

**EFFECTIVENESS OF CHANGE MANAGEMENT DURING JOINT VENTURE  
FORMATIONS FOR SOFTWARE-DEFINED VEHICLES  
IN THE AUTOMOTIVE INDUSTRY**

by

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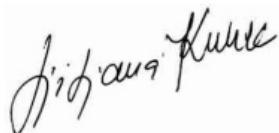
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## **ABSTRACT**

# **EFFECTIVENESS OF CHANGE MANAGEMENT DURING JOINT VENTURE FORMATIONS FOR SOFTWARE-DEFINED VEHICLES IN THE AUTOMOTIVE INDUSTRY**

Neetika Ahuja  
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Advancements in software technologies are rapidly transforming the automotive landscape for software-defined vehicles. The research assesses the effectiveness of change management in a global automotive engineering organization involved with software-defined vehicles towards the formation of joint ventures. Through a mixed-method approach with a case study and follow-up survey, it examines the emotional state, challenges and barriers of change effectiveness, and factors that could smoothen the change initiative with participation from diverse levels from the organisation. The results indicate the different emotional stages between the higher management, middle management, and employees due to being at different stages/phases of the change. It is evident from the discourses that on a time scale the higher management will always have information ahead of others in the organisation, and the ease of transformation will be to bring the information flow from higher management to the rest of the organisation via middle management in a constructive, multidirectional approach with a good communication and implementation plan that addresses the day-to-day operational challenges faced by ground-level employees. Most often higher management is focused on the business outcomes, and there is a compelling need to also look at the people side of change. Absence of this imbalanced

approach creates a disconnect between the employees and management, leading to a trust deficit. The findings also reflect that the employees largely believed in change, with most employees aligned to the strategic direction and vision of the organisation. Concerns were about how and when the change was being implemented. While the automotive space in the context of software-defined vehicles will go through alliances, joint ventures, and partnerships, the research opens up the potential to study further cultural shifts, integration of diverse ecosystems, legal framework impact, and evolution of new business models.

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**INTRODUCTION****1.1 Constantly changing world around us**

In a VUCA (volatile, uncertain, complex, ambiguous) world, there is a transition that is taking place in the overall industry per se. There is rapid emergence of new technology & solutions. An era of collaboration and partnerships has emerged, which brings in accelerated innovations in many ways, one being startup ecosystems & partnerships.

Evolutions are taking place in traditional industries like banking, shipbuilding, retail, automotive, and media and in New Age industries like e-commerce, mobility solutions, and entertainment. While ride-hailing companies like Uber and Ola and media entertainers like Netflix and Amazon Prime are working on their platforms without actually investing in assets themselves, on the other hand, conventional companies are working with smarter & digitised solutions that add value to the end customers.

Companies & organisations are involved in some way in the digitisation of their products to keep up the pace with the dynamic evolution of the ecosystem. To sustain this transformation which is taking place, there is a constant need for upskilling and reskilling the competence and capabilities as well as the way organisations operate. The change is bringing in the socio-economic transformation which needs the people, organisations, regions and countries to be adaptable and agile.

As Kotter has highlighted, the basic goal in almost every case of transforming organisations has been the same: to make fundamental changes in how business is conducted in order to help cope with a new and more challenging market environment.

### **1.1.1 Changing organisations**

Complexity and the scope of change in the internal as well as external environment demand the organisations to be agile, flexible, pervasive and integrated to be able to adapt to these frequently changing scenarios. Any change is often a complex and difficult process which impacts employees, managers, and leaders at all levels of organisations. Disruptions of various sorts are happening more or less constantly. Because organisations have become more complex and interdependent, a disruption anywhere in the system may be felt everywhere and by everyone. (Worley & Mohrman, 2014)

Against a backdrop of increasing globalisation, deregulation, the rapid pace of technological innovation, a growing knowledge workforce, and shifting social and demographic trends, few would dispute that the primary task for management today is the leadership of organisational change as suggested by Graetz (2000). Organisational change cannot be separated from organisational strategy or vice versa (Rune Todnem, 2005).

### **1.1.2 Change Leadership**

As per Kotter (1995a), management's mandate is to minimise risk and keep the current system operating. Change, by definition, requires creating a new system, which in turn always demands leadership.

Leadership in change is showing the way, using personal power to win the hearts and minds of people to work together towards a common goal. It's about developing a vision of the future and crafting strategies to bring that vision into reality so that everybody in the organisation is mobilising their energies towards the same goals. This process is called an "emotional alignment".

Change requires leadership to be able to process in multiple dimensions to be able to perceive and understand the information with intellectual and cognitive abilities. along with a spiritual dimension where leaders are able to make sense of the worth that animates

people in what they seek and do. Emotionally intelligent leaders use personal powers rather than positional power or authority. & “win people’s hearts” and not limit themselves to responsibly responding to emotions of people on how they feel at different stages of change (Roger Gill, 2003).

## **1.2 Research Problem**

### **Overview**

The automotive and transportation industry is going through a transformation where organisations are focusing on software-defined vehicles to be able to enhance the technology, customer insights & value propositions. While these transformations take place, the organisations deal with upskilling, reskilling & restructuring their workforce. The governance models change along with the leadership styles, and employees go through different phases on the change curve. There are various models available to support going through the change process; however, there isn’t enough literature existing on the measurement of the effectiveness of the people side of change for automotive OEMs transforming into software-defined vehicles. With the support from existing literature and research done in various other aspects of industry and from a social view, we could use one of the models (ProSci’s ADKAR, the change curve, Kotter’s or Lewin’s, or a circular model) in triangulation with design thinking, keeping “employees” at the centre stage to implement and facilitate the change and study the effectiveness of change management during this transformation.

## **1.3 Purpose of Research**

The automotive and transportation industry is going through big transformations with evolution in technology and requirements of the ecosystem. To sustain in a rapidly

changing environment and adapt to the ever-changing needs in the field of software-defined vehicles, companies are going through upskilling, partnerships & mergers/joint ventures. These changes put immense stress on the organisations to continuously deal with the unknowns.

This study in the automotive space will help to understand the challenges and success factors for successful change management and best practices which can be taken into consideration for upcoming changes specific to joint venture formations in the software-defined vehicle space among OEMs (original equipment manufacturers).

When a change takes place, mostly its success is dependent upon how people are impacted and how their feelings are understood and heard. Most organisations miss the people part while implementing change.

#### **1.4 Significance of the Study**

In the business environment, more and more changes will be seen in the future, and such studies will help to understand the people side of change. Inputs from these studies will prepare organisations to prepare on how to work iteratively and keep evolving the ways of working and adaptation in change management methodology. In this specific study we are focusing on research and development organisations in the automotive industry, where technological challenges often push the organisations to miss focusing on the people side of change.

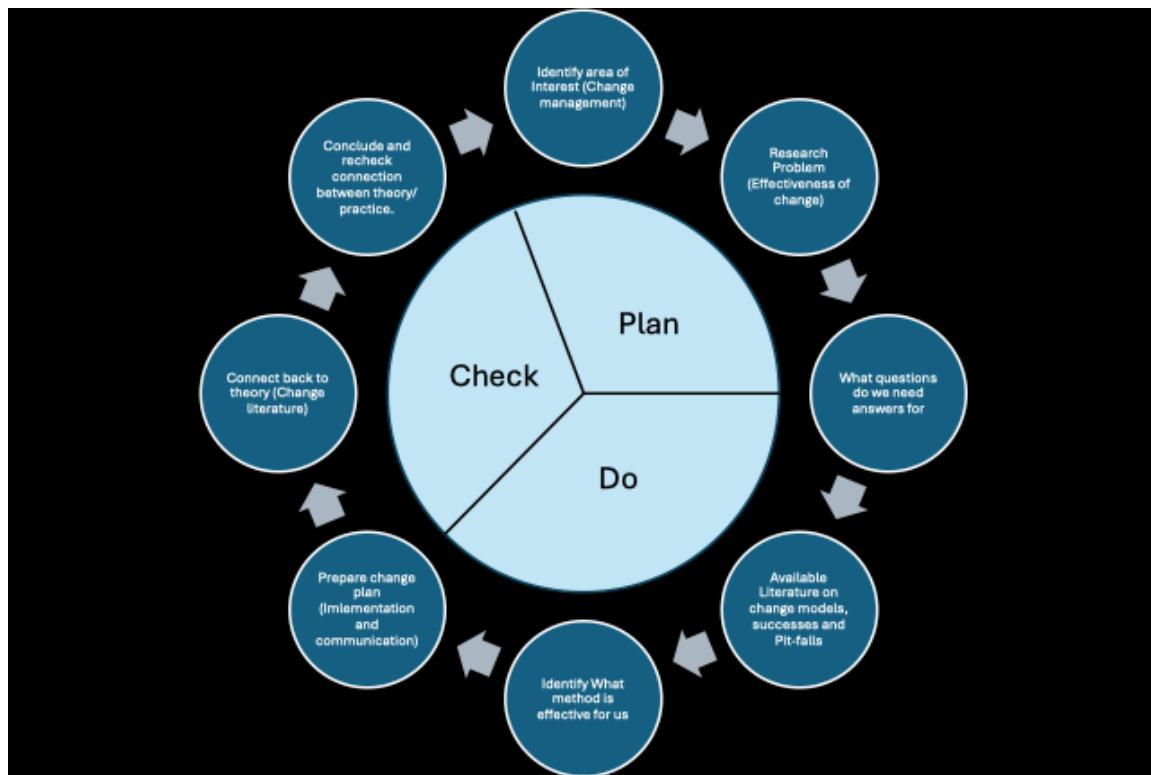
The learnings during the research and post-research from the business environment can be shared with sponsors of change, which will help them to iterate and re-evaluate the methodology followed for the change management.

#### **1.5 Research Purpose and Questions**

To facilitate & to assess the effectiveness of change management in a global automotive engineering organisation mainly involved with the development of software-defined vehicles.

- To examine the emotional state of employees during the change initiatives and map them to different stages of the change curve.
- To assess & analyse the barriers and challenges of change management in global automotive (OEM) engineering (SW development) during alliances & joint venture formation.
- To recommend factors that support & are seen as a challenge for successful ongoing change management.

## REVIEW OF LITERATURE



## **2.1 Different Meanings of Change and Types of Change**

In the for-profit sector, global population growth and political shifts have opened new markets for products and services at a dizzying pace. To respond to the pace of change, organisations are adopting flatter, more agile structures and more empowering, team-orientated cultures. Successful organisational adaptation is increasingly reliant on generating employee support and enthusiasm for proposed changes, rather than merely overcoming resistance (Piderit, 2000).

It is noted that an acceleration in the rate of change will result in an increasing need for reorganisation. Reorganisation is usually feared because it means disturbance of the status quo, a threat to people's vested interests in their jobs, and an upset to established ways of doing things (Kotter, 2009).

Organisational change is a set of concordant responses by the different internal parts of the organisation which interact with their environments. The facets which are interdependent and as such cannot be examined in isolation in studying change management are (a) context (why change?); (b) content (what to change?); and (c) process (how to change?) (Chebbi et al., 2020).

### **Types of Change**

Type of change	Balogun and Hope Hailey (2004)	Burnes (2004)	Grundy (1993)	Luecke (2003)	Senior (2002)
Discontinuous			✓	✓	✓
Incremental		✓			
Smooth incremental			✓		✓
Bumpy incremental			✓		✓
Continuous	✓	✓			
Continuous incremental				✓	
Punctuated equilibrium	✓	✓			

Table 2.1  
*Change characterised by rate of occurrence*

(Rune Todnem, 2005)

Since the need for change often is unpredictable, it tends to be reactive, discontinuous, and ad hoc and often triggered by a situation of organisational crisis (Burnes, 2004; De Wit and Meyer, 2005; Luecke, 2003; Nelson, 2003). Although the successful management of change is accepted as a necessity in order to survive and succeed in today's highly competitive and continuously evolving environment (Rune Todnem, 2005).

According to many contemporary researchers, the benefits of discontinuous change do not last for long. This form generally is believed to bring in complacency, routine, inward focus and defensive behaviour, which creates situations where major reforms are needed. On the contrary, in earlier theories of change management, the approach has been that the organisations cannot be effective or improve performance if they are continuously changing. While Leucke suggests that a state of continuous change can become a routine on its own.

As per Burnes (2004), incremental change is when individual parts of an organisation deal increasingly with one problem and one objective at a time. Grundy (1993) indicates smooth incremental change as a systematic change that evolves slowly in a

predictable manner. While bumpy incremental change is characterised by periods of relative peacefulness punctuated by acceleration in the pace of change. It has been identified by many authors and researchers that planned incremental change is applicable for small changes; however, with the dynamic world where rapid and transformational change is needed, it seems less applicable. A planned approach takes into consideration that organisations are working under constant conditions and they can move in a pre-planned manner.

Planned change occurs when the analysis of business operations reveals problems that require immediate improvement. These are systematic and controlled changes, such as innovation and business structure modifications, which help organisations proactively improve their performance and effectiveness. However, unplanned changes are often imposed due to the unexpected external forces rather than proactively initiated by the organisation itself. Such situations require organisations to react quickly and strategically (Li et al., 2021).

In the current fast-changing environment, change is considered to be more continuous and open-ended rather than a predefined set of discrete & self-contained events. The planned changes – critics argue that stakeholders are willing and interested in implementing the change. It does not account for the organisational politics and conflicts while assuming they are easily identified and resolved (Rune Todnem, 2005).

Burnes looks at the individual perspectives of change, group dynamics school and open systems school. The individual perspective school looks at change through the lens of the individual. As per the behavioural theory, all human behaviour is seen as conditioned by expected rewards. Behaviour that is rewarded tends to be repeated, and the one which is ignored is not. Changing behaviour is dependent upon the changing conditions causing

it. Also, it is seen as an interpretation of the stimuli for an individual rather than the stimuli in itself.

In the group dynamic school, the emphasis is on the working of the team or the group, the behaviour of the individual is the function of the group environment. The argument is that bringing about change at the individual level is impossible without considering the group where the individual works. As per Lewin, the forces of change thus impact the group roles, norms and values.

The open system deals with the entire organisation as a whole. It considers the organisation to be open both externally to the environment where it operates and internally to the subsystems which comprise the organisation as a whole. Change in this modus is conducted through understanding and manipulating the subsystems so that the organisation functions better overall in response to the environment where it operates (Bourne et al., 2003).

Based on the scale of change, it can be fine-tuning or convergent change as per Nelson (2003) which is organisational change as an ongoing process to match organisational strategy, process, people and structure. While incremental adjustments involve distinct adjustments to organisational strategies and processes. Modular transformations indicate major shifts in one or more departments or divisions & if the change is characterised by corporate-wide radical alterations in the business strategy. (Rune Todnem, 2005).

In an analogy to open sea navigation by Europeans and Trukese, two different approaches are taken by authors about managing change in organisations. In organisational change equivalent to the European approach to navigation they believe they need to start with a plan for the change, charted according to certain general organisational principles, and that they need to relate their actions to that plan, ensuring throughout that the change

remains on course. In practice change occurs and resembles the voyage of the Trukese. That is, people end up responding to conditions as they arise, often in an ad hoc fashion, doing whatever is necessary to implement change. (Wanda J. Orlikowski & J. Debra Hofman, 2002). In Lewin's field theory, where he applies it to social and organisational change, he sees behavioural change as a process involving moving from one stage or level of behaviour to another. He stated in the first of his "Human Relations" articles that a change towards a higher level of group performance is frequently short-lived after a "shot in the arm", group life soon returns to its previous level. This indicates that it does not suffice to define the objective of a planned change in group performance as the reaching of a different level. Permanency of the new level, or permanency for a desired period, should be included in the objective (Lewin, 1947).

From various industries of all sizes, there have been amazing diversities of opinions on various topics. Surprisingly, the mental model encountered across and accepted in organisational life is 'People Resist Change' (Dent & Goldberg, 1999).

The term 'resistance to change' is used frequently in the research and practitioner literature on organisational change, usually as an explanation for why efforts to introduce large-scale changes in technology, production methods, management practices, or compensation systems fall short of expectations or fail altogether (Oreg, 2006).

## **2.2 Traditional solidified perceived view of Resistance**

Resistance is a phenomenon that affects the change process, delaying or slowing down its beginning, obstructing or hindering its implementation & increasing its costs in any conduct that tries to keep the status quo (Pardo Del Val & Martínez Fuentes, 2003).

Similarly, in the majority of work on resistance to change, researchers have borrowed a view from physics to metaphorically define resistance as a restraining force

moving in the direction of maintaining the status quo, as mentioned by Lewin (1952, cited in Pedrit 2000). Furthermore, most scholars have focused on the various "forces" that lead employees away from supporting changes proposed by managers. As Watson points out, managers often perceive resistance negatively, since they see employees who resist as disobedient. Studies of resistance would also benefit from careful attention to the concept's meaning. As Davidson argues, resistance has come to include "anything and everything that workers do which managers do not want them to do, and that workers do not do that managers wish them to do (Piderit, 2000).

Prevailing views of resistance to change tell a one-sided story that favours change agents by proposing that resistance is an irrational and dysfunctional reaction located "over there" in change recipients. While decoding resistance when change initiatives run aground—as they so often do—change agents can be quick to point a finger at the people who never got on board. The assumption is that they resisted a perfectly logical move, so it fell apart (Ford et al., 2008).

However, as Klein and Thomas argue, in most research on resistance to change, researchers have taken the perspective of those in charge of implementing change, and so scholars have written less about the perspectives of those with less power (Piderit, 2000).

Resistance has also been looked at with two very different, diametrically opposite concepts: demonising and celebrating resistance. They summarise, "In both approaches, the conceptual distinction between the change agent and recipient is retained, and crucially, it is still the change agent who determines which responses constitute resistance and which do not (Thomas & Hardy, 2011).

## **The whys of 'Resistance to Change'**

### **Self-interests & feelings**

Presumably, one of the first determinants of whether employees will accept or resist change is the extent to which the change is perceived as beneficial versus detrimental to them. Organisational change often entails changes in the allocation of power. Some are assigned more influential roles, while others lose the control they had over people or resources. Associated with the notion of power are also issues of status and prestige, where some positions are more desirable than others (Oreg, 2006).

As Kotter states, individual resistance is rare. More often, the obstacle is in the organisation's structure or in a "performance-appraisal system [that] makes people choose between the new vision and their own self-interest." As indicated in the hospital illustration, surgeons were concerned over their own potentially increased workloads, as they would now need to communicate with more people (Thomas & Hardy, 2011).

Thus, influencing their ability to deliver, impacting their response to proposed change. It was also documented that the requirement for interns to hand off work to night floats violated professional norms that prohibited junior residents from asking their seniors for help with routine work and maintained that the best patient care was provided when patients remained with the same resident throughout their hospital stay (Thomas & Hardy, 2011).

A correlation can be seen in the deliverable as well as how the interns and doctors feel about patient care. Research also highlights the particular resistance components that are associated with each of the antecedents and consequences. Whereas some variables may have their primary influence on how people feel about a change, others may have more impact on what they do, and yet others on what they think about it. Similarly, people's feelings toward a change may lead to different outcomes than the outcomes of their behaviours or of their thoughts (Oreg, 2006).

## **Conversations, Trust & Awareness about Change**

Another perspective of “organisational becoming” which sees the social world as enacted in the micro context of communication interactions among individuals through which meaning is negotiated. According to this view, organisational change is endemic, natural and ongoing, it occurs in everyday interactions in which the actors engage in the process of establishing new meanings for organisational activities. One interviewee told [them] that what middle managers are looking for from their leaders is a “clearly established sense of what you’re trying to achieve”. They want clarity from their leadership to fully understand the strategy and absorb the changes to see how they can apply their skillsets or learn what needs to be learnt (Charles Galunic, 2017).

Foucault characterises power as operating dynamically at a “given place and time” in a more or less coordinated “cluster of relations”. (1980, cited in Thomas and Hardy, 2011, p. 24). This conceptualisation challenges the idea of “sovereign” power, i.e., individuals possessing a battery of power sources that they mobilise to produce particular outcomes. Likewise, we found that ‘some of the respondents to the survey/interview had expected to be consulted on organisational decisions, including those in very senior positions, and had been particularly incensed when they were not consulted about a change or some aspect of it (Roy K Smollan, 2011).

Awareness is about what, purpose is about why. People who aren’t involved in the planning need to understand not only what is about to change but also why their jobs are being upended (Ford & Ford, 2009).

Supervisors who are able to inspire employees and instil in them a sense of trust appear to be most effective in circumventing resistance to change (Oreg, 2006). Unless managers surface misunderstandings and clarify them rapidly, they can lead to resistance, and that resistance can easily catch change initiators by surprise, especially if they assume

that people only resist change when it is not in their best interest (Kotter & Schlesinger, 1989).

People also resist change when they do not understand its implications and perceive that it might cost them much more than they will gain. Such situations often occur when trust is lacking between the person initiating the change and the employees. As found in the case of the Midwest company's flexible working schedule for all employees, it was found that a common reason people resist organisational change is that they assess the situation differently from their managers or those initiating the change and see more costs than benefits resulting from the change, not only for themselves but for their company as well (Kotter, 2009).

It's easy to forget that the change hasn't been similarly internalised by those who will be most affected by it. In the early stages, any talk—even a litany of complaints or a highly charged discussion may be the one thing that keeps a conversation about change alive (Ford & Ford, 2009).

### **Differing meanings of 'change' at different levels of organisation**

The language used by management can 'animate' change or create confusion and opposition. Meaning is negotiated in organisational discourses where different and contested views of the need for a change are promoted, defended and criticised (Thomas et al., 2011).

As noted in interviews from diverse industries and cadres of executives in Auckland, participants had supported the change in itself or various aspects of it. Even those highly enthusiastic about the change had negative thoughts and feelings about it. It was also found that organisational actors at different levels of hierarchy resisted the change for some aspects of it (Roy K Smollan, 2011).

“An understanding of organisational change in which power and resistance lie at the heart of the negotiation of meanings that shape particular instances of change. Such an approach acknowledges that there is always the possibility of resistance. This is not necessarily in a bidirectional way, with change agents against change recipients, but in multiple, transversal, iterative ways (Thomas et al., 2011).

The first reason mentioned by Charles Galunic in his interviews was certainly the perceived threat of the change. For example, one participant explained that the shift for organisations to be driven by data and analytics is a direct assault on middle managers' sense of control. "You're basically saying your customer is your expert now, and your customer knows what's best. Maybe what [managers] thought was the right thing to do doesn't matter as much, said one. There is also the threat of learning new technologies (Galunic, 2017). Thus, it becomes more and more important for meanings to be negotiated and understood by change initiators from all levels in the organisation.

Organisational becoming calls into question traditional conceptions of resistance to change, because engagement with new meanings proposed by senior managers or change agents involves challenge and modification by other employees. In the change literature, such challenges are typically framed as a problem. A dysfunctional response by subordinates to obstruct the efforts of senior managers to bring about change (Dent & Goldberg, 1999). In the context of multi-authored change, rather than representing a hindrance, resistance is integral to successful change (Ford et al., 2008) and changes to senior managers' or change agents' discursive templates are to be expected, even encouraged (Thomas et al., 2011).

## **Resistance to RESISTANCE**

This tendency to dismiss employees' objections to change simply may be another manifestation of the fundamental attribution error as indicated by Jones & Harris (1967, cited in Piderit, 2000) that is, managers in charge of rolling out a change initiative blame others for the failure of the initiative, rather than accepting their role in its failure. Employees are likely to do the same thing—assigning blame for failed change attempts to their managers, rather than themselves(Piderit, 2000).

Lack of “resistance” on the part of reformers meant that the “resistance” of defenders prevailed. In both cases, we can see that power-resistance relations were not fixed but fluid and socially constructed depending on the particular actions of different actors over time (Thomas et al., 2011).

Research on the influence of social networks on reactions to change suggests that when an employee's social environment (i.e., colleagues, supervisors, and subordinates) tends to resist a change, the employee is more likely to resist as well (Oreg, 2006).

## **Social and Emotional Security**

Clinard documents the "pressures on middle management", such as threats to their opportunities for advancement or to their job security, that can discourage managers from speaking up about ethical concerns(Piderit, 2000). The source of resistance due to job security threats is driven by strong emotional factors, this was implied by many researchers early on as well as in latter research. According to Ryan and Deci, individuals' well-being is to a great degree dependent on their ability to satisfy intrinsic needs such as the need for autonomy and self-determination. Therefore, perceived threat to job security as well as the ability to satisfy needs is particularly expected to yield a significant correlation with employees' affective reactions to the change (Oreg, 2006).

Here, “affective” pertains to how employees “feel” about the change.

A more emotional component of resistance (aggression), and in their preliminary theory of resistance, described the forces that they believed produced frustration in employees and caused the undesirable behaviours as analysed by (Coch & French Jr, 1948).

A multidimensional view of responses to proposed organisational changes, capturing employee responses along at least three dimensions (emotional, cognitive, and intentional). Within this view, "resistance to a change" is represented by the set of responses to change that are negative along all three dimensions, and "support for a change" is represented by the set of responses that are positive along all three dimensions. Responses to a change initiative that are neither consistently negative nor consistently positive, which were previously ignored but are potentially the most prevalent type of initial response, can be analysed as cross-dimension ambivalence in employees' responses to change (Piderit, 2000).

### **Overcoming the Resistance**

Blaming resisters not only is pointless but can actually lead to destructive managerial behaviours. When managers perceive resistance as a threat, they may become competitive, defensive, or uncommunicative. They are sometimes so concerned with being right—and not looking bad—that they lose sight of their original goals. In stubbornly pushing things through without understanding the resistance, they sacrifice goodwill, put valuable relationships in jeopardy, and squander the opportunity to engage skeptics in service of a better plan. They don't hear about missing pieces and faulty assumptions. And, in true us-versus-them fashion, they presume that only the other folks—the resisters—need to alter their behaviour and that the change would succeed if not for the resisters' irrational and self-serving actions (Ford & Ford, 2009).

As Pedrit has indicated, a prominent consultant, Krantz, noted that the concept of resistance to change "has been transformed over the years into a not-so-disguised way of blaming the less powerful for unsatisfactory results of change efforts" (1999, cited by Pedrit, 2000). Thoughtful resistance can play a much more important role in sustaining organisational change than unquestioning acceptance (Ford et al., 2008).

Researchers have largely overlooked the potentially positive intentions that may motivate negative responses to change. Frustrating though it is, resistance can lead to better results. People who are outspoken about their objections to a change are often those who genuinely care about getting things right and who are close enough to the inner workings of an organisation to recognise a plan's pitfalls (Ford & Ford, 2009).

In the summary of "The Rise of the Resistance to Change", in the early 1950s researchers and managers adopted the phrase "resistance to change" with a different meaning, thinking dichotomously of Labour vs. Management. By the end of the decade, the idea of resistance to change had become crystallised into what is called the received truth. Received truth that no longer usefully represents situations, however, causes managers to be frustrated by the failure of their change efforts to be implemented as successfully as they would like. Supervisors, for example, look to make changes in subordinates when the real need may be for a change within the system. Or, the real need is for a modification in the way the change effort is being implemented (Dent & Goldberg, 1999).

What some may perceive as disrespectful or unfounded opposition might also be motivated by individuals' ethical principles or by their desire to protect the organisation's best interests. It is worth entertaining efforts to take those good intentions more seriously by downplaying the invalidating aspect of labelling responses to change "resistant". Rather

than a hindrance to change, communicative practices lead to a generative dialogue through conceptual expansion, combination, and reframing (Thomas et al., 2011).

### **2.3 Success factors impacting change initiatives**

Change management has been defined as ‘the process of continually renewing an organisation’s direction, structure, and capabilities to serve the ever-changing needs of external and internal customers’, as suggested by Moran and Brightman (2001). According to Burns (2004), change is an ever-present feature of organisational life, both at an operational and strategic level. Therefore, there should be no doubt regarding the importance to any organisation of its ability to identify where it needs to be in the future and how to manage the changes required to get there (Rune Todnem, 2005).

Several studies have highlighted that most organisational change initiatives fail, with an estimated failure rate of 60–70%. High failure rate raises the sustained concern and interest about the factors that can decrease failure and increase the success of organisational change (Errida & Lotfi, 2021). While it is also suggested by various literature studies that the failure rate of change when it comes to culture change rises up to 90%. Some researchers in the past have claimed the failure of change initiatives is due to shortcomings of planning and execution of change initiatives, some have identified it as a lack of competence or commitment by those commissioning the change process (Kotter, 2009).

**Organisational change readiness**, which represents the willingness & preparedness of an organisation to change, we can further look into individual preparedness and organisational preparedness:

Organisational preparedness: as per Prosci, dedicated resources are instrumental in success for planned change. Managerial and organisational capabilities to be able to develop and implement changes which are constantly adapting to environmental & organisational changes and evolutions. Change team or corporate entrepreneurship is the

team which is a group of selected individuals with enough expertise, positional power, credibility and leadership skills who come together to create a guided coalition.

**Understanding the meaning of change,** The language used by management can 'animate' change or create confusion and opposition. Meaning is negotiated in organisational discourses where different and contested views of the need for a change are promoted, defended, and criticised (Thomas et al., 2011). In both planned and, more so, unplanned changes, how employees make sense of the perceived change and respond to the change is essential to the success of change implementation (Li et al., 2021).

**Training** facilitates change efforts by developing technical capabilities and influencing the mind-set of employees, thus improving their readiness and involvement in change. Similarly, the coaching of employees aims to liberate their full potential by helping them develop intrapersonal skills such as self-awareness and self-motivation.

**Coaching** process with open dialogue which allows them to explain their beliefs and specific worries & concerns about change.

**Resistance** is a phenomenon that affects the change process, delaying or slowing down its beginning, obstructing or hindering its implementation & increasing its costs in any conduct that tries to keep the status quo (Pardo del Val & Martinez Fuentes, 2003).

Many researchers in the past have identified resistance as a major barrier to overcome change initiatives. Thus, to identify the sources of resistance and to overcome them is one of the key factors of effective change management. From different industries of various sizes, there has been amazing diversity of opinions on various topics. The mental model encountered across and well accepted in organisational life is that people resist change (Dent & Goldberg, 1999).

Prevailing views of resistance to change tell a one-sided story that favours change agents by proposing that resistance is an irrational and dysfunctional reaction located "over

"there" in change recipients. While decoding resistance when change initiatives run aground, as they so often do, change agents can be quick to point a finger at the people who never got on board. The assumption is that they resisted a perfectly logical move, so it failed.(Ford et al., 2008).

However, as Klein and Thomas argue, in most research on resistance to change, researchers have taken the perspective of those in charge of implementing change, and so scholars have written less about the perspectives of those with less power (Piderit, 2000)

To overcome resistance, reduce uncertainty and help employees embrace the change, the organisations must communicate frequently & authentically about the need for change, the process of change and subsequent impacts of change. Participative communication should be encouraged instead of one-way top-down dissemination of information (Li et al., 2021).

### **Role of Transparent Communication**

Communication during any change has been recognised as a fundamental determinant of how change is understood, interpreted and managed by employees. This element becomes all the more crucial during unplanned changes which are forced upon by unexpected external forces rather than planned proactive change by the organisation itself, & these unplanned changes which involve spontaneous adjustments to organisational operations are characterised by a high degree of anxiety, uncertainty and urgency (Li et al., 2021).

Communication is therefore not the transmission of meanings but the joint construction of meaning. This definition implies that messages exchanged only have cognitive effects and create meaning because they are assigned meanings, and that

such meanings depend on the general culture and context in which it occurs (Simoes & Esposito, 2014).

by revisiting the etymological root of the word “communication”, the Latin word “communicatione”, which means to participate, to pool or to take common action. Communication attributes to the social process where people immersed in a particular culture create and exchange meanings.

The language used by management can ‘animate’ change or create confusion and opposition. Meaning is negotiated in organisational discourses where different and contested views of the need for a change are promoted, defended, and criticised (Thomas et al., 2011). The sense-making or development of new meanings process involves collecting, interpreting and evaluating information, it is suggested by scholars that communication should be frequent, authentic and enthusiastic. It should be able to deliver appropriate information, seek feedback and emphasise mutual understanding while creating a sense of urgency for needed change. Transparent communication by organisations can impact how employees cope with those changes and reduce their change-related uncertainty. Such internal communication practices, along with control coping strategy adoption and uncertainty reduction, can effectively foster healthy relationships between employees and their organisations (Li et al., 2021).

Another perspective of “organisational becoming” which sees the social world as enacted in the micro context of communication interactions among individuals through which meaning is negotiated. According to this view, organisational change is endemic, natural and ongoing; it occurs in everyday interactions in which the actors engage in the process of establishing new meanings for organisational activities. As cited by (Simoes & Esposito, 2014) process of meanings convergence is seen as just the beginning of communication, the common view! Even when the means and messages are intensified in

number and sophistication while various resources are invested, they may not lead to reduced resistance to change due to their not privileging the building of shared meanings.

Throughout the literature it has been suggested that change is a communication challenge & an inherent part of these implementation activities as cited by Allen et al (2007) and Lewis and Seibold (1998).

### **Communicating the change**

The most commonly cited reason for the failure of change efforts was the presence of inaccurate and negative rumours. Frequently the direct cause of these rumours was management's ability to provide timely & accurate information & employees learning about the change from outsiders. (Denton D K & Richardson P, 1996)

Key, as suggested, is consistent, persistent, and repetitive communication. Reducing fear and increasing the sense of security is very important. It's important to provide employees with as much information as possible. Different methods to meet employees with the management and supervisors (Denton D K & Richardson P, 1996).

Explain to the employees what can be answered and explain why others cannot be answered. Senior management has to be committed, people tend to emulate what the boss does. It's important to get the critical mass of people committed enough to change, it can be 20% of the organisational population but 100% of the top management. It is seen as essential for top management to demonstrate visible and consistent support for change. (Denton D K & Richardson P, 1996).

It is important to note not only what top management is communicating to the employees but also what employees are communicating to the top management. Just because "we" managers "think it", "write it", and "say it" doesn't mean employees hear it or believe it. Employees believe what they see, not what is said. Supervisors are the key link in the chain for communicating change.

## **Motivation of employees and change agents**

Change initiatives require considerable engagement and commitment from all relevant stakeholders, including employees, supervisors, and managers. A change stakeholder is any individual or part of an organisation who can affect or is affected by the implementation of the change. It is recommended to have a stakeholder engagement strategy. Several studies emphasise the role of middle managers in ensuring change success. Prosci's 2017 report of best practices of change management cites middle management engagement as one of the 7 key success factors of any change implementation. Active involvement of executives and senior management gives more credibility to the change initiatives & leads to a greater degree of change acceptance among stakeholders. The lack of employee engagement and commitment may be a source of resistance and a barrier to the successful implementation of change (Liet al., 2021).

As per Lewin's action research, the central idea is around the issue of choice, the voluntary participation of all concerned on equal terms and involving democratic decision-making. The purpose of action research is to allow those involved to understand and manage the process of locomotion, that is, to allow them to move through their life space. On similar terms as per the theory of group dynamics by Lewin, where a group is defined by the members who have interdependence of fate. The democratic decision-making played an important role in creating a "freezing" effect once group change had taken place. Based on his food habit experiments, the group-based decision-making produces impressive results (Lewin, 1947).

## **Internal stakeholder management, strong leadership and sponsorship**

Employees who have different sets of mixtures of skills, experiences, competences & capabilities of employees that cannot be transferred or copied easily. These players are

called internal stakeholders & key players in the change process who play an important role in the success of the change effort.

It is also seen in literature that internal stakeholder management is also seen as the implementation of corporate entrepreneurship, which requires the integration of effective adoption of organisational practices, decentralisation of authority, participation in decision-making, cooperation, avoidance of bureaucracy and encouragement of risk-taking and creativity. The corporate entrepreneurship strategy is dependent upon the existence of the working environment that nourishes collaboration and innovation among organisational members.

As per CEA (corporate entrepreneurship assessment instrument), 5 main factors which influence the corporate entrepreneurship or internal stakeholder management are:

**Top management support** which cultivates diversity in order to encourage creativity, encourage learning by putting together diverse age groups, cultures, and nationalities. Management support can instill a culture of sharing, creativity, and acceptance of errors and uncertainty.

**Work environment:** In order to turn innovation into organisational efforts, businesses need to give autonomy, empower and motivate their employees. Reduced formalisation and increased flexibility instil the culture of innovation and collaboration.

**Reward system:** highlighting the importance of innovation and collaboration by monetary as well as recognition rewards to encourage internal stakeholders to be proactive and innovative.

**Time as a resource:** to give employees free time & flexibility to be able to participate in innovation strategy & employees have to be flexible with their work schedule.

**Organisational boundaries:** In order to drive the organisation towards corporate entrepreneurship and innovation, it is clear that a change management process must be

implemented; one that emphasises the role of internal stakeholders as facilitators of this change and key contributors to its success.

Organisational members need to have the possibility to engage in innovation Projects and share the knowledge which are independent of hierarchical boundaries (Chebbi et al., 2020).

### **Change leadership and sponsorship.**

As per Roger Gill (2003), a change must be well managed, planned, organized, directed and controlled – it also requires effective leadership to introduce change successfully. As per Kotter (1995a), management's mandate is to minimise risk and keep the current system operating. Change, by definition, requires creating a new system, which in turn always demands leadership.

As suggested by Gill, an integrative model identifies six elements of effective leadership in change management: clear and effective vision, strategy, values, empowerment, motivation, and inspiration. Prosci, in its reports, puts top success criteria as effective sponsorship for any change implementation (Errida & Lotfi, 2021)

Researchers have also studied different types of leadership and their effectiveness during the change management process. Among aversive, directive, transactional, transformational and empowering leadership behaviours with the dimension of vertical and shared leadership, vertical transformational leadership was found to be positively related to manager & team self-ratings of effectiveness, as well as vertical shared transformational leadership & vertical shared empowering leadership, which was also found to be positively related to the manager and team's self-rating of team effectiveness in contrast to vertical aversive and shared aversive leadership, which was found to be negative for team

effectiveness as well as internal customer ratings. This is the best way for the vertical leader to instill greater amounts of transformational and empowering behaviour throughout the group to engage in more transformational and empowerment (Pearce & Sims, 2002).

According to upper echelons theory, organisational outcomes are influenced and partially predicted by the beliefs of the top-level management team. Top managers are isolated from actual day-to-day activities; the perceptions of middle and lower-level managers may differ due to their roles and involvement in the daily business. Middle managers especially function as a kind of transmission belt between top managers on the one hand and lower management and employees on the other and are important as agents of change (Gfrerer et al., 2021).

Different dimensions of leadership have been addressed by researchers, from cognitive abilities to be able to perceive and understand information. Emotionally intelligent leaders use personal powers rather than positional power or authority & win people's hearts. While the behavioural dimension would need the appropriate response to emotions.

Incremental Change Strategies	Transformational Change Strategies
<ul style="list-style-type: none"> <li>Participative evolution</li> </ul> <p>Used when an organisation is in fit but when minor adjustments are needed; or the organisation is out of fit but it has time available to implement change.</p> <p>Key employees favour change.</p>	<ul style="list-style-type: none"> <li>Charismatic transformation</li> </ul> <p>Used when the organisation is out of fit and there is little time for extensive participation. However, most employees support radical change in the organisation.</p>
<ul style="list-style-type: none"> <li>Forced evolution</li> </ul> <p>Used when the organisation is in fit but when minor adjustments are needed; or the organisation is out of fit but it has time available to implement change.</p> <p>Key employees oppose change.</p>	<ul style="list-style-type: none"> <li>Dictatorial transformation</li> </ul> <p>Used when the organisation is out of fit and there is no time for extensive participation. There is no support for radical change within the organisation although radical change is important for the survival of the company.</p>

*Table  
Typologies of change*

2.2

Figure reference from (Laig & Abocejo, 2021)

### **Sustaining the change & monitoring the change**

As per Lewin's three-step model for change, in the last step, while we go back to freezing, it is about establishing new behaviours & routines to be congruent with and to be reinforced by the rest of the behaviour, personality and environment. As also indicated by "group theory", unless group norms & routines are also transformed, the change in individual behaviours is not sustainable & it is an iterative process (Bernard Burnes, 2020)

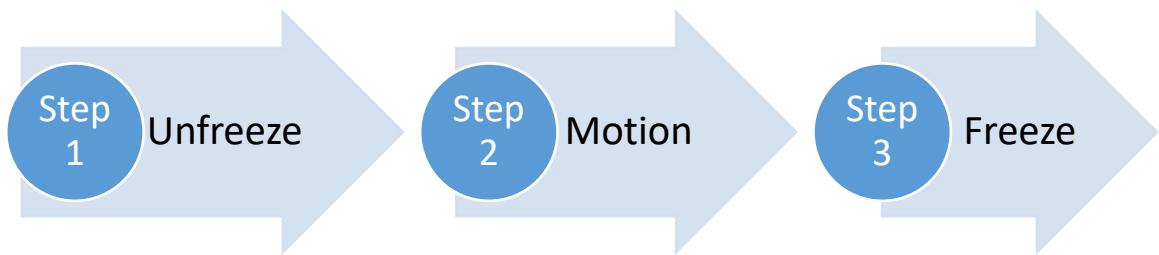
## **2.4 Brief Overview of Change Management Models**

A change management model serves as a compass that can facilitate or lead change efforts by determining the specific processes and steps to follow, by illustrating the various factors influencing change, or by determining the levers used to succeed in the change management process (Errida & Lotfi, 2021).

### **2.4.1 Lewin's theory**

The planned and organised change approach was initiated by Lewin by identifying different states of change. Lewin spoke about bringing in new behaviours before a change is initiated and the need to discard old behaviours, which was narrated as unfreezing from the existing state, moving to a new state (desired state) and freezing (new state) as 3 simple steps of bringing about any planned organisational change. Several authors have further

developed this three-step model into different stepped models for change (Rune Todnem, 2005).



*Figure*  
Lewin's – Change as three steps (CATS)

2.2

Most commonly known as CATS (change as three steps), it is regarded as the fundamental principle of change management. CATS has come to be regarded both as an objective self-evident truth and an idea with a noble provenance.

The CATS model makes its appearance in an article published in 1947 titled “Frontiers of Group Dynamics”, the first article of the first issue of Human Relations (Lewin, 1947a). Though Lewin himself never wrote “refreezing” anywhere, refreezing could be considered the most significant as a term that implies that frozen is an organisation’s natural state until

an agent intervenes and zaps it. The researchers and books would refer to it as “refreezing the new change makes it permanent” (Cummings et al., 2016).

#### 2.4.2 Kotter’s Change Management Model

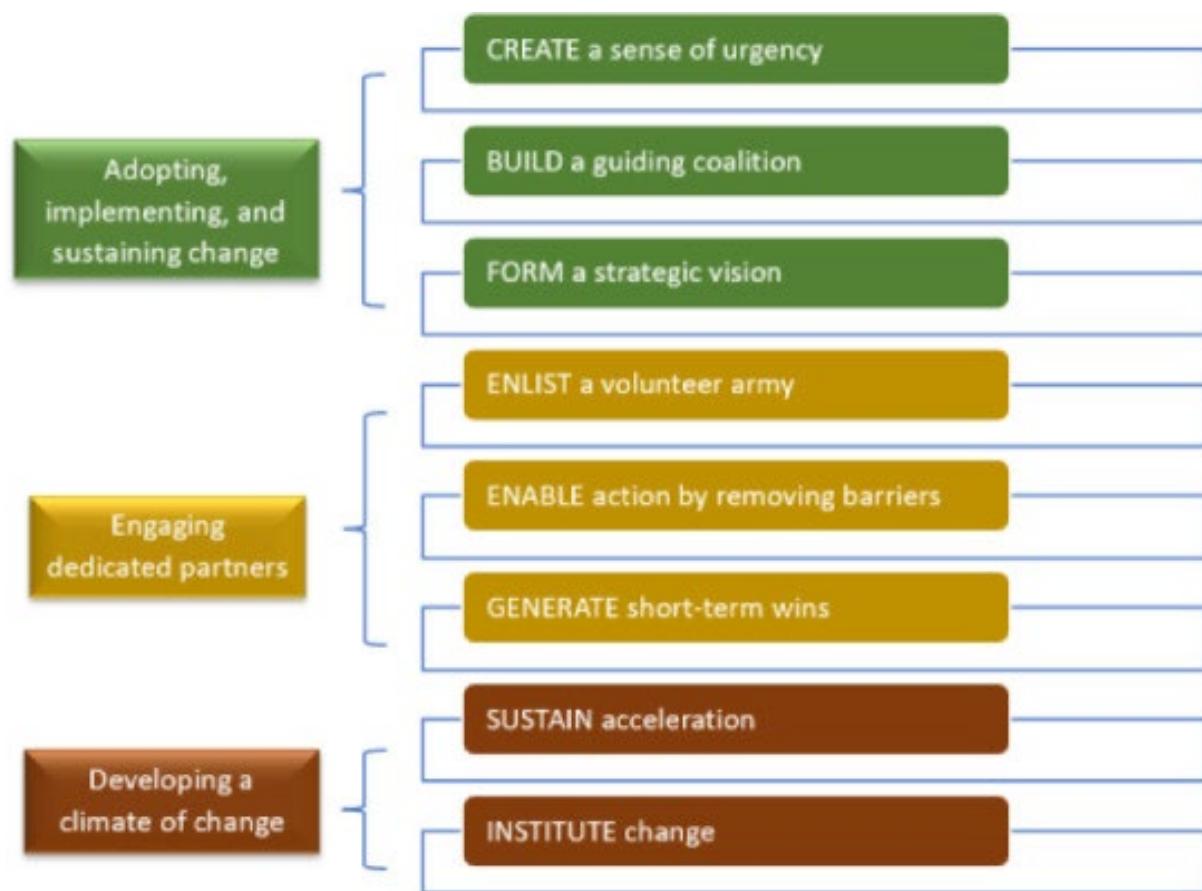


Figure  
Kotter's Change Management Model

2.3

Figure reference from (Graves et al., 2023)

**Step 1:** Creating a sense of urgency:

This is the most common failure by organisations when they aspire for change and are unable to create a sense of urgency.

**Step 2:** Creating a guided coalition: in this step most organisations identify their “change agents”, who help share the direction and vision and try to understand the key problems and challenges among employees at grassroots levels.

**Step 3:** This step pertains to developing a clear change vision. How is the future different from the current situation? This should always keep in mind the stakeholders and should not create any confusion. Urgency drives people, and clear vision directs them to the envisioned path by top management.

**Step 4:** Bringing sponsors, change agents, and champions together to spread the vision. The communication plan and strategies are of great significance, and they are created to impart vision to the stakeholders.

**Step 5:** Enable action by removing barriers.

This step requires getting as many people on board as possible and utilising their full potential to achieve the best.

**Step 6:** Create short-term wins: it results in positive reinforcement and motivation for the employees that the ongoing change process is yielding results in a positive direction. At times these short-term wins can be seen as a conflict to the success of the entire change process while there is still a long way to go.

**Step 7:** Sustain acceleration: Utilise the gains from short-term wins and build momentum to go further in the change process. Since there will always be resistance from the ground, it is necessary to build momentum to move on. This should be religiously done by the middle managers who are the closest to the employees. The expectation from senior managers is to lead and show the direction by sharing the success stories and positive predisposition by employees towards the change.

**Step 8:** Lastly, institutionalise change and make the new change stick!

In this step there should be a continuous discussion of the honest change results.

#### 2.4.3 Kanter's Model of Change (Change Wheel)



*Figure  
The Change Wheel*

2.4

Figure reference from (Zajac& Kuras, 2017)

Further, Kanter conceptualised an approach through “the change wheel model”, incorporating 10 key factors to ensure successful change:

(1) Common theme and shared vision;

(2) Rewards and recognition;

(3) Measures milestones and feedback;

(4) Guidance, management structure, and process;

(5) Communication and best practice;

(6) Quick wins;

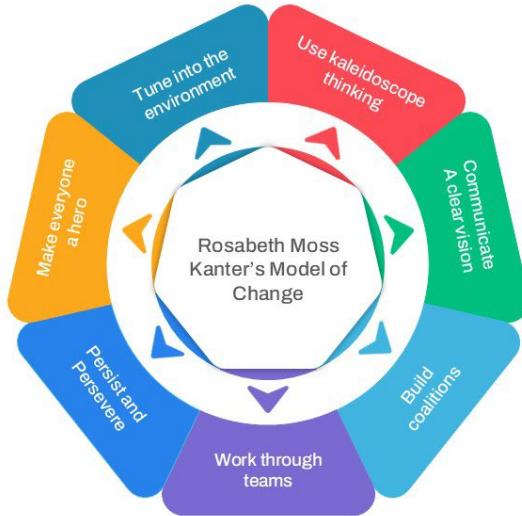
(7) Champions and sponsors;

(8) Training;

(9) Approach of change

(10) Symbols and signals.

## Rosabeth Moss Kanter's Model of Change



*Figure  
Kanter's Model of Change*

2.5

Figure Reference from (Google Images)

#### 2.4.5 McKinsey's change model

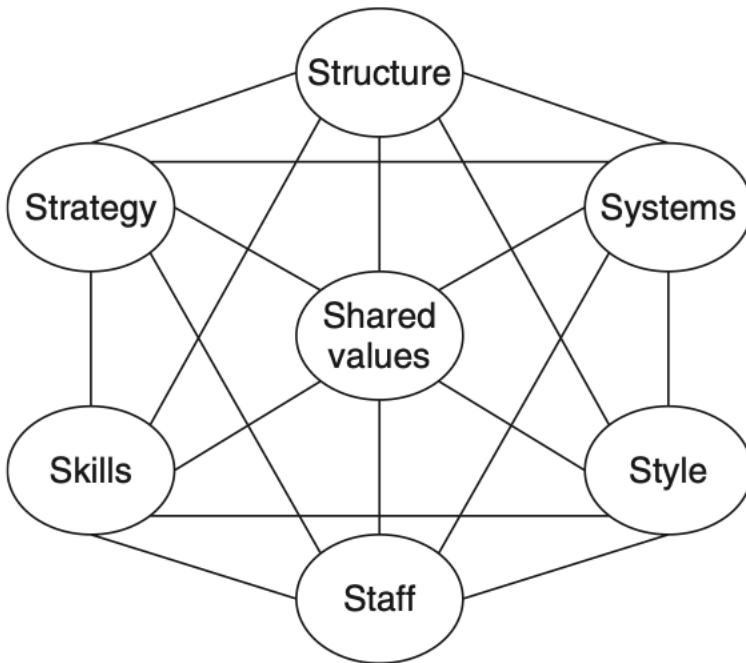


Figure  
McKinsey's Change Model

2.6

Figure reference from(Channon & Caldart, 2014)

Description of the elements of the model

**Strategy:** Organisations plan or change as a result of external stimuli.

**Structure:** the ability of the organisation to focus on dimensions that are critical to the evolution of the organisation

One being the grouping and the other being the formalisation of the behavioural criteria in the unit (e.g., the decision-making decentralisation).

**Systems:** these are the procedures in the formal or informal capacity leading to efficient working of the organisation.

**Style:** It is often referred to as the management style or leadership style. Are they proactive or reactive? What are the top priorities of the management, etc....

**Staff:** It's the pool of resources that needs to be nurtured, developed, and guarded. This breaks the barriers of physical attributes like pay scales, levels, etc., and soft barriers like attitudes and motivations.

**Skills:** This is a very critical element, as it might be needed that to move forward in the path of change, there requires upskilling and identifying the needed new skills.

**Shared Values:** These lie in the core of the organization's culture. This goes beyond the conventional formal corporate objectives. It's a set of values and aspirations around which a business is built.

#### **2.4.6 Leucke's change management model**

Luecke (2003) develops a seven-step change model based on the research of Beer (1990), and Schaffer and Thomas (1992). The steps contain

- (1) Mobilise energy and commitment through joint identification of business problems and solutions.
- (2) Develop a shared vision of how to organise and manage for competitiveness.
- (3) identify the leadership

(4) Focus on short-term results, not on activities.

(5) Start change at the periphery, then let it spread to other units without pushing it from the top.

(6) Institutionalise success through formal policies, systems and structures.

(7) Monitor and adjust strategies in response to problems in the change process.

Luecke believes that organisations can implement change better if they approach it with the right attitude, from the right angle and with a solid set of action steps.

Table 2.1 Comparison of six theory change models						
Common Steps	Judson (1991)	Kanter et al. (1992)	Kotter (1995)	Galpin (1996)	Armenakis et al. (1999)	Luecke (2003)
	1. Analyse the change	1. Analyse the organization and its need for change		3. Diagnose and analyze the current situation		1. Mobilize energy and commitment through joint identification of business problems and their solutions
	1. Plan the change	7. Craft an implementation plan		4. Generate recommendations 5. Detail the recommendations		
	2. Communicate the change	9. Communicate, involve people and be honest	4. Communicate the change vision		1. Persuasive communication	
	3. Gain acceptance of new behaviors 4. Change from the status quo to a desired state	8. Develop enabling structures	5. Empower broad-based actions	8. Roll out the recommendations	3. Human resource management practices 7. Formal activities that demonstrate support for change initiatives	
			6. Generate short-term wins		4. Symbolic activities	4. Focus on short-term results, not activities
	5. Consolidate and institutionalize the new state	10. Reinforce and institutionalise change	8. Institutionalize new approaches	9. Measure, reinforce, and refine the change		6. Institutionalize success through formal policies, systems, and structures
		2. Create a vision and a common direction	3. Develop a vision and strategy	2. Develop and disseminate a vision of a planned change		2. Develop a shared vision of how to organise and manage for competitiveness
		4. Create a sense of urgency	1. Establish a sense of urgency	1. Establish the need to change		
		5. Support a strong leader role 6. Line up political sponsorship	2. Create a guiding coalition		2. Active participation by those affected	3. Identify the leadership
Uncommon Steps			7. Consolidate gains and produce more change		5. Diffusion practices	5. Start change at the periphery, then let it spread to other units without pushing it from the top
		3. Separate from the past				
				6. Pilot testing the recommendations		
				7. Preparing the recommendations for rollout		
					6. Management of internal and external information	

Table  
Common steps of change models

2.3

(Cheung Man, 2010)

#### 2.4.7 Change curve:

##### 5 stages of Kubler-Ross's Change Curve Model

Kubler-Ross Model of Grief, This framework depicted 5 stages of loss following a death, including denial, anger, bargaining, depression, and acceptance.

Also shown in different literature is how these have evolved from Lewin's three-stage model.(Chavan & Bhattacharya, 2022)

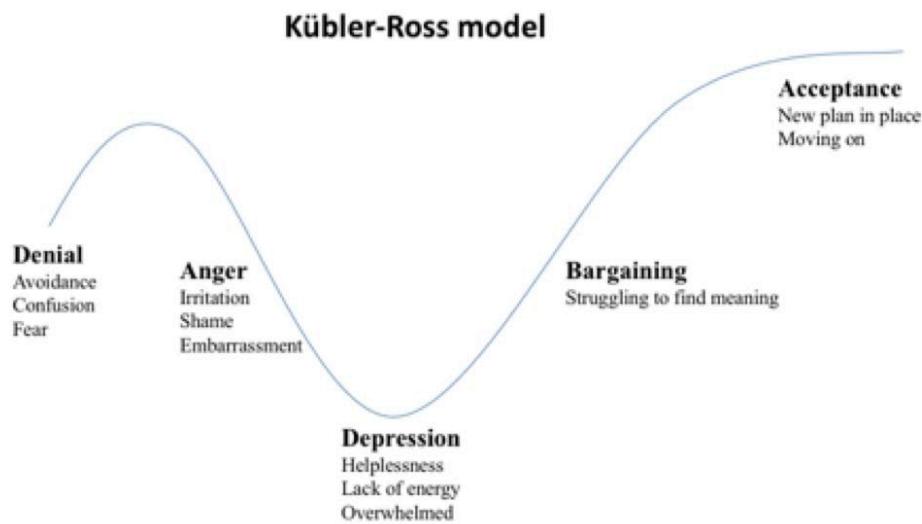


Figure  
Kubler Ross Model of Grief

2.7

(Wang & Wang, 2021)

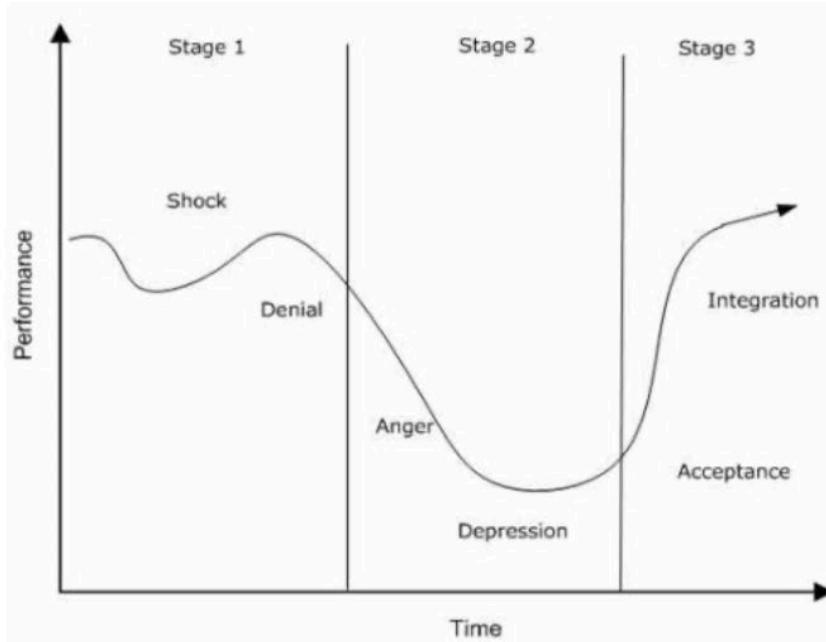
The model was initially intended for those suffering from terminal illness by Elisabeth Kubler-Ross, and the model can actually be applied to all catastrophic personal losses. The stages need not happen in series, as each human being is different and can move

across the stages. These stages vary from person to person; Kubler-Ross feels everyone will at least go through two of them. No matter how many stages a person experiences, the final stage will always be acceptance.

However, the utility of this model also extends to the corporate world to better understand the emotional turmoil an employee faces due to any change initiative at the workplace, such as a new software implementation and business process improvements. Change practitioners may implement this model to identify any barriers to change projects early on and strategise accordingly.

There are different versions of the change curve that are available in literature; all of them are based upon the Kubler-Ross model.

**The Change Curve**



*Figure  
The Change Curve 1*

2.8

(Cameron Esther & Green Mike, 2009)

As in Lewin's theory, this change curve is also based on three stages.

First being **Shock and Denial** :

Shock, which is generally short-lived, is followed by denial. There are many reasons for shock, which could be due to lack of information or fear of the unknown.

After the initial phase is passed, then the individuals reach a phase of denial. At this stage the focus stays on the past happenings and on the feeling of being uncomfortable, uncertain, and threatened. Most often it's the fear of failure.

At this stage, communication is the key. Reiterating what the actual change is, how does it impact, and what effects may it have? Reassurance to the individuals is most needed at this stage.

Second stage: **Anger and Depression**: This stage is commonly due to feelings of frustration, scepticism, and suspicion. This is the stage when the change genuinely hits. People need reassurance at this stage.

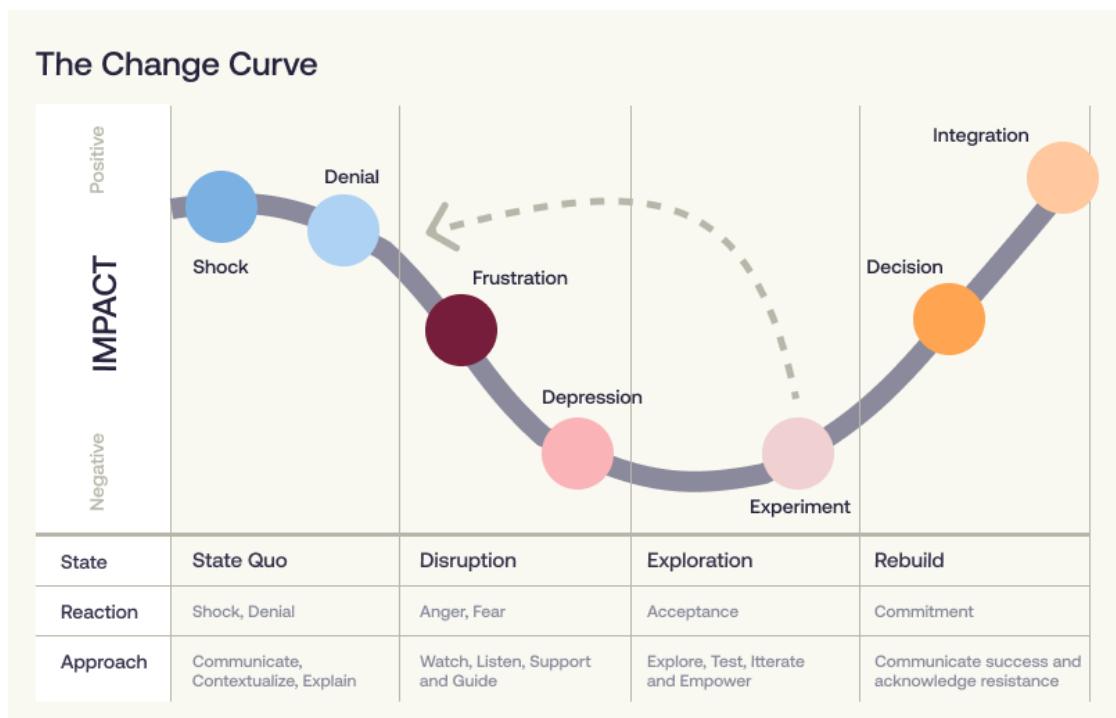


Figure reference from (Cameron Esther & Green Mike, 2009)

The third and final stage is of acceptance **and integration** with focus firmly on the future; feelings are of hope, acceptance, and trust. The situation has changed and formed a new normal. Employees will not be as engaged, but slowly it will move towards the progress.

**2.4.8 Satir's model:** In reference to the underpinning theory (Cameron Esther & Green Mike, 2009)

According to Satir, the initial state is called the status quo. The state in which one carries on to do what one is doing and continues to get what one is getting. There is no one effecting the change as per her theory.

The change when something enters the system is called a “foreign element”, as per Satir's model. This is a factor that was not present in the system before.

Whatever the nature of the element, it always has an effect, and it leads to a period of chaos.

Once things have reached a worse point for an individual, from that point within the very depth of a person, from somewhere, a germ of an idea or an insight occurs, and as per the Kubler-Ross model, the individual starts to come to a situation of acknowledgement and acceptance. Once this transforming idea has taken root, the individual can begin the journey of integration.

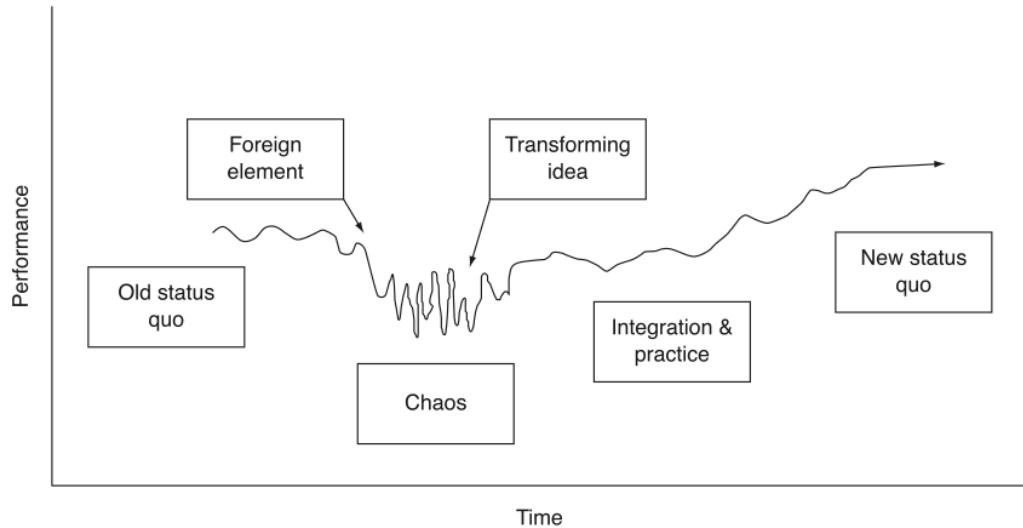


Figure  
Satir's Change Model

2.10

Figure reference from (CameronEsther & Green Mike, 2009)

## Change Management Models

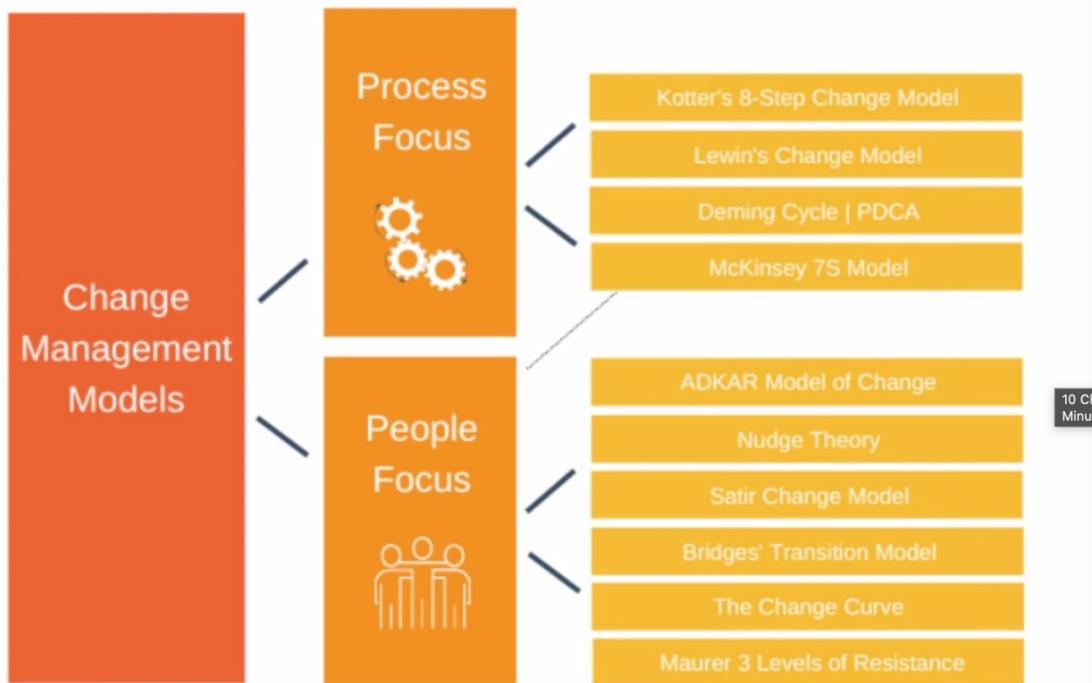


Figure  
Change Management – Process and People  
(expertprogrammanagement.com, 2017)

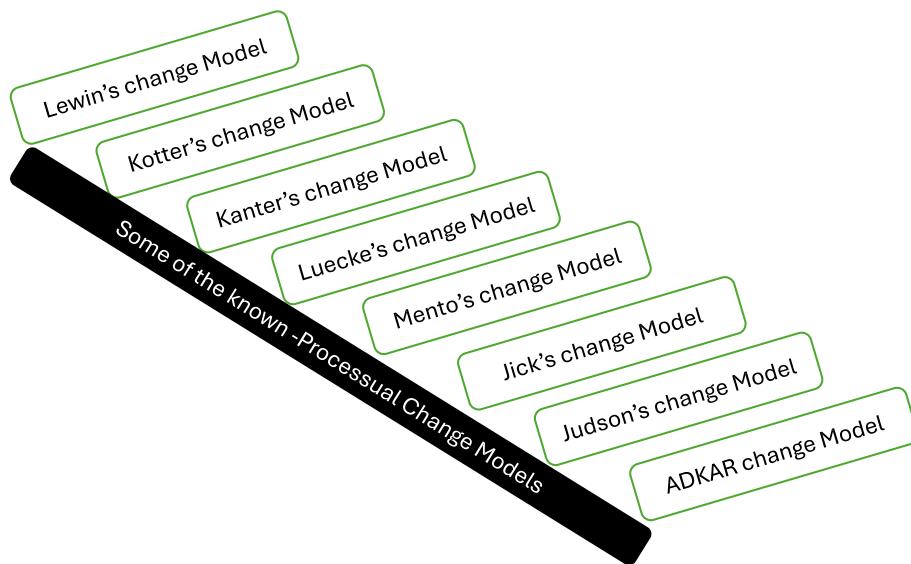
2.11

### 2.4.9 Processual and Descriptive Models

Most change models can be defined as processual or descriptive models. Among processual models, Lewin's three-stage model is considered the theoretical foundation of planned change management and consists of unfreezing, transition, and refreezing. “Unfreezing” consists of destabilising the status quo by creating the need and buy-in for change and preparing for the upcoming change. “Transition” involves moving to the desired future state. “Refreezing” takes place after the implementation of the change, resulting in a new culture, behaviours, and practices.

Another processual foundational model is Kotter, consisting of eight steps to ensure a successful change process:(1) establish a sense of urgency about the need to achieve change, (2) create a guiding coalition, (3) develop a vision and strategy, (4) communicate the change vision, (5) empower broad-based action, (6) generate short-term wins, (7) consolidate gains and produce more change, and (8) anchor new approaches in the corporate culture. This model is following a rigorous analysis of the change implementation approaches and subsequent management failures of one hundred different organisations (Kotter et al., 2013).

Similarly, Jick's 10-step tactical model for change is based on Kotter's eight-step model. Jick's model emphasises factors which can impact the success of the change process, such as the nature of the change, the sensitivity of actors towards change, and the continuous nature of the change process (Chebbi et al., 2020).



*Figure*  
*Examples of Processual Models*

2.12

By combining Jick's , Kotter's & GE's seven-stage model , Mento et al proposed a 12-phase approach to implement and manage change efforts successfully: Main steps of Mento's Change model are :

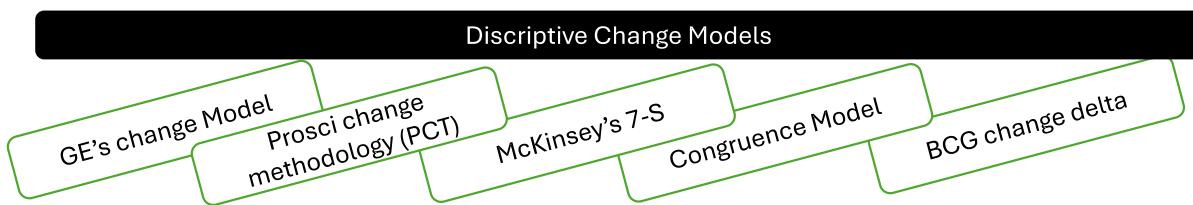
- (1) determine the idea and its context
- (2) define the change initiative
- (3) evaluate the climate for change
- (4) develop a change plan
- (5) Identify a sponsor.
- (6) Prepare the recipients of change
- (7) Create cultural fit.
- (8) Develop and choose a change leader team.
- (9) Create small wins for motivation.
- (10) Constantly and strategically communicate the change.
- (11) measure progress of the change effort.
- (12) Integrate lessons learned.

Among **Descriptive models** The 7-S Model was developed by former McKinsey consultants Thomas Peters and Robert Waterman in the late of 1970s and serves as a framework to assess changes necessary to ensure organizational effectiveness by analyzing seven interrelated elements :

- 1) strategy
- 2) structure
- 3) systems
- 4) staff
- 5) style
- 6) skills, and

7) shared values.

The model of Burke and Litwin's framework establishes cause-and-effect relationships between 12 dimensions that determine organisational change within an organisation: They further see the relationship with transactional and transformational factors. **Transformational** change occurs in response to the external environment and directly impacts the mission, strategy, leadership, and culture of the organisation. Similarly, **Transactional** factors (management practices, structure, systems, and work climate) are directly affected. Both factors together affect motivation, which in turn impacts individual and organisational performance.



*Figure  
Examples of Descriptive Models*

2.13

Similarly, the Beckhard and Harris change model describes the conditions necessary for overcoming resistance to change within an organisation by indicating that for change to occur, the product of three variables (dissatisfaction with the current state, vision, and first steps) must be higher than the resistance to change.

Carnall highlighted the importance of competencies and skills during change and stated that effective change management depends on three managerial skill areas:

managing transitions, dealing with organisational culture, and establishing the politics of organisational change.

Among a few other models Judson's model identifies people's behavioural reactions towards change and proposes methods such as rewards and negotiation to minimise resistance to change. Galpin's (1996) model proposes a comprehensive process based primarily on communication. Garvin's (2000) model, building on Lewin's (1947) and Kerr's (2000) work, proposes seven steps that act as a checklist towards change.

In many situations, therefore, predefining the technological changes to be implemented and accurately predicting their organisational impact is infeasible. Hence, the models of planned change that often inform the implementation of new technologies are less than effective.

The anticipated, emergent, and opportunity-based model requires a tolerance for flexibility and uncertainty; adopting it implies that managers relinquish what is often an implicit paradigm of "command and control". It is suggested that a plan is a guide rather than a blueprint and that deviations from the plan, rather than being seen as a symptom of failure, are to be expected and actively managed. Management in such scenarios is expected to create an environment that facilitates improvisation rather than predefining the steps and controlling. Malone refers to the style in which management supports & nurtures the expectations, norms and resources that guide the ongoing change process as "cultivation" (Wanda J. Orlikowski & J. Debra Hofman, 2002).

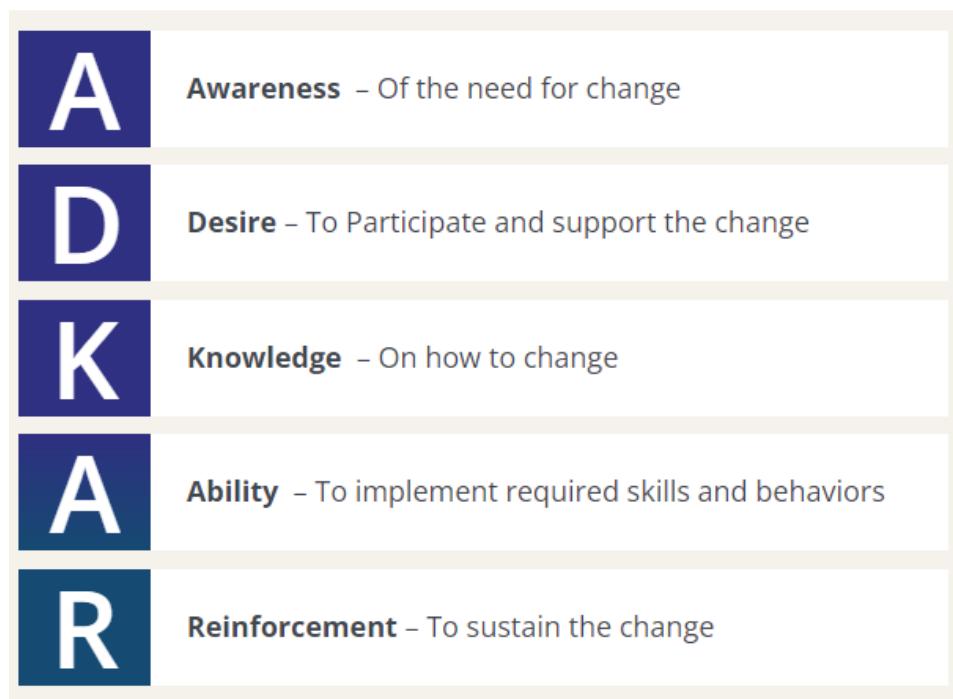
Knoster identified five elements that must be in place for successful implementation: vision for change, availability of resources, skills, change plans, and incentives for motivation.

Carnall's model focuses on the managerial skills and abilities required for change, the Beckhard and Harris change model comprises a formula that may help overcome

resistance to change, and Lewin's change model focuses on the reduction of the resisting force

#### **2.4.10 ADKAR change. Management model**

Prosci's ADKAR change management model works around the fundamental principle that change happens at the individual level. For an organisation to change , all individual within that group or organisation must change. It's a framework for understanding and managing individual change. This model provides structure and tangible guidance for leaders who want to motivate change in others. The outcomes and Goals of this model are sequential and cumulative , which allows leaders and change management teams to Focus on their activities on what will collectively drive individual change and produce organisational results.



*Figure  
(The PROSCI ADKAR Model)*

2.14

(ref.: <https://www.prosci.com/methodology/adkar>)

**Awareness** represents a person's understanding of the nature of change, why the change is being made and the risk of not changing. It also includes the information about the external and internal drivers that created the need for change, as well as "what's in it for me?" The first goal is defined as the awareness of the need for change.

The effectiveness of communication plays a vital role in how the messages are received and internalised.

**Desire** represents the willingness to support and engage in change. It is ultimately about a personal choice which is highly influenced by the nature of change and personal circumstances. Though awareness enables people to understand the impacts and value of the nature of the future state, creating more and more awareness will not result in desire. In a business context, influencing Desire requires a change management strategy that matches the personal motivators of the impacted teams and leverages the influence of leaders in the organisation.

**Knowledge** that lives within the individuals impacted by change enables success. When a person has awareness of the need for change and the desire to support the change, it's time for the next element as per Prosci's ADKAR model: Knowledge. Knowledge represents the information, training and education necessary to know how to change. The knowledge that each impacted individual needs to implement a change includes

Behaviours and skills

Processes tools and systems

Roles and Responsibilities

**Ability** is turning knowledge into action. 'Ability' means tangibly applying and demonstrating intellectual understanding in a real-world environment. Change leaders impact project success by intentionally providing time, resources and coaching to help

impacted employees develop new skills and behaviours. There is a distinct difference between knowing how to do something and being able to do it. In fact, the gap between the two is pretty large. Creating ability is an individualised process. The time and steps involved vary from person to person. Some individuals fall naturally into the new way of work, while others may not adjust with the same ease.

**Reinforcement** is the final element and is critical. While making a change is hard, sustaining a change over the long term is even more difficult. It is human nature to revert to what we know. As the human brain is wired to return to the most comfortable and familiar state.

This step includes intentional actions such as recognition, rewards and celebrations tied to realising the change as well as a person's internal satisfaction with their achievement.

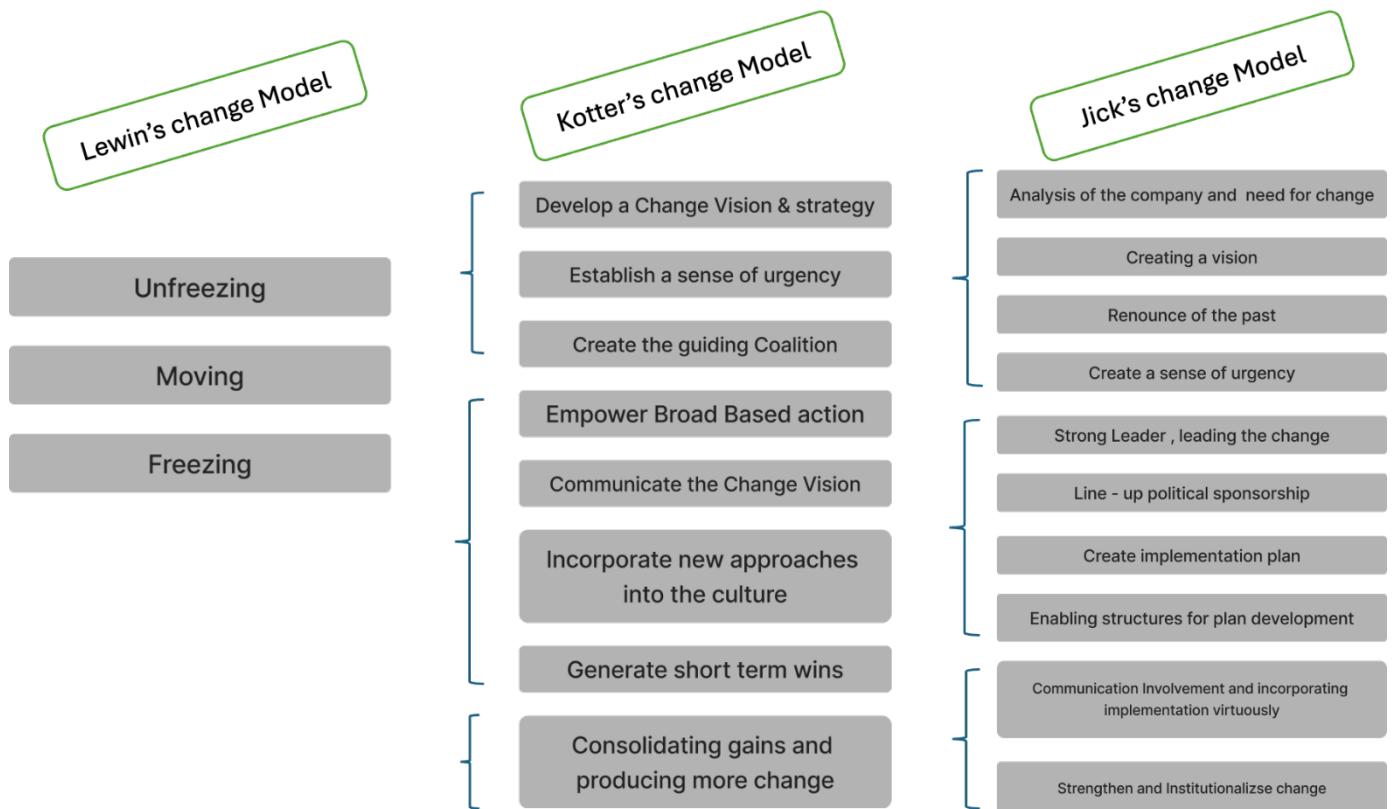
Effective reinforcement serves three purposes:

- sustains the change and prevents individuals from slipping back into the old ways of doing work.
- Building momentum during the transition from the current state to the future state.
- Create a history of successful and sustained change that increases agility for future changes.

#### **2.4.11 Convergence of Change Management Models :**

There have been very many different kinds of CHANGE, which are found in different change literature, consisting of radical change, transformational change, planned change, unplanned change, second-order change, discontinuous change, and continuous change. With most of the literature on the resistance to change & revolutionary change bridges and supports that change management often neglects the “people” aspect of the change and how it affects people’s ability to change. A supportive work environment has

been posited to impact resistance to change where management is seen as understanding and “trust” is developed.



*Figure*  
*Convergence of Change Management Models*

2.15

### **Evolution of different models from Lewin's change management model**

Nearly all authors who have contributed to the change literature have placed great importance on human factors as being critical to the ultimate success of organisations' change efforts, especially in situations of revolutionary change. (Szamosi & Duxbury, 2002)

Traditionally, change has its roots in Lewin's three-step model: the organisation prepares for the change, implements the change and then strives to regain the stability as soon as possible. Today, given more turbulent, flexible and uncertain organisational & environmental conditions, the model is becoming less appropriate.

Successful implementation of change generally proceeds through three stages: readiness, adoption, and institutionalisation. Readiness reflects the level of preparedness to execute a desired action or achieve the intended outcome, change, or state. In regard to change, readiness occurs when the environment, the structure, and the attitudes of the organisational members are receptive to the forthcoming change.

The organisation and those involved should be individually and collectively primed, motivated, and technically capable of executing the change. This means that organisations have to have the processes, structures, and tools in place that allow them to execute it.

## **2.5 Effective Measurement of Change Management**

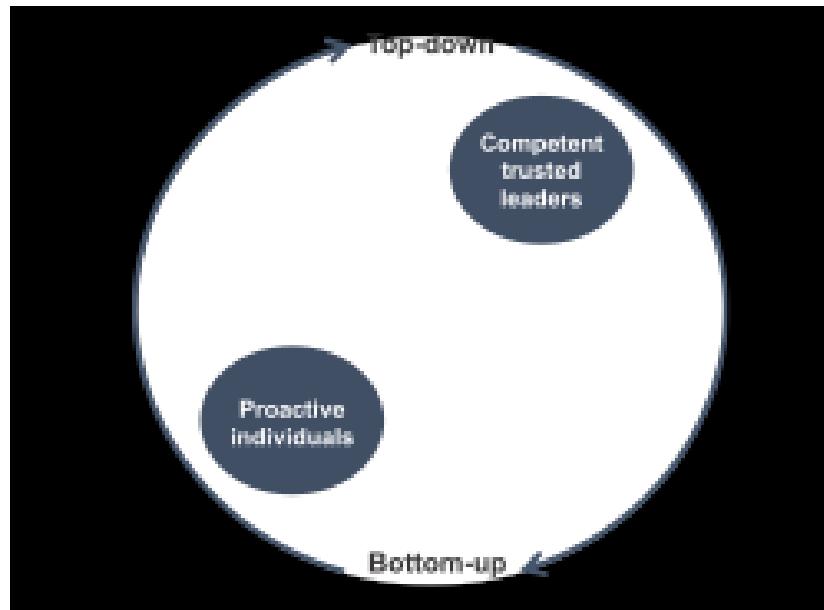
Among the various types of models available for different kinds of change {*radical change, transformational change, planned change, unplanned change, second-order change, discontinuous change, continuous change*}, most of the literature on resistance to change and revolutionary change bridges and supports that change management often neglects the “people” aspect of change & how it affects people’s ability to change.

The anticipated, emergent, and opportunity-based model requires a tolerance for flexibility and uncertainty; adopting it implies that managers relinquish what is often an implicit paradigm of “command and control”. It is suggested that a plan is a guide rather than a blueprint and that deviations from the plan, rather than being seen as a symptom of

failure, are to be expected and actively managed. Management in such scenarios is expected to create an environment that facilitates improvisation rather than predefining the steps and controlling. Malone refers to the style in which management supports & nurtures the expectations, norms and resources that guide the ongoing change process as “cultivation”.

Another interesting methodology is to use design thinking for change management. This process will ask middle management, who are in direct channel with the employees, to centre each other's feelings, attitudes, knowledge and beliefs in the decision-making process. The process simply increases the chance that any new changes will be accepted and implemented in the long term (Ferguson Douglas, 2022).

When triangulating design thinking with the above-mentioned process “cultivation” with design thinking, it will support the team members to keep refining their ideas. The process of continuously reviewing and revising is ideal for developing initiatives that best meet the initiatives of all parties involved. This process of continually improving the initiatives by seeking feedback is called 'multidirectional change' between proactive individuals and competent, trusted leaders.



*Figure  
Multi-directional change*

2.16

(Rousseau & ten Have, 2022)

Change curve / 4 rooms of change to understand the feelings of individuals from time to time in the change process & using the ADKAR framework to follow the sequential steps in the change management, using surveys and questionnaires to get feedback and revise the plan, and communication methodology could be utilised to measure the change effectiveness and facilitate/implement the change effectively.

## METHODOLOGY

### 3.1 Overview of the Research Problem

The automotive and transportation sector is currently undergoing profound transformation, driven by rapid technological advancement, evolving customer expectations, and global sustainability imperatives. In response to this shifting landscape, organisations are adopting innovative strategies to sustain and enhance their market positioning. Industry leaders, in particular, are embracing disruptive technologies and reimagining business models to maintain a competitive edge.

One of the most critical areas of development is the emergence of **software-defined vehicles (SDVs)**. These vehicles represent a paradigm shift in automotive engineering, where software replaces or augments traditional hardware functionalities, enabling dynamic updates, enhanced connectivity, and integrated user experiences. Recognising the complexity and interdisciplinary nature of SDV development, companies are increasingly forming strategic partnerships and joint ventures with actors across the ecosystem.

There are technological advancements, a growing knowledge workforce, shifting social and demographic trends which make the organisations interdependent and create the disruptions in the organisations which are felt everywhere and by everyone in the organisation.

The organisations need to be adaptive, agile, pervasive & integrated to be able to keep pace with the frequently changing scenarios. While transformational leadership strives to be transparent in the communication of their vision and strategies, at times it is of utmost importance to also measure where the organisation is headed to reach the identified goal.

This research work is aimed at measuring the effectiveness of change management in a global automotive OEM (original equipment manufacturer) within a part of engineering teams working with SDV (software-defined vehicles), to follow/facilitate the implementation of the change using one or more of the existing change models from literature & to measure the effectiveness of change.

### **3.2 Operationalisation of Theoretical Constructs**

There are many change models available from existing literature. In this research the fundamentals of Proci's ADKAR model are utilised to build understanding of the awareness, desire, knowledge, and ability of the participants. Using service design methodology, the “user”, in this case the employee/participant, has been kept in centre stage to understand their perspective. Use of the emotion meter and change curve has provided the understanding of the emotional state of employees during the change journey.

### **3.3 Research Purpose and Questions**

To facilitate & to assess the effectiveness of change management in a global automotive engineering organisation mainly involved with the development of software-defined vehicles undergoing transformation with the formation of a joint venture.

#### **Objectives**

- To examine the emotional state of employees during the change initiatives and map them to different stages of the change curve.
- To assess & analyse the barriers and challenges of change management in global automotive (OEM) engineering (SW development) during alliances and joint venture formation.
- To recommend factors that support & are seen as a challenge for successful ongoing change management.

### **3.4 Research Design**

Since there are a lot of theories and models for change management already available, with a deductive approach, theories from a few change management models were used. The change curve, PROSCI's ADKAR framework, and design thinking were used to develop a semi-structured questionnaire and design thinking, keeping employees as the centre point and understanding their emotions using an emotion meter (a matrix of words which gives a feel of pleasantness vs energy described via various emotions and feelings).

A bit of action research intervention was feasible with an iterative process to adapt the implementation and communication strategy for change with the learnings along the way to improvise the channel of dialogues along the journey; however, the timeline was not favourable to complete the action research and find the results.

#### **Research strategy**

The method used was a multi-method **approach** with face-to-face interviews (qualitative) as well as some possible surveys (quantitative) to collect the information within the scope framework. Also, feedback from focus group discussions, where applicable, was utilised to get the pulse in the organisation.

Case study methodology was utilised to study the effectiveness of change management & to facilitate/support the implementation of the change in a singular case with depth limited to certain parts of the organisation for the study.

### **3.5 Population and Study Sample**

The impacted part of the engineering organisation (singular study) which works mainly in the SW-defined vehicles.

Semi-structured qualitative face-to-face interviews were conducted, and some quantitative information was gathered from the same set of individuals.

Since the joint venture was in the formation stage, legal bindings did not allow the researcher to go for surveys.

2. Please Select your role



*Figure 3.1  
Participant Spread across Roles*

### **3.6 Participant Demographics and Distribution**

The case study encompassed a well-balanced representation of organisational roles. Of the selected participants, 50% were individual contributors, 20% belonged to middle management, another 20% represented top management, and 10% were executive sponsors. This distribution provided a comprehensive view across hierarchical levels, allowing for diverse perspectives on organisational change initiatives.

The majority of participants were directly impacted by the transformation being studied, offering first-hand insights into the change experience. A smaller proportion also consisted of managerial personnel who, while part of decision-making processes, were not directly affected by the change in operational terms.

In addition to role diversity, the study ensured equitable coverage across various subgroups within the department. This approach helped to capture intra-departmental nuances that may influence the change dynamics.

All participants possessed over a decade of professional experience, underscoring the maturity and depth of industry knowledge brought into the analysis. Furthermore, 69%

of respondents had more than ten years of tenure within the same organisation, while 31% had served for more than five years. This internal continuity supported the reliability of retrospective assessments on organisational culture and change adaptation.

It is noteworthy that the gender distribution among participants showed a considerable skew, with significantly fewer female respondents compared to their male counterparts. This observation aligns with broader industry trends in certain technical and operational domains, and it signals the importance of considering gender representation in future change management research and initiatives.

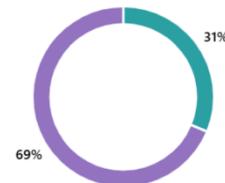
3. Please select your total work experience (in years)

● upto 2 years	0
● 2 - 5 years	0
● 5 - 10 years	0
● >10 years	16



4. Please select your total work experience

● upto 2 years	0
● 2 - 5 years	0
● 5-10 years	5
● >10 years	11



*Figure  
Participants experience profile*

3.2

### **3.8 Data Collection Approach**

Each participant engaged in a 45-minute face-to-face semi-structured interview, conducted via video conferencing platforms to ensure consistency and accessibility. These sessions were designed to elicit in-depth reflections while allowing for flexibility in dialogue based on participant responses. All interview recordings are securely archived and retained by the researcher for a period of one year following the date of the respective sessions, in accordance with ethical guidelines on data confidentiality and storage.

To triangulate qualitative insights, participants were subsequently invited to complete a structured survey instrument featuring specific items aligned with the themes explored during the interviews. This anonymous survey facilitated the collection of quantifiable data to support and enrich the qualitative findings. The results derived from the questionnaire will be presented and analysed in subsequent sections to enable a comprehensive understanding of the study's core objectives.

### **3.9 Data Analysis**

Understanding the human dimension of organisational change poses significant methodological challenges, particularly in capturing the emotions and subjective experiences of those affected. To address this, each interview or dialogue session commenced with a reflective exercise in which participants were invited to position themselves on the Change Curve, indicating their perceived stage of transition at the time of the interview.

Complementing this, participants were asked to describe their current emotional state using a structured 10×10 Emotion Meter. This tool required individuals to select a

word that represented their level of pleasantness and energy, coupled with an emotion word that best encapsulated their psychological response to the ongoing change. This approach facilitated nuanced insights into the affective climate surrounding the transformation process.

In addition to qualitative interviews, participants completed an anonymous survey designed to elicit practical recommendations and perceived challenges related to the organisational change initiative. These responses provided valuable triangulation, highlighting areas for potential intervention and supporting the development of a more empathetic change management strategy.

### **3.10 Research Design Limitations**

This study was conducted within a specific subset of an engineering organisation, focusing primarily on teams and employees extensively engaged in the domain of Software Defined Vehicles (SDV). The analysis also includes considerations related to the formation of new organisational structures tailored to accommodate evolving technological priorities in SDV.

Given the localised nature of the research, confined to a single geographical area, cultural factors may exert a significant influence on the findings. Consequently, generalising these insights across broader contexts and global organisations presents inherent limitations.

A key challenge encountered in the study was the difficulty of capturing the emotional dimension of change, especially in a professional setting where subjective experiences may be less openly articulated. Moreover, the research was constrained by a limited dataset, which restricts the statistical generalisability of the conclusions. Legal obligations did not allow for mass surveys, further limiting the breadth of data collection.

For future exploration, researchers are encouraged to pursue longitudinal studies encompassing multiple geographies to validate and enrich the findings. Such studies could offer a more comprehensive view of cross-cultural dynamics and the evolution of employee responses to structural transitions in SDV ecosystems.

Additionally, it should be acknowledged that tracking the complete end-to-end change process within the timeframe of this research proved to be impractical. Organisational transformations are multifaceted and temporally extended, often continuing beyond the observational window of a single study. This temporal limitation further underscores the need for longer-term investigations to capture the full scope of change and its ramifications.

### **3.11 Methodology Summary**

The methodological approach of this study was carefully tailored to capture insights within a defined organisational and geographical context. Despite constraints related to data scope, temporal limitations, and subjective dimensions of change, the framework employed allowed for meaningful exploration of structural transformations in SDV-focused teams. The findings offer a valuable foundation for future, more expansive enquiries particularly those that incorporate longitudinal and cross-cultural perspectives to deepen understanding of the complex evolution of SDV ecosystems.

## CHAPTER

## IV

### RESULTS

To understand the ongoing change initiative and its effectiveness, the discourse with virtual face-to-face interviews/dialogue sessions and a short survey was also carried out to capture the demographics. The survey link was shared and requested to be filled but was not mandated to be filled post the dialogue session.

1. Please Choose your Department/Section



*Figure*  
*Participant Spread across sections*

4.1

From the demographics, participants are well distributed across different sections of the department. There is a good level of representation from individual contributors, middle management and higher management. They are also well represented with respect to functional and people management responsibilities. The overall experience is greater than

10 years for all participants, showcasing a good amount of maturity to be able to reflect and respond to the change initiative. The amount of tenure spent in the current organisation is also more than 5 years for all participants, which also provides good understanding of work, team dynamics and technology advancements in the industry.

#### **4.1 Research Question One**

**To examine the emotional state of employees during the change initiatives and map them to different stages of the change curve.**

Since it is extremely difficult to capture people's feelings, an attempt was made to measure this by employing a 10x10 matrix with words that represent human emotions at any given time. To capture and understand the feelings of participants, Emotion Meter has been utilised as a tool, and utilising the change curve, which originates from the Kubler-Ross model of grief, has been utilised to understand the phase they are in on the change journey. Participants were asked to spot themselves on the change curve.

#### **Emotion meter & change curve positioning:**

During the discourse, all participants were presented with a 10x10 matrix with increasing intensity of pleasantness and energy that represents words expressing different emotions that humans can be experiencing at any point in time. They were nudged to express what they were feeling specifically about the change initiative under study. The results are plotted on the same matrix based on whether participants are individual contributors, middle management, or higher management.

Similar to the emotion meter, the participants were asked to spot themselves on the change curve. This method was picked up as it had been extensively used earlier in the organisation, and most employees recognise the change curve model.

The table below captures the stated feelings and position on the change curve of participants about the joint venture formation for the software-defined vehicles. The participants are the group which is impacted the most by this initiative in terms of current work and what the future holds for them, and how do they see the deliverables in the short and long term?

Participant no.	Role	Emotion meter	Change curve	Remarks
P1	Individual contributor	Could not pick	Gradual Acceptance	
P2	Middle manager	none	Oscillating between depression and acceptance	
P3	Middle manager	Golden zone	Gradual Acceptance	Feeling of conflict moving towards red
P4	Middle manager	Optimistic	Happiness & Gradual Acceptance	Feel little lesser on pleasantness
P5	Higher mgmt	Calm and uneasy	Fear & moving forward with commitment	
P6	Individual contributor	Worried	Happiness & fear	
P7	Individual contributor	Concerned	fear	
P8	Individual contributor	Apathetic		
P9	Individual contributor			Somewhere down on change curve
P10	Middle manager	Happy / Enthusiastic	Moving forward with commitment	
P11	Individual contributor	Pleasant/Energised	Gradual Acceptance	
P12	Middle manager	Pleasant / At ease	Gradual Acceptance & moving forward with commitment	
P13	Individual contributor	Energised /Restless	Gradual Acceptance & Fear	
P14	Higher mgmt			
P15	Higher mgmt	Restless /Energised		
P16	Middle manager	Focused	Moving forward with Commitment	
P17	Middle manager	Stressed	Moving forward with Commitment	
P18	Higher mgmt			
P19	Higher mgmt			
P20	Higher mgmt	Happy	Gradual Acceptance	
P21	Individual contributor	Nervous	Fear	
P22	Individual contributor	Energised	Moving forward with Commitment	Sometimes in red zone
P23	Higher mgmt	Optimistic	Moving forward with Commitment	

*Table*  
*Emotion Meter and Change Curve responses*

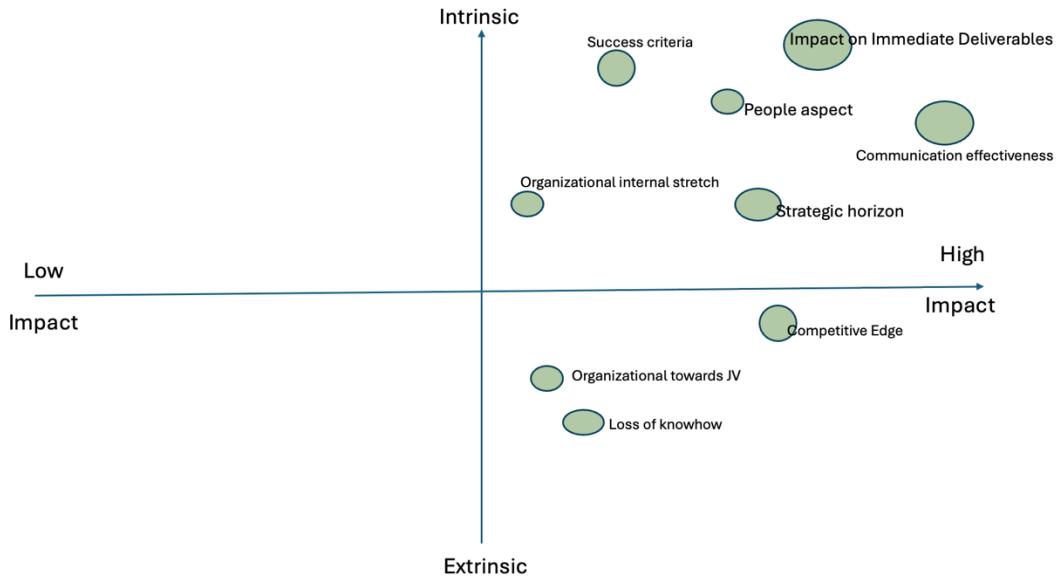
4.1

## **4.2 Research Question Two**

**To assess & analyse the challenges and barriers of change initiatives in a global automotive (OEM) engineering organisation working with software-defined vehicles during alliances & joint venture formation.**

The participants were nudged to initiate a conversation with the emotion meter and the change curve positioning during the face-to-face dialogue session/interview, led by a semi-structured questionnaire.

**Common themes** which appeared during the discourse on the change initiative with impacts (high/low) and intrinsic/extrinsic nature are compiled as shown below in the figure.



*Figure*  
*Common Themes Identified*

4.2

Table 4.2 provides a summary of common themes identified during the discourse.

Participant no.	Role	Immediate impact on deliverables	Organisational stretch	Strategic Horizon	Competitive Edge	People Aspect	Communication
P1	Individual contributor	X	X	X	X	X	
P2	Middle manager	X	X	X	X	X	
P3	Middle manager	X	X	X		X	X
P4	Middle manager	X	X	X	X	X	
P5	Higher mgmt	X	X			X	X
P6	Individual contributor	X	X	X			
P7	Individual contributor	X	X	X		X	X
P8	Individual contributor	X	X			X	X
P9	Individual contributor	X	X	X	X	X	X
P10	Middle manager	X	X	X	X	X	X
P11	Individual contributor	X	X	X	X	X	X
P12	Middle manager	X	X	X	X	X	X
P13	Individual contributor	X	X	X		X	X
P14	Higher mgmt	X	X	X		X	X
P15	Higher mgmt	X	X	X		X	X
P16	Middle manager		X	X		X	X
P17	Middle manager	X	X	X	X	X	X
P18	Higher mgmt	X	X	X	X	X	X
P19	Higher mgmt	X	X	X		X	X
P20	Higher mgmt	X		X			X
P21	Individual contributor	X	X				X
P22	Individual contributor			X		X	X
P23	Higher mgmt	X		X		X	X

### **Summary of the points indicated in the themes**

Main areas highlighted under each theme which are consolidated as per the discourse:

#### **Impact of Immediate Deliverables:**

1. Losing resources and not being allowed to fill in positions (at the time of interviews) results in increased workload on people.
2. Deliveries in the short term will be impacted.
3. Interfaces with the joint venture are not defined and clarified; the process and documentation will take time.
4. Knowledge Gap (man-years of knowledge & competence loss)
5. Questions the timing of the change

### **Organisational**

- a) Stretch towards the joint venture.
  1. The processes and interfaces with the new JV were of concern; apart from this, brain drain was another challenge indicated.
  2. Governance and structure were something that was not formalised.
  3. People moving to JV and losing connections with them was a concern.
  4. It's a long way to go to build "process excellence".
- b) Internal Stretch
  1. How this change will lead to further change in the organisation in terms of the formation of new entities/new roles and new constructs.

2. Formation of a JV will lead to a new cooperation between two companies, and interfaces will be different between people (not the same company/team).
3. The core of the organisation will change, and the product which is our core today will no longer be the core, and we will be dealing with an external entity.
4. More people should be professionally managed.

### **Strategic Horizon**

1. It is seen as a "must do" step from most participants in a long-term strategy.
2. To reduce the high development cost of platforms in software-defined vehicles, it is seen as an important step.
3. The core of the organisation is evolving with the tech advancements.
4. The timing to bring about the change was seemingly surprising.
5. Missing the Plan B in case of failure!
6. The role of the current organisation comes into question when this is being carved out to the JV.
7. The vision and steps to reach the wanted position seem unclear.

### **Competitive edge**

1. Our organisation is seen far ahead in terms of SDV development, as the JV move is creating disruption.
2. However, this move needs to reskill/upskill and revitalise our people.
3. Brings in an additional layer between suppliers (Tier 1) and us,

4. Path to be identified: how it will impact our present-day core and what will be our new "core" in the future state and the ways of working around it.

### **People aspect**

1. With limited information, middle managers find it difficult to have meaningful dialogues with their team members. They are squeezed between the higher management's "high-level info" and operational challenges.
2. They deal with the frustration from teams and peers. However, daily work still has to continue, and deliveries need to happen, which is difficult when people are affected by change and they don't know HOW.
3. Fear and gradual acceptance are more about how to manage the current situation; new resources need time to ramp up when key competence is lost.
4. In general, a lack of a structured approach is seen.

### **Communication**

1. There has been communication, which was too little; the same information was shared each time.
2. The dialogues and interpretations of change need to be done in smaller focus groups with sponsors taking an active part. "There was no channel for employees to discuss interpretations."
3. Understand the islands of resistance and the whys of resistance! Time to be taken out for people and managing resistance.
4. "Competition law" has been seen as an element that did not allow sharing information. However, it is OK to say, "What cannot be shared at this point."

**ADKAR framework:** Awareness of participants:

Utilising the ADKAR change framework from PROSCI and service design methodology together to keep the employee at the centre stage and try to understand their perspective of change. Some questions relating to awareness, desire, knowledge, and ability were followed up in the survey as well, which followed the discourse.

Figure 4.5 below is a response to ranking what change means to participants from highest to lowest order.

6. Which of the mentioned options do you feel are included in the change , Rank them in the order from highest to lowest ,you think are included in change .



*Figure 4.3*  
*Change awareness of participants*

Figure 4.3 provides how participants see change in the importance of 4 parameters, namely organisational change, business model, product delivery and processes. These are the main identified topics under this change initiative. However, different roles and responsibilities

perspectives on the change constitute much more than just the above-mentioned four focus areas.

Table 4.3 below shows responses to what the change in discussion means for the participants, and Table 4.4 provides inputs on what more information participants are seeking about the change initiative.

7. What do you feel this change comprises of other than options in Question 6 ,answer in few words ?



**ID      Name      Responses**

1	anonymous	(Difficult to rank question 6) Add platform architecture to the list.
2	anonymous	Collaboration, both internally at [REDACTED] and externally with the JV
3	anonymous	Culture values
4	anonymous	knowledge sharing
5	anonymous	.
6	anonymous	Hard to define good new interfaces and put up good WoW
7	anonymous	People
8	anonymous	None
9	anonymous	Interaction with the external supplier
10	anonymous	I think [REDACTED] ability to change course when it comes to electronic architecture will be more complex as every change will have to be secured to be in line with <del>commitments</del> made to the other partner of the JV
11	anonymous	People
12	anonymous	Mindset Change
13	anonymous	move of Expertise Knowledge and it will also effect architecture
14	anonymous	competence change, culture
15	anonymous	Technical challenge - how will we get what we need?
16	anonymous	Autonomy regarding product planning will decrease.

□

*Table  
What's Change for Participant*

4.3

8.What is one topic related to this change, would you like more explanation to be provided ?



ID	Name	Responses
1	anonymous	Strategy of JV. Boundary of the software <u>defined</u> vehicle platform they will deliver.
2	anonymous	Steps of the change
3	anonymous	How we intend to work with the JV as an integrated party in our ecosystem. What is <u>out</u> expectations of deliverables from the JV and <u>how</u> they integrate with [REDACTED]
4	anonymous	<u>organisation</u>
5	anonymous	Process
6	anonymous	Same answer as in 7
7	anonymous	Why <u>now</u> knowing the consequences on delivery <u>timelines</u>
8	anonymous	<u>Process's</u>
9	anonymous	KPI for success of the change
10	anonymous	A lot of people with years of experience from [REDACTED] systems ([REDACTED] [REDACTED]) as well as networking abilities within [REDACTED] will join the JV. How can we minimize negative impact within [REDACTED] as <u>result</u> of the loss of these experienced <u>people</u>
11	anonymous	How to make smoother operations between [REDACTED]
12	anonymous	Business model
13	anonymous	Strategy for Current [REDACTED] <u>development!</u>
14	anonymous	What product development will [REDACTED] do after [REDACTED]
15	anonymous	How the interaction between [REDACTED] will work after the initial phase. How do we collaborate long <u>term</u> , in an efficient <u>way</u> including <u>maintenance</u> .
16	anonymous	How transparent will [REDACTED] technical roadmap work be?

Table 4.4 Expected Information by participant's

### **4.3 Research Question Three**

**To recommend factors which support & are seen as a challenge for successful ongoing change management.**

Following are the areas identified for smoother transition between the current state and future wanted state during the discourse.

1. Management needs to accept that people are prepared for the change. Management needs to be better prepared with implementation plans and milestones. Stop being in the denial phase about how it is going to impact us.
2. A long-term strategy/vision needs to be communicated for people to connect to the change. The ‘why’ of change could be shared/communicated better. Short-term plans are needed to meet the immediate deliverables, and a long-term roadmap is to be envisaged.
3. The journey for operational people has not even started; some groups will be completely unaffected. Lack of dialogue does not help people to come out of the denial phase. Start taking communication in smaller groups, adapting the message to different people looking at the social environment.
4. Direct line managers (middle managers) need to know the strategy to manage resources. Focus should also be on the organisation which has to deliver and not only the new company which will be created out of the joint venture.
5. Interfaces, governance, and ways of working with the JV and upcoming organisation are to be formed and decided early on! Documentation and requirements are to be put in place. Interfaces to people in the joint venture as well as tools need to be clearly defined.
6. To create a psychologically safe space for teams and make them feel secure. Giving timely updates.



#### 9.What can organisation do to make the change process smoother ?

ID	Name	Responses
1	anonymous	Secure that the receiving organization is up and running when the JV starts. Adapt and maintain a strong system/software organization.
2	anonymous	Better communication
3	anonymous	Clarity, openness, and purpose.
4	anonymous	more information regarding the change
5	anonymous	Better communication about how and when
6	anonymous	Understand why <u>changes</u> is happening and the benefit of it.
7	anonymous	Be transparent on <u>timelines</u> , give freedom to replace and fill the <u>gaps</u>
8	anonymous	Transparency
9	anonymous	Feedforward from the line organization
10	anonymous	1. Ramp up securing a "receiving organization" within [REDACTED] (better late than never). 2. Prepare for a <u>transcission</u> period during which <u>interaction</u> between JV critical resources and [REDACTED] is allowed, <u>prehaps</u> with limited access to [REDACTED] systems.
11	anonymous	not have a clean cut for people leaving [REDACTED]
12	anonymous	Identify talent with continuous learning and accept <u>changes</u>
13	anonymous	Work with change management on all <u>level</u> , tech, people, process...
14	anonymous	Start and prepare for the change coming after [REDACTED]
15	anonymous	Improve the communication around this change. Even if things are unclear, just to be present and available will help a lot.
16	anonymous	Listen to and take action on employee concerns <u>otherwise</u> the engagement might suffer.

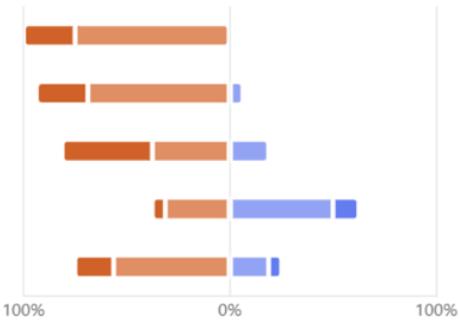
Table 4.5 Participant's view for smoother change

Further looking into the ADKAR framework, answers to question 10 of the survey shown in figure 4.6 further indicate the desire, knowledge and ability to support the change initiative.

10. For each of the statements written below please make a choice among the options provided.

● Strongly agree   ● Agree   ● Disagree   ● Strongly disagree

This change is aligned to  Group strategic objectives



This change is good for business

Reasons for this change are clearly communicated

I have been told how changes will affect my team

I feel confident about delivering the changes

*Figure 4.4  
Participant's Desire for Change*

#### 4.4 Summary of Findings

Based on the survey and interviews, it can be easily summarised that participants have a good understanding of the change initiative. There is alignment on the long-term vision and strategic goals as well. Some participants do not have clear communication about the 'why' of the change and how it impacts them and their teams.

The emotional response from participants is very mature and resonates with how it impacts each one's day-to-day working.

Communication, transparency, roadmaps with milestones and measurables, impact on immediate deliverables, and resource uncertainty are common focus areas appearing in the survey findings and during the discourse.

## 4.5 Conclusion

Employees and executives both experience many stages of change and respond to it in comparable ways, with the first & foremost being 'What's in it for me?' All of them require time to move through the stages and periods of change. Due to prior information availability, management and leadership arrive at the same stages earlier and have already navigated the critical phases of the change curve and emotions. By the time employees learn about the changes, the leadership has already advanced, which leads to an imbalance in how they perceive one another's viewpoints. Because of the business ramifications, leadership is so focused on completing the transformation that it can occasionally become unidirectional.

The most challenged is the middle management, which manages the day-to-day operations with their staff and moves between the teams and the leadership. While the leadership level is focused on moving forward, the teams at ground level are occupied with battling to meet the operational needs of continuing activities.

The majority of executives understand that effective communication is essential to a change's success, and they place a strong emphasis on maintaining regular contact with staff members during town hall meetings. Communication has to be progressive, which builds meanings for both management and employees. It is evident that the constructs require time to develop comparable levels of meanings and that they must be bidirectional or multidirectional in order to establish trust.

Higher management's inability to understand the "people side of change" creates a non-supportive work environment, which leads to the trust deficit. This absence of multidirectional or bidirectional conversations leads to the communication breakdown.

## DISCUSSION

## 5.1 Discussion of Results

The results for the three research questions, based on discourse and survey, are explained below. The outcomes and their interpretations are expressed based on that point when the interviews and survey was conducted for the participants.

## 5.2 Discussion of Research Question One

To examine the emotional state of employees during the change initiatives and mapping to different stages of the curve.

## 5.2.1 Interpretations of the emotion meter result

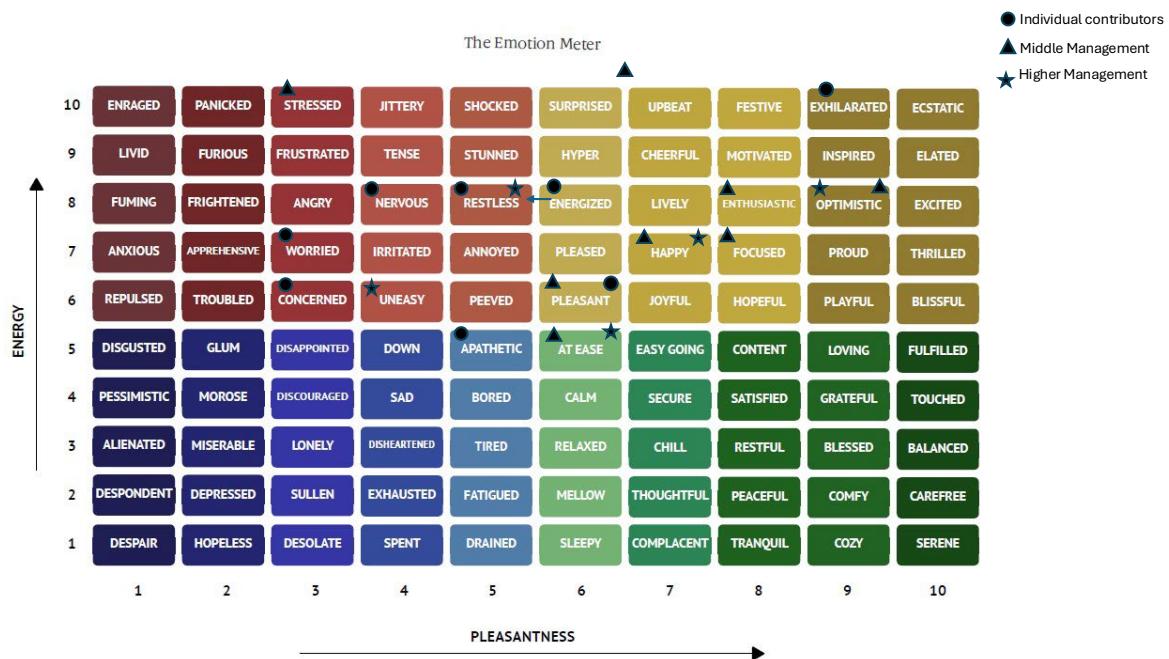


Figure  
Emotion Meter Responses

5.1

- 1) With time progression and as information becomes clearer, most people will move from the red (high energy, low pleasantness) to the golden zone (high energy, high pleasantness).
- 2) Most individual contributors are in the red zone (higher energy levels but low pleasantness), mainly due to insufficient information and lack of understanding of the change initiative's impact on them or their work and teams.
- 3) A few of the individual contributors who had prior information have already shifted to the golden zone.
- 4) Middle and higher management are seen mostly in the golden zone. It can be attributed to the fact that they have had information for a longer time and have been able to construct meanings of the change.
- 5) One more insight that came up during the discussions also is that some participants from middle and higher management are moving from the golden zone to the red zone, considering they confront the operational realities and the real hurdles of teams at ground level.

### **Emotion meter summary**

Most people were in favour of the change.

Most individual contributors are on high energy and mid pleasantness as per the chart.

Most middle and higher management are high on energy and high on pleasantness.

No one was in low energy and low pleasantness, also in verbal discussions indicating they believe in the change. As time progresses, middle management is moving towards the red zone from the golden zone.

The intersection of time when the employees and management come to a convergence of meanings of constructs of the change and understand each other's perspectives; there will be a shift in emotions, raising the pleasantness levels in the emotion meter and reducing the stress, worry, and restlessness among employees. From literature, some variables are how the employees feel about the change; their feelings towards change may lead to different outcomes than the outcome of their behaviour and their thoughts. (Oreg, 2006) We can clearly see a difference between higher management's feelings vis-à-vis feelings of individual contributors, mainly due to the perspectives which both hold from their own standpoints.

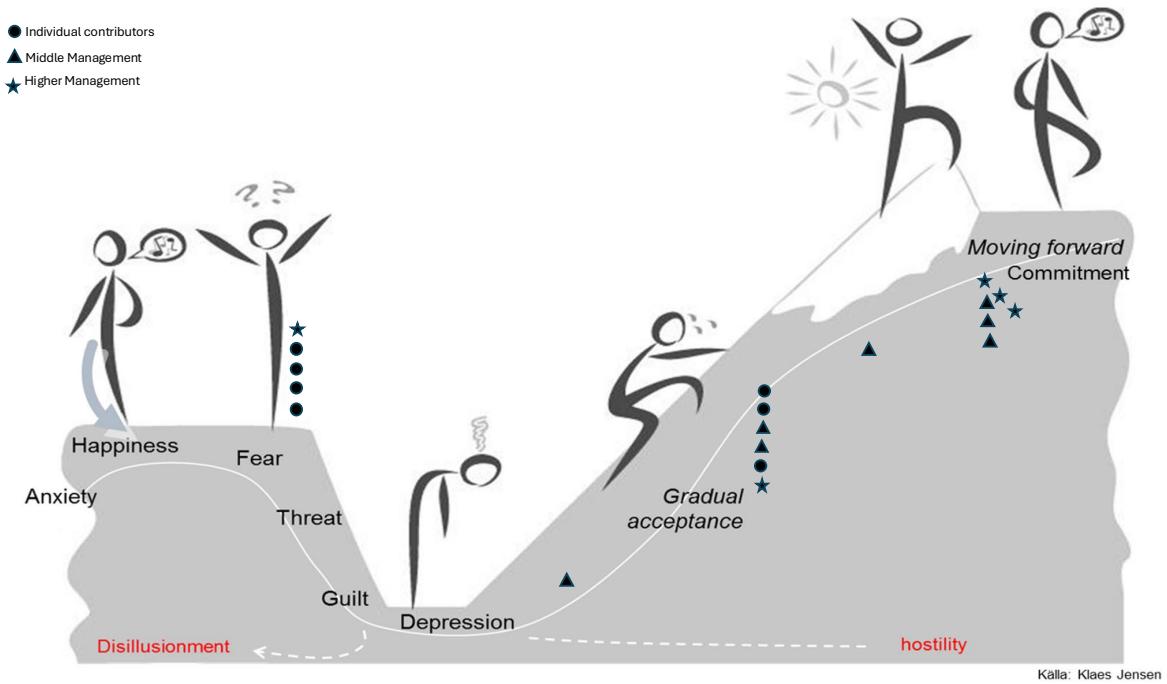
### **5.1.2 Interpretation of change curve results:**

Very similar to the emotion meter results when participants were asked to place themselves on the change curve at that point of time with respect to the change initiative (formation of a joint venture for the organisations involved with software-defined vehicles). Figure 5.2 below gives the projection of stages on the change curve where participants are.

Most middle and higher management are towards the gradual acceptance and moving forward with commitment stage.

Most employees/individual contributors were in a fear stage on the curve.

Some individual contributors are at the gradual acceptance stage, and some management are also at the gradual acceptance stage/moving towards gradual acceptance.



*Figure*  
*Participant's Position on Change Curve*

5.2

### Change Curve summary:

As mentioned by Burns, all human behaviour is seen as conditioned by expected rewards; it is often seen as a stimulus for an individual as compared to the stimuli itself. Most individuals' first response is based on the impact for themselves. It is evident in the case study as well. Most emotions initially are based on how it impacts the concerned individual (WIIFM, what's in it for me) and later their teams. Most participants who had the possibility to construct the meanings together (middle management or individuals or higher management) have managed to reach the gradual acceptance phase, and those who are positively impacted by change for sure are moving forward with commitment. Most individual contributors' reasons

to be on this stage can be related to immediate deliverables and not having a view in the long run, also including the higher workload expected.

Knowing the reality at the operational level, some participants also mentioned that they are oscillating between the fear and gradual acceptance stages.

This case study focuses on the change, which can be classified under modular transformation as suggested by Rune Todnem (2005), which indicates major shifts in one or more departments or divisions. The change is characterised by corporate-wide radical alterations in business strategy where the change impacts the current work carried out by the development teams. The company is taking a shift towards what will be core for development in SDV (software-defined vehicles) for the organisation. When the core with which individuals and teams have been involved for a long time is evolving and transforming, there is a fear among employees about next steps.

## **5.2 Discussion of Research Question Two**

**To assess & analyze the challenges and barriers of change initiatives in a global automotive (OEM) engineering organization working with software-defined vehicles during alliances & joint venture formation.**

Constructing the scenario in reference to Satir's model in the case study, the engineering organisation is busy developing high-technology, software-focused, and market-leading products. There is a disruption in the market where SDVs (software-defined vehicles) are becoming more and more complex, and manufacturers are trying various methodologies to be able to get ahead and keep the lead. Due to this external pressure, we see the organisation taking a step towards joint venture formation. Once this step is decided and change starts to kick in, a lot of chaos can be experienced in the engineering organisation, which was mainly involved in the development of software-defined vehicles. This external stimulus pushes the transformation to be initiated. Similarly, correlating the situation with Lewin's CATS model, there is a steady state in which the organisation is working and delivering the development initiatives. Due to the complexity and technological shift, there is a movement which takes place with the internal and external environment while forming a joint venture. The case study was carried out during the motion/chaos period.

Similarly, the external stimuli, as per McKinsey's 7S change model, are a strategic response to the disruption. In the case study the organisation is focusing on the dimensions that are critical to the evolution and sustenance of the company as a part of joint venture formation. However, the main focus from the organisation has been

on the new JV formation and not much on the current engineering teams which are part of the organisation today, so this can be seen as a partial miss.

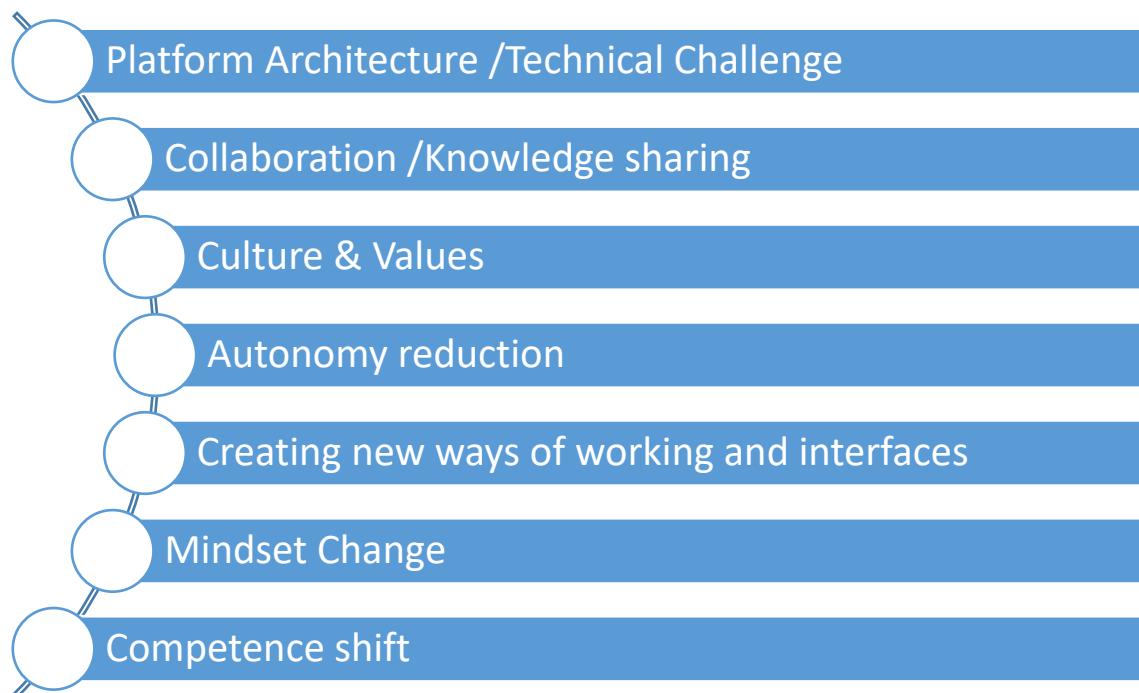
With respect to one of the “S”s of McKinsey’s 7S—“Style”—it also plays a very important role in the change management, and how leadership wants to work with change and what their priorities are define the way forward for the rest of the organisation. During the discourse of the case study, there was considerable resistance towards utilizing a change model for the change implementation or measuring its effectiveness as traditional change models were not found to be adequate in disruptive periods.

Communication is not merely a transmission of meanings but a joint co-construction of the meanings depending upon the general contexts in which it occurs. Simoes & Esposito, (2014) and throughout literature, as suggested, change is a communication challenge and an inherent part of these implementation activities. In the case study it was apparent that communication was not frequent and it was unidirectional; information was delivered, but the effort was not made to seek feedback.

The adopted change wheel is from Kanter’s model, which refers to measuring, milestones, and feedback. It is an important step towards seeing and measuring the progress of change. However, in this case study, there are no specific milestones and specific measures which were established and followed up for change implementation. Thus making the impact of change invisible for the employees.

A deeper look with respect to the literature at the barriers in front of the Change initiative:

Based on answers received to Q.No. 8 of the survey about what else change means for the participants. Figure 5.3 below summarises very well what change meant for the participants.



*Figure  
Participants' view of change*

5.3

The case study showed that the employees had not internalised the change Ford and Ford, (2009) or rather, they had internalised the change independently themselves, and they understood very well what it meant for them, but the dialogue of the consequences and impact that the change had on their day-to-day work had not taken place with the management. The situation was assessed very differently by higher management and employees, as also cited by (Kotter & Schlesinger, 2008), similar to what is referred to as upper echelons theory(Gfrerer et al., 2021)

As Kotter has suggested that individual resistance is rare, most often the obstacles are in the organisations' structures. The employees are worried about the depletion of competence and the increased workload they will have to face when the new joint venture formation takes place. It is going back to variables of change which impact what people do (Oreg, 2006). The dialogues that have not conspired between the management and the employees bring the two to different maturity levels of the ongoing change. Employees understand the change and are well aware of the change. However, the construction of the meanings on how it impacts their day-to-day life differs.

Meaning is negotiated in organisational discourses where different and contested views of the need for a change are promoted, defended and criticised (Thomas et al., 2011). In the case study the change was understood by the employees as well as middle management and higher management, and there was an overall sentiment in favour of the change; however, the impact of the change and consequences were not discussed. The co-creation of meanings and the “organisational becoming” were not aligned by both entities. With respect to McKinsey’s 7S model, we also see that there is a gap in the “systems” part, which mainly attributes to the efficient working of the organisation post joint venture. There is anticipation of new interfaces and ways of working which are not discussed at the time of discourse.

Top management, which has a significant impact on the outcomes, is unable to envision the difficulties faced by operational-level staff members. Additionally, because they are cut off from daily operations, their perspectives will differ from those of middle and lower management because of the latter’s roles and involvement in day-to-day operations. According to Chebbi et al. (2020), in order to have positive

engagement and be a significant factor in success, the change should be independent of hierarchical boundaries; a disconnect was evident in the case study.

**Change fatigue:** Looking at Kotter's and Leucke's model, there is a focus on consolidating gains and producing more change, or, as per Leucke's model, starting the change at the periphery and letting it spread to other units without pushing it from the top. There have been repeated instances of changes which have taken place. Before one change reaches its wanted state, another change is pushed from the top of the organisation. This phenomenon creates a change fatigue among employees, making them just compliant to the change rather than being participative.

### **5.3 Discussion of Research Question Three**

**To recommend factors which support & are seen as a challenge for successful ongoing change management.**

The first and foremost step, as suggested by most change management models from the literature, is about alignment of vision and strategy.

Judson, Kanter, Kotter, Gaplin, Luecke, and McKinsey's 7S model all are, in one way or another, looking at alignment of the business strategy and vision for the change. They all speak about the "what, why, how, and when of the change" in a larger context. While Mento's model is referring to determining the idea and its context, which indirectly goes back to vision and strategy.

In this case study it became evident from discussions that 'what' and 'why' were clear for the employees, which is in turn alignment on the long-term vision and strategy; however, 'how' and 'when' seemed to be out of sync between the management and operations.

The absence of milestones and measurables, which are addressed by the implementation plan as per Kotter, Plan the change by Judson, Crafting an implementation plan by Kanter and short-term wins by Kotter and Leucke brought in uncertainty among the employees at the operational level. When there are milestones identified, there can be quick wins boosting the overall morale of teams.

It is a must and a fundamental need to have a communication plan which helps organisations understand what the change means for them. As suggested by Thomas et al. (2011), meanings need to be constructed and negotiated in organisational discourses. In the case under study there were communication meetings and town halls conducted, so there was not a lack of opportunities to communicate. Here it was seen that employees were not able to connect the impact of change to their day-to-day issues, as free two-way conversations were limited.

Thus, change, which is a communication challenge as per Allen et al (2007), and Lewin and Seibold (1998), where multidirectional communication would support the trust building and psychologically safe space for employees to interact, is an essential element.

Throughout literature communication is seen as a key criterion for success in change implementation; it has been noted during the interviews that nondisclosure agreements have kept the change ‘clean team’ from sharing more information with the impacted teams. As mentioned by Denton and Richardson (1996), persistent and repetitive communication is important to provide as much information as possible to employees & to explain what can be answered and why others cannot be answered.

As per the 7S’s by McKinsey’s model, the ‘structure’ and ‘systems’ help in improving process clarity and help in removing the barriers to building trust and confidence among the ground-level employees. Initially the boundaries will always be blurred, and with discussions and deliberations, teams will find ways of working that enhance the change process. As per Kanter, similar commandments exist with “walk through teams” and “tune into the environment” to understand the change barriers better. Which is also supported by Kanter emphasising “develop enabling structures.”

As per Lewin’s “group dynamics”, we also see the individual behaviour as a function of the group environment, and when the group is leaning towards making the change happen, it will reinforce the coalition formation as well.

The structured approach, building coalition support, helps management in identifying the risks and putting forward the needs of the desired future state, which Leucke’s model suggests starting change at the periphery and letting it spread without

pushing from the top. The enabled structures help in the identification of risks and skilling needs for the success of the change.

There are clear indications from the case study that risk assessment for immediate deliverables was not thought about, and that has been the biggest worry among the teams in the implementation of the change.

Change management literature provides us with many models, both descriptive and processual, to work with change planning and implementations for effective change management. A stepwise structured approach can help in identifying the measures for challenges and limitations that come along the way.

In reference to the ADKAR model, figure 4.6 above indicates that participants have good awareness about the change. On the sliding scale (strongly agree and agree), participants are aligned to the goals and vision of the organisation. Most participants also strongly agree or agree that the proposed change is good for business. The ‘why’ of change has also been understood mostly, barring a few. Which indicates very good awareness levels about the change.

Indirectly the participants have a desire as well to carry out the change, which is answered by confidence to deliver the change. Though few are showing disagreement on the sliding scale.

Figure 5.3 also supports the fact that participants understand the impact of change on them very well and know what would be the gaps when change actually starts for them. This in turn confirms the knowledge and ability part of change.

It is evident that the ‘how’ part is an area of concern for participants, as they are unable to visualise how the change is affecting their teams.

Last but not least, the style of leadership, also referred to in the 7S of McKinsey as “Style”, is of great relevance, since transformative and participative leadership provides insights for the leadership to review their thinking and correct the concourse. As indicated by Li et al. (2021), it provides a greater degree of credibility and acceptance among the stakeholders.

**CHAPTER VI**  
**SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS**

**6.1 Summary**

The summary is further divided by the three research questions and for each the points are summarised as below.

**6.1.1 Summary of emotion meter and change curve**

The organisations and leadership should work towards reducing this time window where common understanding of the constructs is achieved to have a better emotional state of employees during change initiatives.

One more interpretation is to increase the dialogues between the first few stages of change from fear to gradual acceptance and reduce the time for rumours and assumptions. It could support the organisations to build a coalition quicker and help its effective change management.

The organisation tends to lean more towards fear when the future is uncertain. Then the vision and continuous dialogues to reach the vision and how to navigate the change play a role in creating a constructive and effective change.

The issue is not the stimuli, which creates a disruption in itself, but the response to the stimuli. The emotional response by employees can give rise to various micro behaviours which can have a macro impact at the organisational level.

### **6.1.2 Summary of Challenges and Barriers**

Contextual challenges in intricate significant change initiatives as identified in the case study for automotive OEM engineering organisations during the formation of the joint ventures

#### **Legal Challenges and Communication Constraints**

The current case study, which involves NDAs while forming joint ventures, presents few challenges in identifying what is allowed to be communicated and what is not. Only a select few members from the “clean team” were aware of the details, leaving the rest of the employees in a state of confusion and uncertainty.

### **Traditional change models in disruptive periods**

In highly disruptive industries like automotive in current times, the leadership and management have limited exposure to traditional change models. With execution taking the space over planning, there were missed opportunities for the constructive multi-directional/bi-directional dialogue.

### **Lack of organised change frameworks**

The absence of a structured approach towards change implementation and communication without measurable milestones makes progress invisible without indicators , this leads to all responses being reactive in nature.

### **Inadequate knowledge about change management**

Leadership has the responsibility to run the current business for ensuring continuity of business and operations. When such change initiatives are to be run in parallel, at times the ambiguity leads to inconsistent execution and diminished impact.

## **Barriers to effective change management:**

### **Disconnect between leadership and employees**

The disparity in employees' and leadership's readiness for change is a recurrent theme in the case study. Having been involved in strategic topics, senior leadership frequently believes that the rest of the organisation shares their urgency and level of understanding about the initiative. Employee disengagement and

oversight of expectations result from the fact that employees are actually only beginning their journey of change.

### **Disintegrated communication and trust deficit**

The most significant barrier identified is ineffective communication. Often it has been noticed that the same messages are repeated over and again without addressing the employees' day-to-day concerns. Employees perceive this as a lack of transparency and empathy, which fuels resistance and allows for different meanings of the construct to be created with many assumptions. The absence of a co-created narrative around the change leads to communication breakdown and lack of trust.

### **Different Perspectives – Giver and receiver of communication**

Closely tied to the communication breakdown is the lack of a structured communication plan that considers the receiver's point of view. Communication efforts often focus on message delivery rather than message reception and interpretation. The case study reveals that the focus was not on if the intended message was received and understood by employees as it was meant to be. This omission causes the impact and intent to be out of sync, and organisations often foster misunderstanding and disengagement.

### **Operational Blind Spots in Change Communication**

Employees are mostly concerned about their daily routines and how the change initiatives are going to impact them in the short to mid-term. Change communication, which remained at a very high and abstract level; it could not address the tangible implications for employees' day-to-day work. These blind spots often leave employees uncertain and confused about how their roles could evolve over time, especially in relation to new joint venture formation when new

interfaces will surface. This reduces employees' ability to adapt, prepare and contribute meaningfully to the change process.

### **Lack of Tactical Alignment with Employee Workflows**

Beyond communication, the case study reveals a lack of tactical alignment between the change strategy and the actual workflows of employees. Change initiatives are frequently designed at a macro level, with insufficient attention to how they intersect with the micro-level tasks and responsibilities of individuals and teams. This misalignment results in implementation gaps, inefficiencies, and frustration, as employees struggle to reconcile new expectations with existing operational demands.

### **Resistance Avoidance and Emotional Oversight**

Resistance is often treated as a problem to be managed rather than a signal to be understood. The case study reveals a systemic avoidance of resistance, with little effort made to explore its root causes. This results in a failure to address diverse perspectives and emotional responses, undermining the psychological safety necessary for change adoption.

### **Overarching Business Outcomes**

Dominating focus on business metrics deliverables by leadership since the stakeholders need to visualise the health of the organisation; often the process and people take a backseat. This imbalanced approach neglects the people side of change, pushing employees to be passive recipients rather than active participants in the transformation.

### **Change Fatigue Without Visible Outcomes**

A barrier identified in the case study is the phenomenon of change saturation—a condition in which employees are exposed to multiple, overlapping

change initiatives without experiencing clear, measurable, or meaningful outcomes. The introduction of multiple change initiatives in succession confuses the operational-level employees, and in the absence of visible progress or short-term wins, employees begin to perceive these efforts as symbolic rather than substantive. They are unable to connect these initiatives to their daily routines. This cumulative exposure leads to what is commonly referred to as change fatigue, a state when employee morale is impacted, bringing in feelings of exhaustion and sowing seeds towards resistance developing disengagement towards change.

### **6.1.3 Summary of factors that can smoothen the change process**

#### **Alignment on Vision, Strategy and Roadmaps**

- a) Long-term strategy and vision must be articulated to enable individuals to engage with the transformation to enable employees to understand what, why, how and when.
- b) Share the implementation plans along with milestones addressing how it impacts teams.
- c) There is always an expectation to understand the roadmap with milestones with measurables, which should be shared from the employee's perspective. Often sharing the progress helps build trust, while the same repetitive info each time will not help. Teams and organisations are expecting success criteria to be defined and progress to be monitored.

#### **Robust Communication Planning**

- d) Lack of dialogue hinders individuals from emerging from the denial phase. Communication will be efficient in smaller groups, and it needs to be

adjusted/suited to the context and type of audience; some might be impacted, and some might not be impacted.

- e) There is a need to provide a psychologically safe space for teams to make them feel secure for free conversations & transparent dialogues.
- f) Dialogues have to be multidirectional and frequent so that the meanings can be constructed together, leaving little scope for assumptions and rumours.
- g) Notifying them that we are unable to offer the information is also a smart way to maintain communication.

**Reaching “process excellence” to align with the wanted future state**

- h) Newly formed interfaces, governance structures to be formed, and possible ways of working with the new entities need to be discussed and deliberated. How to build transparency & trust between the new JV and the internal organisation is something to be looked into.
- i) Since the teams are deeply involved in the SW development for SDV, the expectation is to establish distinct boundaries between the internal organisation and JV from a development standpoint.
- j) **Risk management** and implementation plans need to be prepared with the insights coming from employees and impacted teams, especially with regard to consequences of proposed deliverables and timelines.
- k) “How to” Strategies to be framed clearly for risk management for pointers highlighted by teams.

**Follow the structured change management methodologies.**

- l) Also, to start looking at the effects of change in the future state, not being very secretive about the current state can unfold a lot of possibilities.

- m) What would be the different steps in which the change will be carried out to reach the future desired state?
- n) Change management to be effectively followed at all levels for people, processes, and technology.

#### **Resistance and reasons**

- o) It's important, rather than avoiding the resistance, to understand in depth the whys of resistance. Participative leadership plays an important role in this aspect and also creates better engagement from employees.

## **6.2 Implications**

### **Management Implications:**

The research work will help the change sponsor and management at different levels to anticipate what they can expect when getting into change which is connected to joint venture formations. The research work provides stable ground to look for signs or cautions for pitfalls. Depending upon the change types, different levels in the organisation can have different change models applicable for them to go through the change journey.

The research implies a clear connection between planning, communication and implementation of change. Robust planning is necessary for successful changes. The communication needs to be defined and suited for the audience, the ones getting impacted vs the ones not getting impacted. While during the implementation, taking the learnings back and improving/revisiting the plan becomes a must. The importance of focus groups and discussions to build the narrative holds the ground for change going forward.

Methods and tools need to be adapted to get reaffirmation that the message is received as was meant to be.

### **Theoretical implications:**

There are many change management models and a great amount of research already done on the subject of change management. These guide us through the process of change management. One part which became a bit more scientifically known and explicitly evident from implementing the change during the formation of joint ventures was that there will always be a time lag in the information between employees and senior management. While studying emotions of employees and the phases on the change curve, a new concept could be taken forward, which still needs to be studied in much more depth with different organisations as well as cultures and regions over a longer period of time during the change journey.

The author/researcher is contributing with the “Narrow the Time Window” concept so that the right information is shared at the right time with the employees. Which does not let the rumours get spread and takes into account the emotional state of employees. This is also the time when all the negative emotions are taking the front stage, and the small focus group discussions and right information can make it easier for employees to get to the positive trend of the change curve towards gradual acceptance and moving forward with commitment.

It is not necessary that every individual go through the same phases and emotions on the change curve. Each individual has a different journey based on how the change is impacting them. From the research it was clear that it is not the ‘what’ of the change but the ‘how’ of the change which impacts the feelings, thoughts and actions of employees.

The concept of “Narrow the Time Window” pushes organisations to plan before communicating and implementing the change and also to reiterate the feedback loop for improvisation. The author proposes to have shorter time intervals between the focus group/individual discussions, understanding the feelings during these discussions becomes of utmost importance, as does knowing why those feelings arise.

### **Practical implication**

For organisations undergoing change with joint venture formations, they need to understand the vision and make it visible for people in the organisation too. There is a clear construct that the implementation plan and communication plan have to run in parallel and need to feed each other. Based on the output achieved from the communication plan, the next implementation plan needs to be adjusted to fill the voids identified. Whether the joint venture leads to dissolution, creation or reorganisation of structures, there will always be two types of pools of people one who are impacted and one who are not. There will always be a need for adapting the communication to the audience. Smaller focus groups for impacted employees seem to provide better co-creation of the meanings and feedback loops.

The research provides some deep thoughts on the time window in the initial phase of change, “Neetika’s Narrow Window”, when the communication needs to be really frequent and transparent with bidirectional dialogues. This helps in building trust and coalition for the management and sponsors.

### **6.3 Recommendations for Future Research**

For the joint venture formation in the automotive space, more work could be performed when the scope is more diverse/global, not limited to one region.

How the cultural shift and change management interact with each other could be a deeper study area.

The creation of new processes and interfaces, which can lead to new roles and upskilling which didn't exist before, could be looked upon as a change management study. Also this study is at a point in time, more longitudinal studies could be done to understand the multitude of variables.

This study was focused on the teams which stay within the organisation; however, there is potential to study the newly formed engineering teams and their challenges and barriers which lie in the newly formed joint venture.

To analyse emotions with an emotion meter and change the curve at different stages of the change, in this study the data was collected at one point in time. The progression would be good to study further.

#### **6.4 Conclusion**

Change initiative, whether small or large, is seen by employees of any organisation with an emotional response on how it affects them. Whether at the operational level, middle management or higher management, all individuals go through the same phases of the change curve. Some pass through all stages, while some skip a few. It also depends upon how their day-to-day activities are hampered, which gives rise to micro behaviours which have a larger impact on the change. When people's emotions are impacted, the structures and systems play an important role when new interfaces get formed and people have to come out of their comfort zone to carry out their normal tasks differently.

The higher management will always be ahead in time to receive the information about the change, either as a receiver of change from sponsors or as a creator of the change themselves. There will always be some bindings and barriers which hold higher management from being able to share complete information.

Communication is key to the success of a change initiative. It is more than just transmission of information. The balance is created when both giver and receiver comprehend the message in exactly the same way. Also, it is for the management to take insights from the ground up and revisit their plans and strategy.

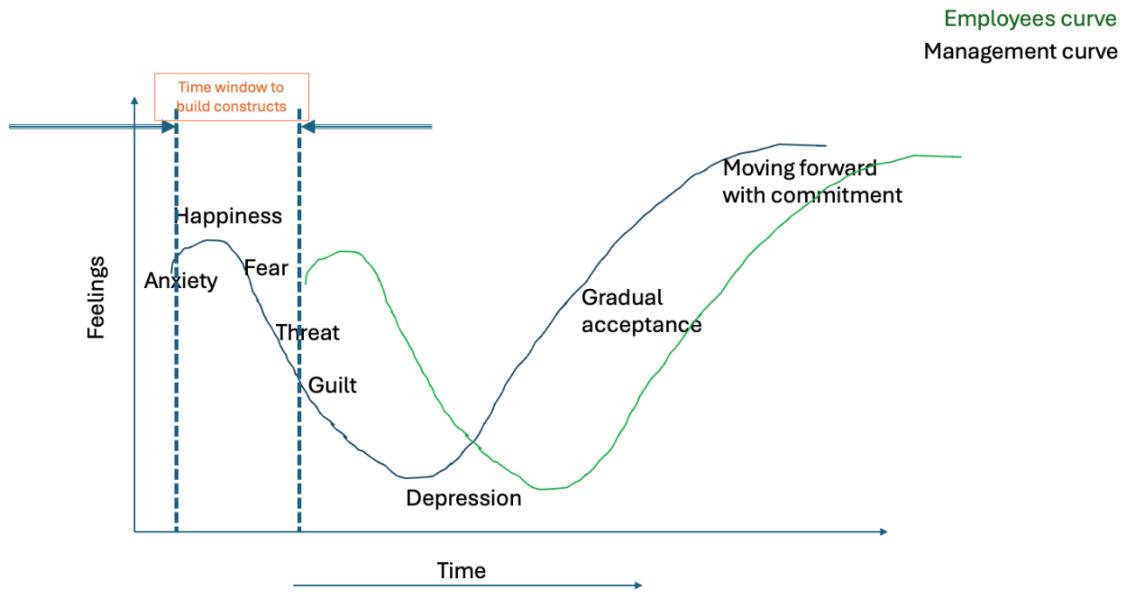
Communication regarding changes needs to be addressed along with the implementation plans with clear measurables. People get motivated when they see the progress and when they see they are part of the progress. The duration between the communications should not be too long and each time it can be repetitive and should give more information than the previous one. This helps in building trust and a guided coalition to take the change forward.

In specific cases, like in joint venture formations, it will be of utmost importance to find good communication as well as an implementation plan. The ‘what’ and ‘why’ of the change initiative were very well understood; challenges appear with the ‘how’ and ‘when’ part, which brings us back to the change readiness of the organisation

Figure

6.1

Neetika's Model - Narrow the time window



**“Narrow the time window & construct meanings with multidirectional dialogues.”**

It is important to note under communication that what management wants to communicate and what is the message received by employees can align only by narrowing the time window of interception between the management and employees' thought processes to build similar constructs and more frequent multidirectional dialogues. Encourage participation from the bottom up and set the directions from the top. Force the conflicts to surface as early as possible and revisit the direction at each opportunity.

To support efficient dialogue and smooth implementation, milestones and measures in a structured approach are necessary using change frameworks. Absence of milestones and measurements during the change planning and implementation makes it difficult for leadership to showcase the progression to the organisation, which brings in doubt and uncertainty.

**APPENDIX**  
**SURVEY COVER LETTER**

**A**

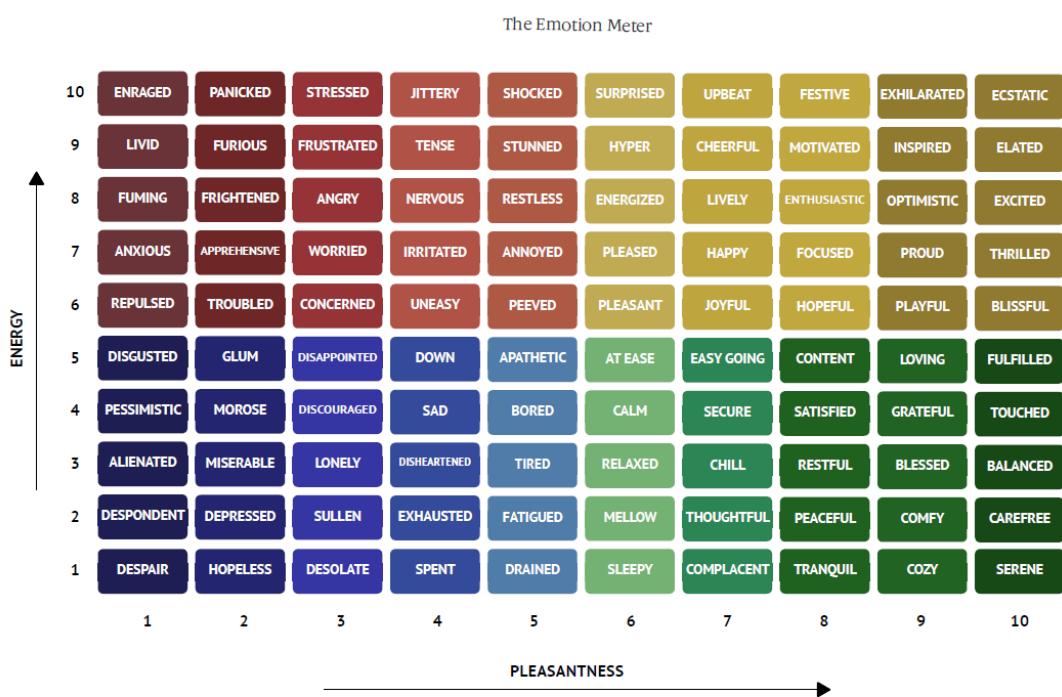
During the face-to-face virtual interviews, the participants were informed about the questionnaire and requested to answer after the discourse. It was also a reconfirmation of the points touched by participants during the semi-structured interviews.

The appendix with survey questions provides the information shared with the participants before answering the survey.

## APPENDIX

B

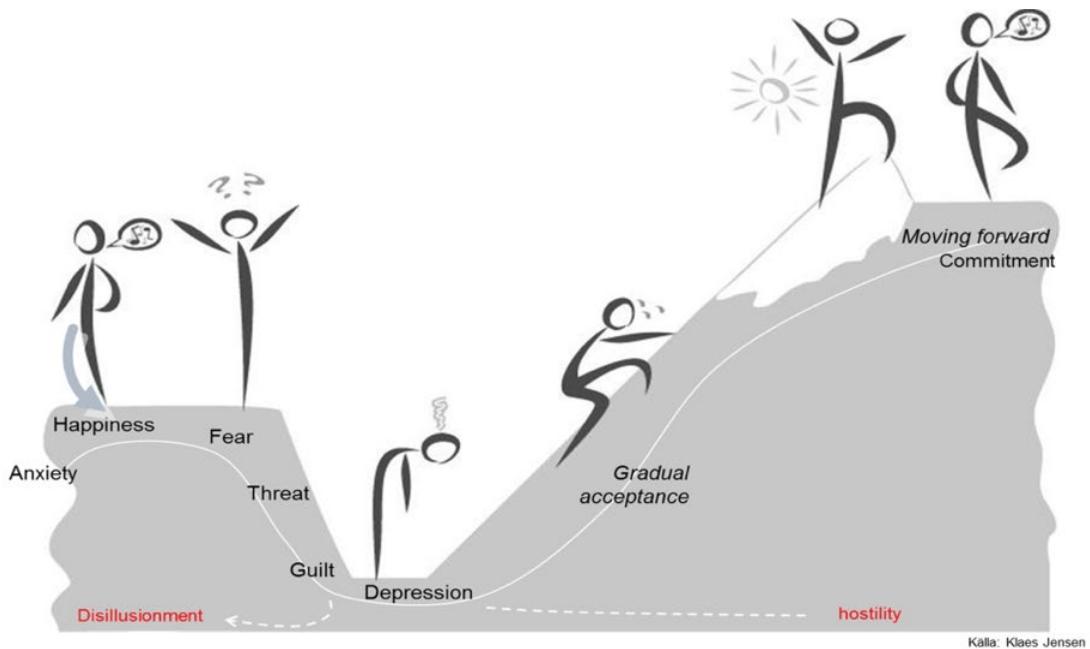
### EMOTION METER & CHANGE CURVE



(Emotion meter used with permission from Prof. Manish Singal)

TL3 transformational leadership, XLRI course

Author attended the course in 2021



The model or curve is based on Claes Janssen's four rooms of change.

Utilised this change curve to understand the position of participants on the curve

## INTERVIEW GUIDE

The semi-structured interviews were planned for different groups to get answers from them on relevant questions.

**Set 1: Questions for Individual Contributors/Employees**

1. What do you feel is the biggest challenge when we start implementing this change?
2. Are you aware of how the change is going to affect you? Do you feel this change is necessary?
3. How can you contribute towards this change? What is one thing that you will do to bring about this change?
4. Do you feel there is an appropriate level of transparency regarding the changes?
5. Do you believe **in this change** that is taking place for us now?
6. What could we stop doing, and what should we continue?
8. Do you feel we in our team are able to move ahead with our deliverables with these changes?
9. What do you feel were the measures for seeing if the change is successful?

## **Set 2: Semi-structured Questions for Middle Management**

1. What challenges do you anticipate during the change process & how do you plan to address them?
2. Do you feel this change is necessary? Are you aware of how the change is going to affect you?
3. How can you contribute towards this change ? What is one thing that you will do to bring about this change ?
4. Do you feel there is an appropriate level of transparency regarding the changes?
5. Do you believe **in this change** that is taking place for us now?
6. What are the measures for success? What are the criteria for this change?
7. What could we stop doing, and what should we continue?
8. Do you feel we in our team are able to move ahead with our deliverables with these changes?

### **Set 3: Semi-structured Questions for Management & Sponsors of Change**

1. What do you feel was the biggest challenge when we started implementing this change and now in the change journey?
2. What are the success criteria identified for this change, and are there any timelines for when we want to achieve them?
3. Do you believe in this change that is taking place for us now ? Is our organization committed to this change?
4. How adaptable is Volvo culture to cope with this change? Or how are we managing?
5. How can you contribute towards this change? What is one thing that you will do to bring about this change?
6. Do you feel there is an appropriate level of transparency regarding the changes?
6. What can an organization do to make the process smoother?
7. What could we stop doing, and what should we continue? What should be our next activities that we should take on ?
8. Do you feel we in our team are able to move ahead with our deliverables with these changes?
9. The leadership of the change—has this been clear?
10. Did we plan it well? Proactive planning: reactive
11. Sense of urgency: We have the new org, which is being set up, and what about the old organization, which will be left here?

## SURVEY QUESTIONNAIRE

**Survey : Case study - change management**

Message to participants :

Dear Colleague ,

As we all know, change is inevitable and is the only constant in the world around us. The success of any organisation depends upon its response to the change, whether it is triggered by internal factors or external forces. We in our organisation are trying to understand how we can manage the change more effectively. The change we are referring to for collecting your valuable feedback is about the establishment of a 50/50 joint venture to develop a software-defined vehicle platform.

This survey is completely anonymous & is aimed at understanding the change management process & its effectiveness as a student.

Microsoft Form is used to collect the information for the questions mentioned below:

\* Required

1. Please select your role.\*

Functional Manager

People Manager

Individual Contributor

2. Please Choose your Department/Section \*

(Names of departments not disclosed in the research document)

Department 1

Department 2

Department 3

Department 4

Department 5

Department 6

3. Please select your total work experience (in years) \*

upto 2 years

2 - 5 years

5 - 10 years

>10 years

4. Please select your total work experience within organisation /Group \*

upto 2 years

2 -5 years

5-10 years

>10 years

5. Please select your Gender

Female

Male

Prefer not to say

6. Which of the mentioned options do you feel are included in the change?

*(Rank them in the order from highest to lowest ,you think are included in change)\**

Product Delivery

Business Model

Organization

Process

7. What do you feel this change comprises of other than options in Question

6, answered in few words? \*

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8. What is one topic related to this change that you would like more

explanation to be provided? \*

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9. What can an organization do to make the change process smoother ?

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10. For each of the statements written below please make a choice among the options provided. \*

	Strongly agree	Agree	Disagree	Strongly disagree
This change is aligned to Volvo Group strategic objectives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This change is good for business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reasons for this change are clearly communicated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have been told how changes will affect my team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel confident about delivering the changes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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