions.

However, and although these four elements seem apparent, one or more are commonly overlooked amidst a change effort's tumultuousness. Thus, the four building blocks should be methodically addressed, as their collective achievement significantly increases the likelihood of success (Basford & Schaninger, 2016).

3.1.10. The Prosci Methodology

Still in the early 2000s, alongside the three models previously reviewed, Prosci introduced the PM, which includes three distinct change management frameworks reviewed further on, one of them being the ADKAR model, which became one of the most prominent change management models.

In the realm of change management literature, the ADKAR Model, considered one of the classical change management models alongside others such as Lewin's, Kotter's, the 7-S, and BTM, is consistently referred to and depicted as a singular model.

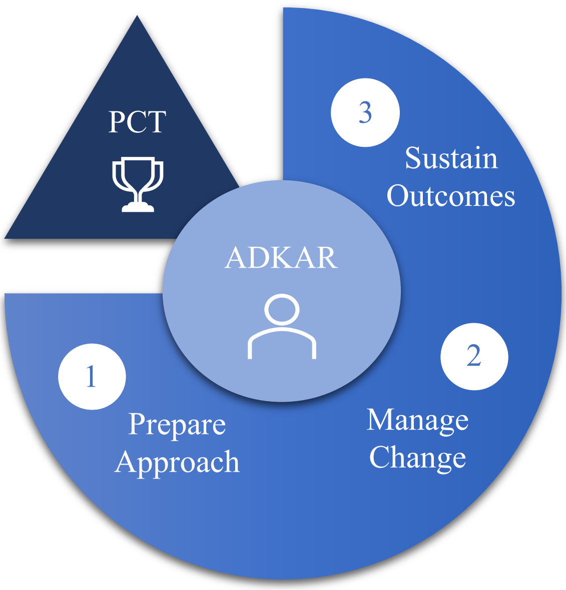
However, contrary to common perception, the ADKAR Model is not an isolated model, but an integral component of a larger, more comprehensive framework - the PM. Thus, a significant contribution of this review is to provide a complete and clear picture of the PM and its integral components, demonstrating the importance of their interplay for accomplishing change.

Hiatt (2006) asserts that the key to successful organizational change is the ability to drive change with a single individual. In alignment with this, Prosci Inc. (n.d.-c) asserts that successful change requires focusing on the people side of change rather than merely focusing on the technical side of change.

Thus, the PM, initially introduced in 2002 and renewed in 2021 to enhance its effectiveness in an increasingly dynamic and demanding environment, emerges as a structured, repeatable, and adaptable framework for managing the people side of change (Prosci Inc., n.d.-c).

In essence, the PM (Figure 10) enhances change initiatives' success as it supports individuals in embracing, moving through, and accomplishing change by employing its three integral frameworks: the Prosci Change Triangle (PCT) Model, the ADKAR Model, and the Prosci 3-Phase Process (Prosci Inc., n.d.-b), which are reviewed next.

Figure 10. The Prosci Methodology (Prosci Inc., n.d.-b)



Below is a concise review of the three frameworks that comprise the PM.

I. The Prosci Change Triangle Model

The first element of the PM, the PCT Model, is a framework that depicts the four critical components of any successful change (Prosci Inc., n.d.-e) (Figure 11):

Figure 11. The Prosci Change Triangle Model (Prosci Inc., n.d.-e)

(1) "Success". This element is about the definition of success for the change initiative, including the reasons for change and the goals and benefits of change (Prosci Inc., n.d.-e).
(2) "Leadership/Sponsorship". This aspect refers to the strategy and direction of the initiative, including who is accountable for defining the reasons for change and ensuring its alignment with the organization's direction (Prosci Inc., n.d.-e).
(3) "Project management". This element deals with the technical side of change and includes creating and delivering a solution considering scope, time, and costs (Prosci Inc., n.d.-e).
(4) "Change management". Finally, this element focuses on the people side of change, helping people to actively engage in and embrace change (Prosci Inc., n.d.-e).

II. The ADKAR Model

The second element of the PM is the ADKAR Model, which is widely recognized within change management literature.
The ADKAR Model, a framework for driving individual change initially introduced by Hiatt in the early 2000s, illustrates the five essential elements individuals must attain to accomplish change and, thereby, drive organizational change (Prosci Inc., n.d.-d).

In essence, the ADKAR Model enables change leaders to motivate individual change and consequently drive organizational change (Prosci Inc., n.d.-d). Therefore, the ADKAR Model assumes a central position in the PM to accentuate that successful organizational change requires individual change (Prosci Inc., n.d.-d).
Thus, the ADKAR Model comprises five elements organized according to the sequence of how an individual experiences change (Hiatt, 2006), reviewed below (Figure 12):

Figure 12. The ADKAR Model (Hiatt & Creasy, 2012)

(1) "Awareness". This element represents the individual's understanding of both the nature of and the reasons for change, as well as the risks associated with not engaging in the change initiative (Hiatt, 2006; Hiatt & Creasey, 2012). It focuses on raising individuals' awareness of the need for change (Prosci Inc., n.d.-d).
(2) "Desire". This element represents the willingness to commit to and participate in the change initiative, which, ultimately, is a personal choice (Hiatt, 2006; Hiatt & Creasey, 2012). It involves nurturing individuals' desire to embrace change (Prosci Inc., n.d.-d).
(3) "Knowledge". This element encompasses the necessary information, learning, and training that enable individuals to implement change, including skills, behaviors, roles and responsibilities, procedures, tools, and systems (Hiatt, 2006; Hiatt & Creasey, 2012). Essentially, it is about effectively cultivating knowledge of how to change in individuals (Prosci Inc., n.d.-d).
(4) "Ability". This element is about transforming knowledge into action; that is, it is about practically applying skills, behaviors, processes, etc., to accomplish change (Hiatt, 2006; Hiatt & Creasey, 2012). In essence, it involves cultivating the ability to realize change (Prosci Inc., n.d.-d).
(5) "Reinforcement". Lastly, the fifth element is about how individuals can sustain change over the long term, i.e., make change last. This element is vital, as there is a natural tendency to revert to familiar ways; therefore, for change to be truly accomplished, it must be reinforced until it is ingrained (Prosci Inc., n.d.-d). Sustaining change may involve internal factors such as

personal satisfaction of an achievement, and external factors such as rewards, acknowledgment, and celebrations (Hiatt, 2006; Hiatt & Creasey, 2012).

Assessing these elements regularly is crucial for the success of the change effort, as it allows the change leader to identify any obstacles that may hinder individual change and provide the necessary support to help individuals navigate change successfully (Prosci Inc., n.d.-d).

Moreover, according to Hiatt (2006), for change to occur, all five steps must be completed, and none of them must be skipped, as each element influences the next.

In brief, change is accomplished when "a business change is introduced, employees have the awareness and desire to implement the change, the knowledge and ability to make it happen, and the reinforcement to keep the change in place" (Hiatt & Creasey, 2012, p. 39).

III. The Prosci 3-Phase Process

Lastly, the Prosci 3-Phase Process is an adaptable and scalable framework for driving organizational change comprising the three phases described below (Prosci Inc., n.d.-a) (Figure 13):

Figure 13. The Prosci Three-phase Process (Prosci Inc., n.d.-a)

(1) "Prepare approach". The first phase of the process is about developing a change management strategy that sets the change initiative up for success. This involves defining goals, identifying impacted groups, and defining the approach to achieve success, which includes risk and resistance assessments, and roles definition (Prosci Inc., n.d.-a).

(2) "Manage change". The second stage of the process is about putting the change management strategy into action and helping individuals and, consequently, the organization complete their ADKAR journeys. This involves equipping and supporting those impacted by change, monitoring and sustaining progress, and adapting the strategy and its activities according to the latter (Prosci Inc., n.d.-a).

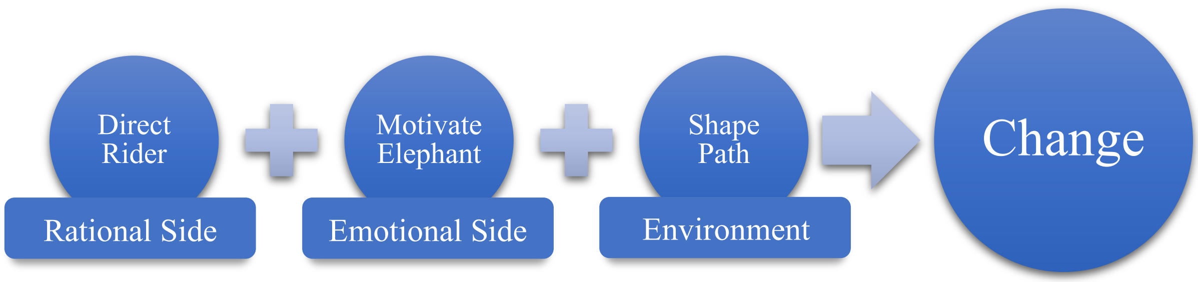
(3) “Sustain outcomes”. Lastly, the final phase of the process determines the approach to ensure the adoption of change and the organization´s commitment to sustaining it, which includes reviewing performance, implementing sustainment strategies, and transferring ownership to maintain sustainment efforts moving forward (Prosci Inc., n.d.-a).

3.1.11. Switch Change Model

Moving forward to the 2010s, Heath and Heath (2010) introduced the Switch Model, which was developed to provide a simple, practical, and flexible framework to ease the understanding and successful implementation of change in diverse contexts, even when lacking power or resources.

Heath and Heath (2010) argue that, regarding change, what looks like resistance, laziness, and a people problem, is often a lack of clarity, exhaustion, and a situation problem, respectively. Considering that, the authors suggest that to accomplish change, the change leader must direct the rider, motivate the elephant, and shape the path (Figure 14):

Figure 14. The Switch Model adapted from Heath and Heath (2010)



(1) “Direct the rider”. The rider refers to the rational side of the individual’s mind, i.e., the analytical and logical side of the mind. A clear plan and direction must be provided to engage the rider, which involves understanding the current situation and identifying previous and current successes, defining and communicating a clear vision, delineating a plan, setting achievable milestones, and focusing on the outcomes to generate momentum (Heath & Heath, 2010).

(2) “Motivate the elephant”. The elephant refers to the emotional side of the individual’s mind, i.e., the intuitive side of decision-making. To motivate the elephant and keep him cooperative and on the path long enough for change to be accomplished, people’s emotional side must be engaged, which implies ensuring people understand the need for change and spreading a sense of urgency, starting change in small units, planning for and celebrating small wins, focusing on immediate goals, and providing support and guidance throughout the process, thus developing an identity and growth mindset. While the rider provides long-term thinking, planning, and direction, the elephant is the one who provides the energy and drive to achieve change (Heath & Heath, 2010).

(3) "Shape the path". The path represents the external environment, i.e., the context in which change occurs. Shaping the path is crucial to facilitate the desired change, and it involves adjusting/improving the environment to enable change, establishing new habits, spotlighting supporters of change and evidence of success, and leveraging social pressure to raise more support (Heath & Heath, 2010).

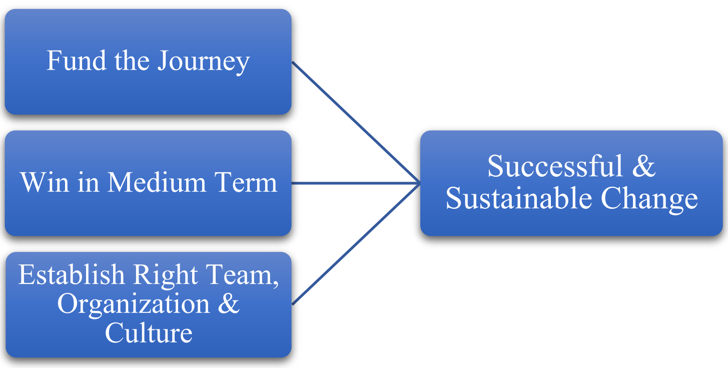
According to Heath and Heath (2010), change efforts frequently fail due to the lack of alignment between the rational side (rider) and emotional side (elephant) and due to the external environment (path). Thus, not only must the path be influenced, but both elephant and rider must be engaged and move together, complementing each other, to accomplish sustainable change. Finally, reinforcement is the key to keeping the switch going.

3.1.12. BCG's Transformation Approach

Lastly, based on its extensive experience assisting clients worldwide in conducting change initiatives, BCG developed an approach to help organizations lead successful and sustainable change efforts throughout the years, first introducing it in a 2014 report as the Transformation Approach (Faeste et al., 2014).

BCG's Transformation Approach encompasses the three key elements reviewed below (Faeste et al., 2014) (Figure 15):

Figure 15. BCG's Transformation Approach adapted from Faeste et al. (2014)



(1) “Funding the journey”. “Leaders must win in the short term to win in the medium term” (Faeste et al., 2014, p. 11). Therefore, the first stage is about achieving early and tangible wins to generate momentum and thus foster managers’ and employees’ trust and support. This stage is crucial as it helps organizations improve performance and be at the top compared to their peers (Faeste et al., 2014).

(2) “Winning in the medium term”. Achieving success in the medium term requires a (more) profound change. Therefore, the second stage is about enhancing and revamping the operating and business models to increase competitive advantage and generate sustainable growth (Faeste et al., 2014).

(3) “Establishing the right team, organization, and culture”. The final stage corresponds to the people dimension. This stage is about equipping the organization to accomplish and sustain change over the long term, which involves ensuring commitment to empower the leadership team, developing a high-performance organization and culture, gathering the necessary talent for change, establishing an HR team to serve as a transformation ally, and utilizing quantitative metrics and qualitative assessments to stimulate results (Faeste et al., 2014).

3.2. Identified Gaps

As mentioned earlier, thorough research into the change management literature, involving careful examination of numerous models, series of steps, methods, and approaches to accomplish change, was performed to select the most relevant models for this literature review. The existing volume of literature and information on change management models posed a significant challenge in the process of selecting and synthesizing the models to include in this literature review. Indeed, the multitude of concepts, terms, and nomenclatures emerging from the different models, approaches, series of steps, and formulas for change add a layer of complexity to understanding how to lead and manage change successfully.

Despite the diverging terms for the success factors of change, many sound familiar in their descriptions. In fact, even though some authors employ different concepts and terms to describe the steps of their formulas to accomplish change, they appear not only to be referring to and describing similar/identical success factors but also blending some of these different concepts. The challenge lies in the discrepancy of terminologies for the success factors of change and the nuanced differences in how authors articulate their ideas regarding the most important steps/ factors for leading and implementing change successfully. This gap poses a significant

impediment to developing a unified understanding of how to lead and manage change successfully, thus emphasizing the need for clarity and consistency surrounding this field.
Thus, with this gap as a basis, the following chapters are dedicated to addressing the resulting research question, i.e., distilling the most prominent success factors for accomplishing change, consequently contributing to clarity in the field of change management models.

4 Methodology and Data Collection

This section outlines the methodologies employed to address the previously introduced research question. As earlier described, the present study aims to identify commonalities among different change management models concerning their success factors, decipher different terminologies for the same concept, and thus identify the most prominent success factors for leading and implementing change successfully to bring some clarity to the complexity associated with change management models. To achieve this, two research methods were utilized: a hybrid content analysis and a targeted survey.
Content analysis is a research method that encompasses a set of "research techniques for making systematic, credible, or valid and replicable inferences" from various documents, texts, and other types of communication (Drisko & Maschi, 2016, p. 7).
This method integrates both quantitative and qualitative research techniques. Basic content analysis, a quantitative approach to content analysis, focuses on manifest/literal content and on quantitative analysis involving counts or frequencies of specific content. Conversely, interpretive content analysis, a qualitative and inferential approach to content analysis, focuses on interpreting both manifest and latent content, including context, themes, and core ideas within the text (Drisko & Maschi, 2016).
However, content analysis often requires a blend of quantitative and qualitative research techniques. While qualitative techniques are utilized for coding data, quantitative techniques may be employed to analyze the coded data. Consequently, content analysis is also recognized as a hybrid research methodology, combining qualitative and quantitative techniques into a unified research method (Creswell, 2011).
Thus, the primary method employed in this study was a hybrid content analysis, i.e., a blend between basic content analysis and interpretive content analysis. The sample utilized for conducting the content analysis consisted of the twelve meticulously selected change management models reviewed in the previous section.

Furthermore, recognizing that content analysis relies on secondary data, an online survey targeted explicitly at people experienced in change management was conducted through the Qualtrics platform. The strategy of utilizing an additional research method was aimed at obtaining external validity and enhancing the strength and credibility of the content analysis with primary data.

5 Analysis and Discussion of Results

Building on the previous section, the following section provides a meticulous analysis and discussion of the results obtained from applying the selected research methods, the hybrid content analysis, and the targeted survey aimed at identifying the most prominent success factors among the change management models.

This section provides a detailed description of how these methods were employed and highlights the nuanced findings that emerged throughout the study of change management success factors.

5.1. Content Analysis

The hybrid content analysis was conducted on a sample of change management models comprising the twelve abovementioned models. Based on the previous review of these, a coding scheme was first developed to establish the guidelines for performing the interpretive content analysis.

The coding scheme offers systematic and organized guidelines and definitions for categorizing and analyzing both manifest and latent content, serving as a framework for identifying and classifying patterns, subjects/themes, and characteristics, among others, in the sample under study (Bell et al., 2022). It includes a coding schedule, which displays the different coding dimensions and the assigned codes for each of these units, and a coding manual, often labeled as the "content analysis dictionary" (p. 308), which provides the definitions and categories included in each dimension, ensuring a consistent and standardized coding process (Bell et al., 2022).

The coding scheme developed for this study can be found in Appendix A. It contains the color code for each dimension, i.e., for each key success factor, and the categories and definitions subsumed in each. Moreover, due to the confusion emerging from the existing different success factors' terminologies, and to bring clarity to the field, the success factors included in this coding scheme were assembled and described with the most common, widely recognized, and easy-to-understand wording and terminology.

Then, based on the coding scheme, the interpretive/inferential content analysis was completed by further analyzing and interpreting each model's manifest and latent content and identifying the success factors defined in the coding scheme with the respective color code (see Table 1).

While certain factors were explicitly described in some models, either in the title of the steps and/or in the description of the steps, others were implicit in the description of the steps. Nonetheless, to ensure the capture of latent content in the study, all factors, whether explicit or implied, were included in the analysis.

In Table 1 below, explicit success factors are fully highlighted with the respective color code, while implicit success factors are marked with a circle of the respective color code.

Table 1. Qualitative Analysis: Interpretive Content Analysis

Model	Lewin	7-S	BTM	Jick
Success Factors	(1) Unfreeze (2) Movement (3) Refreeze	(1) Structure (2) Strategy (3) Systems (4) Style/Culture (5) Staff (6) Skills (7) Shared Values	(1) Endings (2) Neutral Zone (3) New Beginnings	(1) Need for Change (2) Shared Vision & Directio (3) Separate from Past (4) Sense of Urgency (5) Strong Leader Role (6) Political Sponsorship (7) Implementation Plan (8) Enabling Structures (9) Communication, Engage (10) Reinforcement & Instit
Model	**CAP**	**Kotter**	**Mento et al.**	**Luecke**
Success Factors	(1) Leading Change (2) Shared Need (3) Vision (4) Mobilize Commitment (5) Make Change Last (6) Monitor Progress (7) Change Systems & Struc	(1) Sense of Urgency (2) Guiding Coalition (3) Vision (4) Communicate (5) Empower Action (6) Short-term Wins (7) Consolidate & Produce C (8) Institutionalize	(1) Idea & Context (2) Define (3) Climate for Change (4) Change Plan (5) Sponsor of Change (6) Prepare Target (7) Cultural Fit (8) Change Leader Team (9) Small Wins (10) Communicate (11) Measure Progress (12) Reflect to Integrate Les	(1) Energy & Commitment (2) Shared Vision (3) Identify Leadership (4) Focus on Results (5) Change from Periphery (6) Institutionalize Success (7) Monitor & Adjust Strateg

Model	Four Building Blocks	Prosci Methodology	Switch	Transformation Approach
Success Factors	(1) Purpose (2) Reinforcement Systems (3) Skills (4) Consistent Role Models	(1) Success (2) Leadership/Sponsorship (3) Project Management (4) Change Management (1) Awareness (2) Desire (3) Knowledge (4) Ability (5) Reinforcement (1) Prepare Approach (2) Manage Change (3) Sustain Outcomes	(1) Direct the Rider (Rationa (2) Motivate the Elephant (E (3) Shape the Path (Environ	(1) Fund the Journey (2) Win in the Medium Term (3) Establish the Right Team

Drawing from the interpretive analysis, note that “sense of urgency” is closely tied to “need for change”, as having a sense of urgency often implies that the reasons behind change are understood. Moreover, these two factors also closely align with “mobilize commitment” and “empower action” since comprehending the need for and urgency of change is fundamental for fostering people’s commitment and active participation in the change initiative.

Furthermore, note that “cultural fit” not only closely tracks with “reinforcement”, as change can be reinforced through values, systems, practices, etc., that are aligned with the vision for change to make the change last, but also with “institutionalization”, as this is about anchoring the new practices, structures, and systems in the organizational culture, and with “sustain change” as all of the latter contribute to making change last over the long term.

Next, the basic content analysis was applied to quantify the frequency of each success factor across the sample, i.e., to account for the number of times each success factor was identified in Table 1 (see Table 2).

Table 2. Quantitative Analysis: Basic Content Analysis

Frequency[1]	Code	Success Factor
11		Need for Change
9		Vision
2		Let Go of Old Ways
7		Sense of Urgency
9		Change Leader / Change Champion / Change Leadership Team
7		Implementation Plan / Change Plan
9		Enabling Structures that Facilitate Change
10		Communication
6		Reinforcement
11		Institutionalization / Integration
10		Sustain Change
13		Mobilize Commitment & Gather Support
9		Implement, Consolidate & Produce (More) Change
5		Monitor Progress
7		Small Wins, Celebrate & Reward
4		Skills
8		Empower Action
1		Climate / Readiness for Change
1		Prepare Target Audience
3		Focus On Results
2		Initiate Change in Small Units & Let it Spread Gradually
13		Cultural Fit / Culture that Fosters Change
8		Support People Throughtout the Change Process

Note:

[1] The number of times the success factor was identified across the reviewed models (explicitly and implicitly).

Upon initial observation of Table 2, the basic content analysis reveals two noticeable success factors, counted 13 times each, "mobilize commitment and gather support" and "cultural fit", and two peripheral success factors enumerated 1 time each, "climate for change" and "prepare target audience".

However, a specific criterion was established to identify a set of most prominent change management success factors and, thus, build the bridge between the content analysis and the survey to obtain external validity.

Assuming that the more frequent the success factor is, the higher its prominence, and considering that the maximum frequency was 13 times, the threshold from which a success factor is regarded as one of the most prominent success factors was established at 9 times (i.e., at least 2/3 of 13 times). In essence, success factors must have been identified at least 9 times to be classified as one of the most prominent. Additionally, note that the threshold was established based on a "convenience sampling" approach to obtain an even and comprehensive selection of success factors for further testing through the following methodology – the survey. Thus, the established threshold distilled the ten most prominent success factors:

1. Need for change;

2. Vision;
3. Change champion / change leadership team;
4. Enabling structures that facilitate change;
5. Communication;
6. Institutionalization;
7. Sustain change;
8. Mobilize commitment and gather support;
9. Implement, consolidate, and produce (more) change;
10. Cultural fit.

The most notable factors within the above ten are, as already mentioned, “mobilize commitment and gather support” and “cultural fit”, while the most unimposing, counted 9 times each, are “vision”, “change champion / change leadership team”, “enabling structures that facilitate change”, and “implement, consolidate, and produce (more) change”.

5.2. Survey

Subsequently, as previously mentioned, an online survey exclusively targeted at professionals experienced in change management was conducted, with the primary objective of evaluating whether the above ten most prominent change management success factors, resulting from the hybrid content analysis, garner external validity or if, in reality, there are other success factors equally or more important in practice, that should be given the due consideration.

The survey had a response rate of nearly 49% (see Appendix B), representing a sample size of 133 individuals and 65 responses in total, which, given the characteristics of the study, exclusively targeted at change management experts, represented a satisfactory response rate.

The survey included various questions that, although similar, were made in different ways and provided different response types (i.e., open-ended, multiple-choice, “drag and drop”, classification questions) to collect the respondents’ impartial insights on leading change successfully, as well as to ensure consistency in the responses. Moreover, to guarantee that the survey was reaching exclusively its defined target, a first question for filtering out individuals with no experience in change management was introduced. Also, incomplete responses have not been included in the analysis to prevent compromising the validity of the results.

In essence, the questions included in the survey were designed to assess the success factors’ prominence in practice, as well as the order in which these are presented in the models, and to determine whether there are other relevant factors, and if these match with some of the factors identified in the content analysis that did not qualify for the set of most prominent factors. The list of questions comprised in the survey can be found in Appendix C.

With respect to the success factors, these were presented to the respondents in more detail to provide some context and ensure their understanding, consequently guaranteeing the responses success. The detailed version of the success factors included in the survey can be found in Appendix D.

Finally, an overview of the respondents' characteristics, which characterize the sample, is provided in Appendix E, including information on the age, gender, highest level of education completed, years of work experience, and industry in which the respondent acquired its expertise in change management.

One of the first questions of the survey, "What do you think are the most important factors for successfully leading and managing large-scale change inside an organization?", an open-ended question, was included in the survey with the purpose of collecting the respondents' impartial perspectives and immediate thoughts on what they believe to be more important for leading change successfully, and to avoid any bias that could originate from prematurely presenting the list of ten key change management success factors.

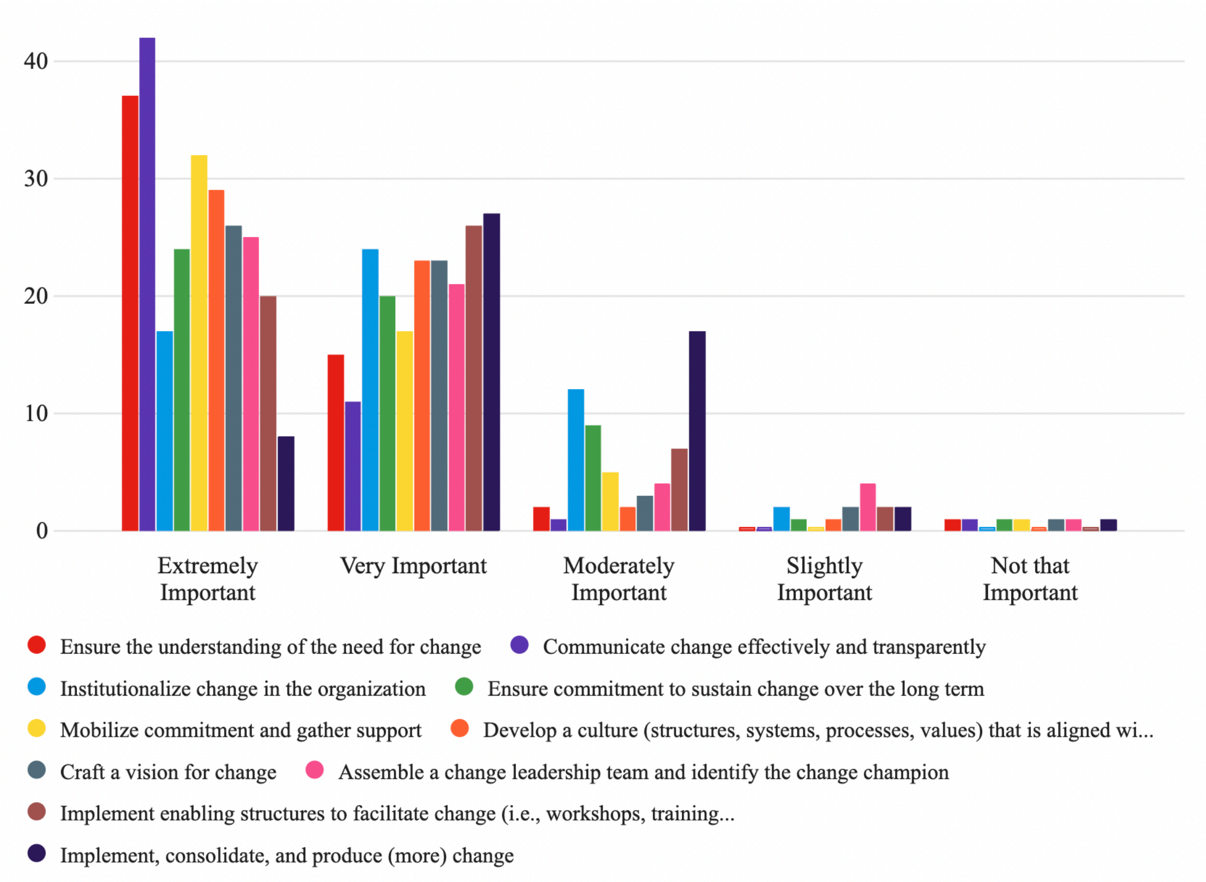
A thematic analysis of the various and diverse responses demonstrates that there is an accentuated focus on the importance of clear, direct, transparent, and timely communication during a change effort, on developing a clear and well-defined change implementation plan and strategy, and on the importance of involving people in the transformation process, including the recipients of change, middle managers, and key stakeholders.

Furthermore, it is also notable the importance given to training, upskilling, and reskilling, i.e., developing the necessary competencies for change, establishing clear and specific goals, as well as achievable milestones, sponsorship (executive buy-in), and mobilizing commitment (employee buy-in).

On a first stance, in the context of the most important factors for bringing about change, the two factors mentioned most often were "communication", which is included in the ten most prominent factors resulting from the content analysis, and "change implementation plan and strategy", which was identified in the content analysis (see Table 2) but according to the results, is not considered one of the most prominent factors. "Mobilizing commitment" and "sponsorship" were also mentioned frequently and are also included in the most prominent factors within "mobilize commitment and gather support". Finally, also important from the respondents' perspective is "training, upskilling, and reskilling" which, identically to change plan, was identified in the content analysis but not considered one of the most prominent change success factors in literature.

In the next question, the participants were introduced to the ten most prominent factors resulting from the content analysis and asked to rank them according to their perception of the factors' level of importance/relevance.

Figure 16. Respondents' Perspectives on the Level of Importance of the Ten Success Factors



According to Figure 16, the results demonstrate that, in general, the ten factors are considered either extremely important or very important.

Within the "extremely important" category, the prevailing factors are "communication", "need for change", and "mobilize commitment and gather support". Consistent with the initial view, the most important success factor is communication. However, it does not correspond to the most notable factors among the ten, which are "mobilize commitment and gather support" and "cultural fit". Nonetheless, there is a match with respect to "mobilize commitment and gather support", as it is one of the most noticeable factors resulting from the content analysis, and it is also ranked as "extremely important" (maximum level).

Next, the respondents were asked to order the ten factors according to their perception of what should be done first in a change initiative to analyze the structure and order in which these factors should be completed during a change effort.

To systematize the results presented in Appendix F, the following three rules (prioritization rules) were established:

1. Allocate the factors that gathered the highest count, i.e., which gathered more consensus (count equal or superior to 15, starting from the highest);
2. Allocate the factors that gathered the highest count after the previous ones (count equal or superior to 10, starting from the highest);
3. If, during the allocation process, the step is already filled in with a factor, the factor with the highest count is chosen.

Thus, based on the results presented in Appendix F and on the above prioritization rules, the outcome is the following:

Figure 17. Success Factors' Order

Step 1 - Craft a vision for change;
Step 2 - Ensure the understanding of the need for change;
Step 3 - Assemble a change leadership team and identify the change champion;
Step 4 - Communicate change effectively and transparently;
Step 5 - Mobilize commitment and gather support;
Step 6 - Develop a culture (structures, systems, process, values) that is aligned with the vision for change;
Step 7 - Institutionalize change in the organization;
Step 8 - Ensure commitment to sustain change over the long term;
Step 9 - Implement enablign structures to facilitate change (i.e., workshops, training programs, rearranging the organization's physical layout, etc.);
Step 10 - Implement, consolidate, and produce (more) change.

Then, the respondents were asked to choose the most relevant and least relevant factor out of the ten previously ranked and ordered factors. Once again, consistency was maintained with respect to “communication” and “need for change” as the most relevant factors, as demonstrated by Figure 17 and Figure 18 below.

Figure 18. Most Relevant Success Factor

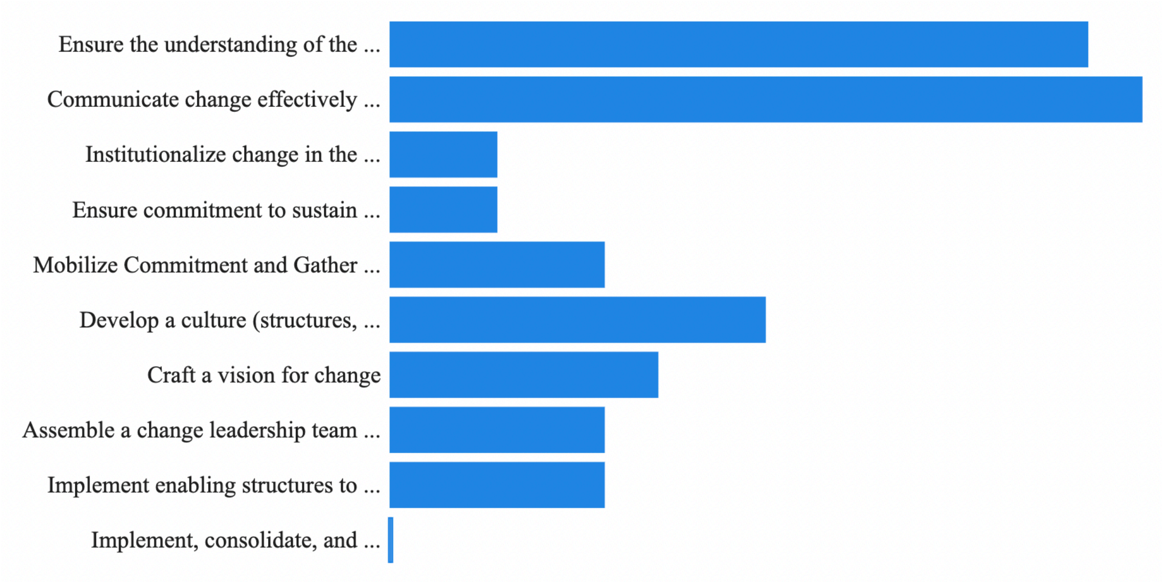
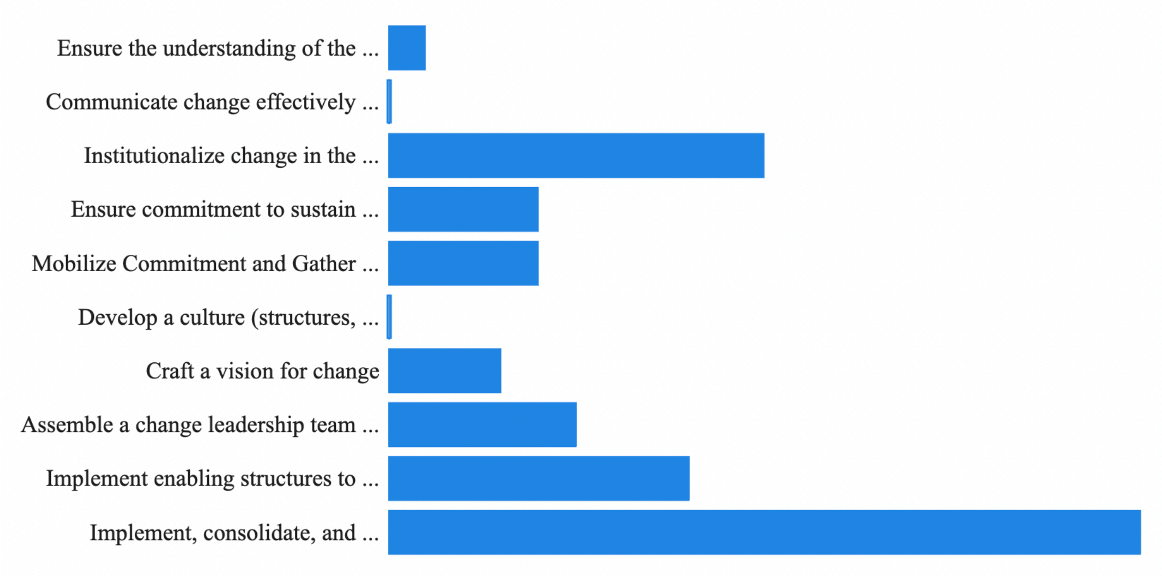


Figure 19. Least Relevant Success Factor



Regarding the most unimposing factors among the ten most prominent resulting from the content analysis, i.e., as mentioned earlier, “vision”, “change champion / change leadership team”, “enabling structures that facilitate change”, and “implement, consolidate, and produce (more) change”, the above results of the survey show a clear correspondence with the two latter,

and additionally highlight "institutionalization" as unimposing, in contrast with the content analysis outcome.
Finally, the respondents were asked if they would still add any factors to the ten most prominent factors. The results demonstrate that 84% of the respondents agree that the previous ten factors are the most important when it comes to leading and managing change successfully.
The remaining 16% of respondents who chose to add more factor(s), were directed to one last open-ended question to input their suggestions of what they considered to still be missing. Among the various suggestions, three stood out: managing resistance, "*Managing any resistance to change: a leader's responsibility on the short term, a worker's responsibility on the mid term, everyone's responsibility on the long term*" (Respondent 47); developing the necessary competencies and skills throughout the change process; risk management; and celebrate and reward teams.
Contrasting the suggested factors with the factors comprised in the content analysis (see Table 2), it is possible to ascertain that the latter are included in the content analysis within the "support people", "change plan", "skills", and "small wins, celebrate and reward" dimensions. However, the outcome of the hybrid content analysis excluded these factors from the set of most prominent change management success factors.

6 Conclusion

6.1. Conclusion

In today's VUCA business environment in which organizations operate, the ability to change and adapt has become vital for organizations' survival and long-term success in the face of exogenous transformational shifts (Bawany, 2016).
Given this, the ability to lead and manage change has become critical and, therefore, numerous approaches, methods, series of steps, guides, formulas, and models on how to lead and implement change successfully have been developed in the past decades. Yet, despite the numerous recipes for accomplishing change, a high change efforts' failure rate is still being reported.
The goal seems to be to find the ultimate "magic" formula for accomplishing change; however, each of these formulas emphasizes different success factors and strategies to lead and implement change successfully, utilizing different terminologies and articulating ideas and concepts distinctly, consequently adding to the complexity associated to leading and managing

change successfully. This poses a significant impediment to developing a more unified understanding of how to lead and manage change successfully, emphasizing the need for clarity and consistency around this topic.

Thus, this study focuses on distilling the most prominent success factors in literature. To accomplish this, based on the twelve reviewed change management models and approaches, a hybrid content analysis was first performed, involving both interpretive/thematic analysis, as well as quantitative analysis. The content analysis led to distilling ten most prominent factors: need for change; vision; change champion / change leadership team; enabling structures that facilitate change; communication; institutionalization; sustain change; implement, consolidate, and produce (more) change; mobilize commitment and gather support; and cultural fit, highlighting the two latter as the most notable ones.

Secondly, a survey targeted at experts in change management was conducted to assess the validity of the content analysis' findings through contrasting with external primary data.

Consistent with the hybrid content analysis findings, the survey's results clearly demonstrate that the distilled ten most prominent factors/steps are the most important for leading and carrying out a change effort successfully.

However, in contrast with the first research method's findings, the survey's results show that among the most prominent factors, the most important one is communication. The results also demonstrate a very strong focus on the people side of change.

Concerning the order in which the ten most prominent factors/steps should be accomplished/done in the course of a change effort, the results demonstrate that first the focus should be on vision and planning (crafting a vision for change, and ensuring the understanding of the need for change), secondly on leadership and gathering support (assembling a change leadership team and identifying the change champion, communicating change effectively and transparently, and mobilizing commitment), organizational culture and development (developing a culture that is aligned with the vision for change, institutionalize change in the organization, and ensuring the commitment to sustain change), and finally on change implementation (implementing enabling structures to facilitate change, and implementing, consolidating, and producing more change, contributing for a continuous improvement and ongoing change organization).

The main contribution of this study is not to provide a new change management framework with novel concepts and formula for change adding to the complexity of change management, but to clarify which are the most critical steps/success factors in literature for leading and managing change successfully, thus clarifying and detangling the intricacies associated to change management models reported by many.

Undoubtedly, there is no ideal model or method, nor an all-encompassing, one-size-fits-all approach for accomplishing change. Selecting the method to lead change involves careful consideration of each model's strengths and weaknesses and of the organization's situational context (Burnes, 2004b; Hiatt & Creasey, 2012; Teczke et al., 2017). To achieve success, change efforts should be adapted and scaled according to the nature of change and the characteristics of the organization (Hiatt & Creasey, 2012).

6.2. Limitations of the Dissertation and Recommendations for Future Research

The limitations of this study are mainly associated with the research design and methodology chosen.

Concerning the hybrid content analysis, specifically the qualitative and interpretive component, it is subject to subjectivity bias in the coding process, as interpreting and categorizing different dimensions may vary depending on the coder and its interpretation of content, which may lead to variations in the results. Furthermore, the interpretive/inferential analysis allows for personal perspectives on the change management success factors, therefore possibly impacting the content analysis' qualitative component. Moreover, the threshold to distill the most prominent change management success factors following the quantitative content analysis was established on a "convenience sampling" basis rather than a randomized/systematic basis.

Concerning the targeted survey analysis, the results regarding the order in which the success factors/steps should be implemented/completed were based on a set of pre-established rules that, again, may allow for subjectivity bias.

In the future, it would be interesting to delve further into the communication topic within a change effort context, as it was externally validated as the most important success factor for accomplishing change. Therefore, future research could focus on analyzing the communication strategies utilized during a change initiative, on the role of middle managers as communication intermediaries between leadership and recipients of change (i.e., employees), or even on the change recipients' perception of change management messages and how these influence their attitude toward change.

Moreover, it would be interesting to broaden the study to the factors that were not included in the ten most prominent but were referred to by the respondents as essential for carrying out a change initiative successfully, namely managing resistance to change, developing the necessary competencies and skills for change, and celebrate small wins and reward those involved in their accomplishment. Additionally, another opportunity for future studies could be exploring the role of communication in managing and mitigating resistance to change.

Appendices

Appendix A. Coding Scheme

Code	Success Factor	Description
	Need for Change	- Acknowledging the need for change - Understanding and accepting change - Reiterate information about the change to help it sink in - Ensuring that all recipients understand the direct implications of change - Guaranteeing everyone understands [the need for change] - Reasons for change - Creating a shared need - Recognize the need for change - Understand the "why" behind change - Purpose of change
	Vision	- Visionary leadership - Shared vision - Common direction - Shaping / developing / creating / defining a vision - Direction the organization must follow to change - Organization's direction
	Let Go of Old Ways	- Letting go of former practices, behaviors, and identity - Disconnecting from the past - Detaching from the past - Letting go of old habits, structures, and systems
	Sense of Urgency	- Creating / generating / spreading a sense of urgency - Reiterate information about the change to help it sink in - Reasons for change
	Change Leader / Change Champion / Change Leadership Team	- Change leader / champion / sponsor - Change leader team - Change leadership team - Guiding coalition - Identify the leadership [of change] - Role models - Leadership / Sponsorship - Establishing the right team

	Implementation Plan / Change Plan	- Change plan - Implementation plan - Define the change initiative - Project management [of change] - Change management strategy - Defining goals / approach to achieve change
	Enabling Structures that Facilitate Change	- Activities - Training programs - Workshops - Rearranging the organization's layout (symbolic) - Developing necessary skills to accomplish change - Information, learning, and training that enable individuals to implement change - Equipping [those impacted by change] - Adjusting/improving the environment to enable change
	Communication	- Effective communication - Communicate openly and transparently - Share it [the vision] - Communicating the vision - Communicate the change
	Reinforcement	- Reinforcement systems - Reinforce change - Sustain change - Make change last - Spotlighting the supporters of change and evidence of success and leveraging social pressure to raise more support - Reinforce new values, behaviors, practices, etc.
	Institutionalization / Integration	- Institutionalization of new practices, behaviors, policies, etc. - Institutionalize change - Integrating change in the organization's culture - Institutionalizing new approaches - Embed change in the organization - Anchoring change - Institutionalize success through policies, structures, and systems - Consolidate change - Establishing new habits

	Sustain Change	- Sustain change - Making change last - Sustain outcomes - Sustain the new strategy - Preventing change to revert back - Sustaining progress - Ensuring the organization's commitment to sustaining [change]
	Mobilize Commitment & Gather Support	- Psychological disconfirmation (...) motivated to engage in the change effort - Line up political sponsorship - Support base - Critical mass that is necessary for change - Commitment to change - Crucial stakeholders (...) influential strategy - Colaition of supporters - Engage / participate in the change effort - Commit to / participate in the change initiative
	Implement, Consolidate & Produce (More) Change	- Transition stage - Implementing new practices, behaviors, etc. - Adopt new changes - Support employees to engage in change - Former practices have ceased, but new practices are not yet fully established - Formation of new patterns, processes, roles, etc. - Best practices and lessons learned from initial successes must be widely implemented - Consolidate improvements and promote constant progress - Produce more change - Applying skills, behaviors, processes, etc., to accomplish change - Putting the change management strategy into action
	Monitor Progress	- Monitoring progress - Continuous assessments
	Small Wins, Celebrate & Reward	- Establishing goals /milestones and celebrating their accomplishment - Planning for and creating /generating short-term wins - Recognizing / rewarding those involved - Small wins / victories - Short-term performance goals - Rewards - Acknowledgement - Celebration - Achieving early and tangible wins

	Skills	- Developing and implementing the required new skills to change - Skills required for change - Necessary talent and skills to accomplish change - Necessary information, learning, and training that enable individuals to implement change - Knowledge of how to change - Developing a high-performance organization and culture - Gathering the necessary talent for change
	Empower Action	- Pursue (...) people's involvement - Leveraging the early adopters' low resistance and support to pilot the initiative - Empower people to act on the vision - Empowering people to actively participate in change - Mobilize energy and motivation [to engage in change] - Helping people to actively engage / participate in change
	Climate / Readiness for Change	- Understanding the organization's functioning within its environment and operations, its strengths and weaknesses, its history of change, and its readiness for change
	Prepare Target Audience	- Adequately preparing and motivating the target audience to engage in change, ensuring their willingness to embrace change, and acknowledging and addressing resistance
	Focus On Results	- Focus on results rather than on lengthy preparation-for-change activities - Focus on results-driven improvement efforts - Focusing on results-driven activities - Focusing on the outcomes
	Initiate Change in Small Units & Let it Spread Gradually	- Start change at the periphery and let it spread - Initiating / Start change in small units
	Cultural Fit / Culture that Fosters Change	- Organization's values, structures and systems - Organizational culture - Replacing structures and systems that compromise the vision for change - Compatibility with organizational culture - Alignment between the envisioned change and the organization's culture - Organizational structures, processes, and systems (...) [must be aligned with change] - Adjusting/improving the environment to enable change - Equipping the organization to accomplish and sustain change

	Support People Throughout the Change Process	- Guide and support employees throughout the process - Support employees to engage in change - Support people in dealing with the emotional impact of change - Support individuals in embracing, moving through, and accomplishing change - Provide the necessary support to help individuals navigate change - Supporting those impacted by change - Providing support and guidance throughout the process - Helping people

Appendix B. Response Rate

Sample Size	133
Number of Responses	65
Response Rate (%) [1]	**49**

Note:

[1] Response Rate = (Number of Responses / Sample Size) x 100

Appendix C. Questions Included in the Survey

1	Do you have any experience in change management?
2	What do you think are the most important factors for successfully leading and managing large-scale change inside an organization?
3	Rank the following factors based on what you think is more important for leading and managing large-scale organizational change successfully.
4	Order the following factors according to what you believe should be done first when leading and managing large-scale organizational change.
5	Which of the following factors do you consider to be the most relevant?
6	Which of the following factors do you consider to be the least relevant?
7	Would you add any factor/factors in addition to all of the previous ones?
8	Which factor/factors would you add?

Appendix D. Detailed Success Factors Included in the Survey

Success Factor		Detailed Success Factor
1	Need for change	Ensure the understanding of the need for change
2	Vision	Craft a vision for change
3	Change champion / change leadership team	Assemble a change leadership team and identify the change champion
4	Enabling structures that facilitate change	Implement enabling structures to facilitate change (.e., workshops, training programs, rearranging the organization's physical layout, etc.)
5	Communication	Communicate change effectively and transparently
6	Institutionalization	Institutionalize change in the organization
7	Sustain Change	Ensure commitment to sustain change over the long term
8	Mobilize commitment and gather support	-
9	Implement, consolidate, and produce (more) change	-
10	Cultural Fit	Develop a culture (structures, systems, process, values) that is aligned with the vision for change

Appendix E. Characteristics of the Respondents

Characteristics	Information	
Experience in Change Management	95% of the respondents who have fully completed the survey have experience in change management	
Age	18 - 24 years old	4%
	25 - 34 years old	24%
	35 - 44 years old	27%
	45 - 54 years old	29%
	55 - 64 years old	13%
	65 or older	4%
Gender	Male	60%
	Female	40%
Highest level of education completed	High school	5%
	Bachelor's Degree	31%
	Master's Degree	60%
	Other	4%
	MBA	50%

	PDE (*Programa de Direção de Empresas*)	50%
Years of work experience	0 - 2 years	5%
	3 - 5 years	4%
	6 - 10 years	18%
	11 - 15 years	16%
	16 - 20 years	9%
	21 - 25 years	18%
	26 - 30 years	9%
	31 or more	20%
Industry in which experience in change management was acquired	Telecommunication	16%
	Banking	25%
	Retail	16%
	Transportation	11%
	Other	53%
	Oil & Gas	3%
	Health	7%
	Consulting (multiple sectors)	28%
	Human Resources	3%
	Technology	28%
	Financial	7%
	Pharmaceutical	7%
	Industrial	3%
	Food	7%

Appendix F. Success Factors' Order According to the Respondents

Factor	Step	Count
Ensure the understanding of the need for change	1	16
	2	11
	3	9
	4	9
	5	4
	6	3
	7	1
	8	2
	9	0
	10	0
Implement, consolidate, and produce (more) change	1	0
	2	0
	3	0
	4	0

	5	0
	6	0
	7	2
	8	4
	9	6
	10	43
Communicate change effectively and transparently	1	2
	2	8
	3	14
	4	9
	5	10
	6	8
	7	3
	8	0
	9	0
	10	1
Institutionalize change in the organization	1	3
	2	3
	3	6
	4	2
	5	6
	6	7
	7	6
	8	8
	9	12
	10	2
Ensure commitment to sustain change over the long term	1	1
	2	1
	3	1
	4	8
	5	1
	6	4
	7	11
	8	12
	9	12
	10	4
Mobilize commitment and gather support	1	2
	2	8
	3	4
	4	10
	5	13
	6	5
	7	7
	8	3
	9	1

	10	2
Develop a culture (structures, systems, processes, values) that is aligned with the vision for change	1	1
	2	1
	3	3
	4	3
	5	7
	6	15
	7	9
	8	11
	9	4
	10	1
Craft a vision for change	1	25
	2	14
	3	0
	4	4
	5	0
	6	2
	7	6
	8	2
	9	2
	10	0
Assemble a change leadership team and identify the change champion	1	5
	2	8
	3	16
	4	7
	5	5
	6	4
	7	2
	8	3
	9	4
	10	1
Implement enabling structures to facilitate change (i.e., workshops, training programs, rearranging the organization's physical layout, etc.)	1	0
	2	1
	3	2
	4	3
	5	9
	6	7
	7	8
	8	10
	9	14
	10	1

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