



Leading and Implementing Workplace Change BMSW6103

Individual Report

Change Management Plan

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Executive Summary

This report explores Marks & Spencer (M&S)'s reshaping initiative, a transformative effort encompassing significant changes across strategic and operational domains. The paper begins with an analysis of M&S's recent history and utilizes a PESTLE framework to assess the external factors that have influenced the need for the transformation. The report then evaluates various change management models, including Lewin's, Kotter's, and Pettigrew's frameworks and identifies challenges that may impact the course of the change initiative. Furthermore, the report assesses the impact of leadership styles and organisational culture on the change management process. Finally, the report proposes a detailed change management plan and offers strategic recommendations that can serve to augment the effectiveness of M&S's reshaping endeavour.

Introduction

With a heritage of almost 140 years, Marks & Spencer (M&S) stands as one of the UK's most iconic retailers, renowned for its high-quality clothing, home products, and food offerings. The company operates a network of 1,064 UK-owned and franchise stores, alongside its partnership with Ocado Retail, and boasts a global presence in over 100 international markets, serving around 30 million customers each year (M&S, 2024).

In its pursuit of further growth, M&S has embarked on a comprehensive reshaping strategy designated to fortifying its market position and securing a trajectory of long-term success (Wright, 2023; M&S, 2023). As a Change Manager within the organisation, my responsibilities are fundamentally oriented towards the strategic oversight and facilitation of this transformative initiative, ensuring its successful implementation and the attainment of its targeted outcomes.

The current report will explore M&S's reshaping efforts. It will provide an analysis of the organisation's recent history, focusing on the impact of external environmental factors in prompting the undertaking of the change initiative under consideration. Furthermore, the paper will evaluate various change management models, identify issues that may impact M&S's transformation's course and examine the impact of leadership styles and organisational culture on the change management program. Finally, the paper will propose a change management plan, alongside recommendations aimed at driving the effectiveness of the change endeavour. By addressing these aspects, the report aims to deliver a thorough analysis of M&S's transformation efforts, providing insights into effective change management strategies and offering actionable recommendations to guide the successful execution of the reshaping initiative.

1. Reshaping M&S: Change Initiative Outline



Figure 1. Reshaping M&S (M&S, 2023)

M&S is a prominent and iconic retailer with a rich history spanning over 140 years. Established in 1884, M&S has been a significant force in the UK retail market, known for its high-quality clothing, home products, and food offerings (M&S, 2024). The company has built a reputation for its commitment to quality and customer service, positioning itself as a trusted brand among millions of consumers (Reed, 2021). Nevertheless, despite its storied legacy and market strength, M&S has encountered performance challenges in recent years (Eccles, Serafeim and Armbruster, 2017). Shifting consumer preferences, intensified competition, and evolving market dynamics have impacted the company's market share and profitability, prompting the need for a strategic overhaul to rejuvenate the business. To this end, M&S has embarked on a comprehensive reshaping initiative designed to address its challenges and realign itself with contemporary market trends. This strategic overhaul is centred on eight key areas (M&S, 2023):

1. Leading in Omni-Channel Retailing: Enhancing the integration of online and offline channels.
2. Expanding Global Reach: Leveraging the strength of the M&S brand to drive international sales by pursuing capital-light partnerships and broadening multi-platform online expansion.

3. Structurally Reducing Costs: Achieving £400 million in cost savings by improving efficiency and streamlining operations.
4. Creating a High-Performance Culture: Fostering a more customer-centric, agile, and digitally proficient workforce and environment.
5. Accelerating Store Rotation: Revitalizing the store estate and expanding food store presence in high-growth areas.
6. Modernizing the Supply Chain: Upgrading supply chain operations to improve availability, customer service, and cost efficiency.
7. Developing a More Compelling Customer Ecosystem: Integrating loyalty programs and diverse payment options to foster a more engaging customer experience.
8. Disciplined Capital Allocation: Strengthening financial stability through strategic capital management and bond repurchases.

Still, notwithstanding its multifaceted expected benefits, as outlined by By (2005), initiatives of such an extensive scale can present considerable complexities and challenges, thereby necessitating rigorous management and strategic oversight to navigate potential obstacles and achieve their intended outcomes.

2. PESTLE Analysis

As per Çitilci and Akbalık (2020), in today's dynamic business environment, it is of paramount significance for organisations to evaluate their external environment. Within this context, the PESTLE analysis framework stands as a valuable tool that aids the identification and understanding of the various external factors that can impact an organisation's strategy and operations, thereby facilitating informed decision-making and strategic planning (Cooper, 2023). The ensuing PESTLE analysis will examine the external forces that affect M&S and have prompted the company to pursue its reshaping efforts.

Marks and Spencer's industry (retail)

Importance to Marks and Spencer

POLITICAL

- **Regulations and Trade Policies:** Alterations in trade agreements or tariffs, such as the ones related to Brexit, impact import/export costs and product pricing (Sacerdoti and Mariani, 2019).
- **Government Stability:** Political instability or changes in government affect market conditions and consumer behaviour (Nadeem et al., 2020).
- **Geopolitical Tensions:** The ongoing war in Ukraine affects global supply chains, particularly in regard to energy and raw materials (Naz and Kear, 2022).
- **Tax Policies:** Shifts in taxation or fiscal policies influence operational costs and profitability (Norregaard and Khan, 2020).
- **Regulations on Sustainability:** Increasing environmental regulations and sustainability policies influence sourcing practices and product development, driving the industry towards greener practices (Dechezleprêtre and Sato, 2017).

- **Compliance Costs:** Increased costs related to taxes, new regulations and trade policies impact the cost structure and overall profitability of the company.
- **Operational Disruptions:** Political instability in regions where M&S sources materials or operates stores disrupts supply chains and logistics (Nadeem et al., 2020).
- **Market Access:** Changes in trade agreements may affect M&S's ability to enter or maintain presence in international markets (De Sousa, Mayer and Zignago, 2012).
- **Corporate Reputation:** M&S's alignment with or response to political issues can influence public perception and brand reputation (Shanor, McDonnell and Werner, 2021).

ECONOMIC

- **Consumer Spending:** Ongoing economic uncertainty and fluctuating consumer confidence impact retail sales and purchasing behaviour (Tai, 2024).
- **Inflation Rates:** Persistent inflation drives up costs for goods and services, affecting pricing strategies and profitability (Achúcarro et al., 2022).
- **Exchange Rates:** Volatile exchange rates influence the cost of imports and the financial performance of international operations (Itskhoki and Mukhin, 2021).
- **Interest Rates:** Rising interest rates reflect in higher borrowing costs and reduced consumer confidence and spending on discretionary items (Bauer and Rudebusch, 2020).

- **Revenue Fluctuations:** Economic conditions can influence consumer spending power, impacting MS sales and revenue.
- **Cost Management:** Higher inflation and interest rates increase costs for materials, operations, and financing (Hansen and Mowen, 2019).
- **Pricing Strategies:** Revenue and cost fluctuations necessitate adjustments in pricing strategies (Yang and Xia, 2021).
- **Investment Decisions:** Economic conditions affect M&S's decisions on expansion, store openings, and capital investments.

SOCIAL

- **Consumer Trends:** Shifts in consumer preferences, such as growing demand for sustainable and ethically sourced products, impact product demand, necessitating adjustments in offerings and marketing strategies (Marie and Grybś, 2013).
- **Social Media Influence:** Social media trends and online reviews are increasingly significant determinants of brand perception, exerting significant influence on consumer behaviour (Ioană and Stoica, 2019).
- **Demographic Changes:** An ageing population and increasing urbanization influence the demand for specific products and services, such as convenience-oriented offerings, healthcare-related products, and urban retail formats (Reher, 2011).
- **Lifestyle Changes:** Increasing health consciousness and focus on wellness drives demand for healthier food options and sustainable products (Ali and Ali, 2020).

- **Product Adaptation:** M&S needs to continuously adapt its product lines and marketing strategies to align with evolving consumer preferences and social trends (Marie and Grybś, 2013).
- **Store Design:** Changes in shopping habits and lifestyle trends require updates to store layouts and in-store experiences to better meet customer needs (Doover, 2020).
- **Ethical Practices:** Increasing consumer focus on sustainability and ethical practices necessitates that M&S incorporate these values into its sourcing and business operations to maintain customer loyalty (Trudel, 2019).
- **Diversity Initiatives:** The implementation of diversity and inclusion initiatives within the company's workforce and marketing strategies is needed to reflect and resonate with the diverse demographics of its customer base (Kochan et al., 2013).
- **Customer Engagement:** M&S must ensure its employment of robust customer engagement strategies, utilising various social media and digital channels to stay relevant and address changing consumer behaviours (Lim et al., 2022).

- **E-commerce Growth:** Advancements in digital technology and the rise of online shopping platforms drive the need for retailers to enhance their e-commerce capabilities (Bădîrcea et al., 2021).
- **Supply Chain Innovation:** Technologies like AI and blockchain are revolutionizing supply chain management, increasing efficiency and transparency (Almabrok, 2023; Oriekhoe et al., 2024).
- **Data Analytics:** The use of big data and analytics increasingly aids retailers in understanding consumer behaviour, optimizing inventory, and personalizing marketing efforts (Dekimpe, 2019).
- **Automation:** Growing automation of logistics and retail operations improves efficiency but requires significant investment (Fernie and Sparks, 2014).

- **Digital Transformation:** M&S continuously invest in digital technologies to enhance its online presence, streamline operations, and improve customer experience.
- **Operational Efficiency:** Implementing advanced supply chain technologies and automation facilitates M&S's capacity to optimise its costs and operational efficiency.
- **Customer Insights:** Leveraging data analytics enables M&S to better understand customer preferences and tailor its offerings.
- **Technology Investment:** M&S needs to manage the costs and risks associated with adopting new technologies while ensuring they align with the overall business strategy.

- **Regulatory Compliance:** Changes in retail regulations, such as product safety standards and labelling requirements, impact operational procedures and costs (Sadiq and Governatori, 2014).
- **Employment Laws:** Changes in labour laws, including minimum wage requirements and working conditions, impact operational costs and human resource management (Collins, 2012).
- **Data Protection Regulations:** Laws such as GDPR mandate strict data protection practices, affecting how retailers manage and store customer data (Martin et al., 2020).
- **Consumer Protection Laws:** Enhanced consumer protection regulations require retailers to ensure fair practices and transparent policies (Howells and Weatherill, 2017).
- **Intellectual Property:** Intellectual property laws impact how retailers protect their brands and innovations from infringement (Peloso, 2003).

- **Compliance Costs:** M&S needs to continuously invest in compliance measures and legal consultations to adhere to changing regulations.
- **Legal Risk Management:** The company must manage risks associated with legal disputes, regulatory fines, and compliance issues to avoid financial and reputational damage.
- **Operational Adjustments:** M&S may need to adjust its operations and policies to comply with evolving legal requirements, impacting business processes, operations and strategies.
- **Brand Protection:** Ensuring compliance with intellectual property laws is key for M&S to safeguard its brand and innovations from potential legal challenges (da Silva Lopes and Casson, 2012).

- **Climate Change:** Increasing climate change concerns drive the need for sustainable practices and adaptation in sourcing and operations (Robinson et al., 2017).
- **Resource Scarcity:** Growing limited availability of certain natural resources such as water, rare minerals, and agricultural products affects supply chains and production processes, influencing costs and availability of goods (Asif et al., 2020).
- **Waste Management:** Regulations and consumer expectations around waste reduction and recycling necessitate changes in packaging and disposal practices (Barr et al., 2013).
- **Energy Efficiency:** The push for energy-efficient operations impacts how retailers manage energy use and invest in green technologies (Lai, Cheng and Tang, 2010; Brown and Wang, 2015).

- **Sustainability Practices:** M&S needs to implement and promote sustainable practices, such as reducing carbon emissions and using eco-friendly materials, to meet regulatory requirements and consumer expectations (Lyons, 2012).
- **Cost Implications:** Investing in sustainable technologies and processes can incur higher upfront costs but may lead to long-term savings and improved efficiency (Ekins and Zenghelis, 2021).
- **Brand Reputation:** The organisation's commitment to environmental responsibility has a positive impact on its brand image and ascertains its alignment with consumer values (Chuah et al., 2020).

3. Change Management Models

Change management refers to the systematic approach to dealing with transformations in an organisation's processes, technologies, or culture (Todnem, 2020). It is aimed at aiding organisations navigate transitions smoothly, minimizing disruption, and facilitating the accomplishment of their targeted objectives (Anderson and Anderson, 2010; Reiss, 2012).

Several change management models provide frameworks for guiding organisations through transformative endeavours and can thus be applied within the context of M&S's change initiative (Nilakant and Ramnarayan, 2009).

3.1 Lewin's Change Management Model

Lewin's Model stands as a foundational framework within the realm of change management, construing the process of change as encompassing three critical stages (Sarayreh, Khudair and Barakat, 2013; Rosdiana and Aslami, 2022):

3.1.1 Unfreeze Phase

The model's initial phase involves the undertaking of actions targeted at preparing organisations for the upcoming changes by challenging existing assumptions and cultivating readiness for transformation. In pursuit of this objective, it is essential to clearly communicate the necessity of the change, actively engage stakeholders, and address any early resistance (Cummings, Bridgman and Brown, 2015).

Notably, while this phase is crucial for establishing a foundation for change, it can be challenging to execute, particularly within large and established organisations such as M&S wherein long-standing practices and established cultures may complicate efforts to align the workforce with the new direction (Hussain, 2018).

3.1.2 Change Phase

The second phase involves implementing the new processes, strategies, or systems that were planned during the unfreeze phase. Over the span of this phase, the aim is to resolve employees' uncertainties and encourage them to actively explore the new ways of working (Rosdiana and Aslami, 2022). As the workforce builds confidence in the revised processes, their behaviours and attitudes should begin to gradually align with the organisation's new strategic direction (Onyekwere, Ogoni and Ololube, 2023).

For M&S and its reshaping initiative, this phase requires careful planning, coordination, and execution to ensure smooth change implementation proceeding. It necessitates the provision of training and support to employees as they adapt to the new ways of operating, ensuring they are equipped to effectively embrace and integrate the changes (Proctor and Doukakis, 2003; Rosdiana and Aslami, 2022).

3.1.3 Refreeze Phase

The final phase focuses on solidifying and stabilizing the new processes and practices introduced during the Change phase. This involves embedding the changes into the organisation's culture, ascertaining that the new ways of working are consistently followed,

and reinforcing the changes to make them permanent (Cummings, Bridgman and Brown, 2015).

The effective execution of this phase is key for realizing the benefits of the undertaken transformative initiatives and securing their long-term success and sustainability (Rosdiana and Aslami, 2022). Nonetheless, it can be arduous, especially for companies such as M&S, where deeply rooted practices and long-standing organisational culture may resist permanent change. Without continuous reinforcement and diligent monitoring, there is a risk that employees might revert to old habits, which could undermine the progress made during the reshaping initiative (Holbeche, 2005; Hussain, 2018).

3.1.4 Model Evaluation

According to Rosenbaum, More and Steane (2018), Lewin's Change Management Model can be a valuable tool as it offers a foundational and rather straightforward approach, which simplifies the process of organisational change into three phases. However, the model's simplicity has also been identified as potentially inadequate for managing large-scale, complex transformations, where the change process is more iterative and multifaceted (Burnes, 2020). As such, the model may not fully meet the needs of M&S's comprehensive reshaping initiative, which involves extensive and ongoing adjustments across multiple areas of the organisation, thereby necessitating the consideration of additional change management frameworks.

3.2 Kotter's Change Management Model

Kotter's Change Model offers another framework that can be employed to facilitate the successful management of M&S's reshaping initiative. This model provides a structured approach to navigating organisational changes, delineating eight steps to be followed in pursuit of fostering successful transformational efforts (Appelbaum et al., 2012):

3.2.1 Step 1: Create a Sense of Urgency

The model's initial stage emphasizes the need to establish a sense of urgency regarding the necessity for change (Kotter, 2008). For M&S, this would involve the clear articulation of the competitive pressures, market trends, and internal challenges that necessitate the reshaping initiative, thereby motivating stakeholders to engage proactively with the change undertaking.

3.2.2 Step 2: Form a Powerful Coalition

The second step focuses on assembling a coalition of influential individuals who can drive the initiative forward by providing strategic leadership, securing necessary resources, and addressing resistance (Gupta, 2011):

3.2.3 Step 3: Develop a Vision and Strategy

This phase involves creating a clear and compelling vision for the future and a strategic plan for achieving it (Salman and Broten, 2017). In regard to M&S, this would mean formulating a coherent vision that clearly outlines the goals of the reshaping initiative, along with a detailed strategy that specifies the steps, resources, and timelines required to reach those goals. The vision and strategy would serve as a roadmap for guiding the organisation through the transformation.

3.2.4 Step 4: Communicate the Vision:

Effective communication is critical to ensure that the vision and strategy are understood and embraced throughout the organisation (Appelbaum et al., 2012). Thus, it is essential to implement a comprehensive communication plan whereby the vision is disseminated through various communication channels. Engaging employees in conversations about the changes and consistently reinforcing the message facilitates the development of a shared understanding and commitment to the reshaping initiative, thereby ensuring that the vision is not only communicated but also embraced and acted upon throughout the organisation (Salman and Broten, 2017).

3.2.5 Step 5: Empower Action

The fifth step focuses on overcoming obstacles and enabling employees to take an active role in the change process. This necessitates identifying and addressing potential barriers to the effective pursuit of the organisational shift and equipping employees with the necessary tools, training, and decision-making authority to ascertain that they can effectively contribute to the change process (Salman and Broten, 2017).

3.2.6 Step 6: Generate Short-Term Wins

The sixth step emphasizes the importance of achieving and celebrating early successes to build momentum and reinforce the change effort. Through setting and achieving specific, short-term goals, M&S can demonstrate tangible progress, which helps to maintain enthusiasm and validate the reshaping initiative, ultimately fostering continued commitment and support (Appelbaum et al., 2012).

3.2.7 Step 7: Don't Let Up

The subsequent step revolves around maintaining momentum and continuing to drive the change process forward after initial successes (Appelbaum et al., 2012). For M&S, this would entail building on early wins to address remaining obstacles and pushing forward with further improvements. Notably, it is essential to avoid complacency, continuously engage employees, and reinforce the commitment to the reshaping initiative to ensure ongoing progress towards the changes' effective implementation (Salman and Broten, 2017).

3.2.8 Step 8: Anchor New Approaches in the Organisational Culture

Finally, the model emphasizes the importance of embedding the new practices into the organisational culture to ensure their long-term sustainability (Salman and Broten, 2017). As such, M&S should ascertain that the new processes and behaviours are consistently reflected in daily operations, reinforce the changes through ongoing training and communication, and align organisational policies with the new strategic direction. By embedding these practices into the organisational culture, M&S can ensure that the reshaping initiative becomes an integral part of the company's ethos, supporting lasting transformation and success (Appelbaum et al., 2012).

3.2.9 Model Evaluation

In reflecting on Kotter's model, it can be acknowledged as a robust framework that provides clear, actionable steps for managing organisational change, offering valuable guidance and structure for effective transformation (Gupta, 2011). However, it is important to recognise that the model has been criticized for its rigidity and linearity, which may not fully accommodate the iterative and non-sequential nature of complex change processes. As outlined by Rajan and Ganesan (2017), Kotter's model's emphasis on following a set sequence of steps insufficiently addresses the need for flexibility and ongoing adaptation in dynamic organisational environments, where continuous feedback and iterative adjustments are necessary for successful transformative initiatives.

3.3 Pettigrew's Change Management Model

A final change management framework to be considered in pursuit of supporting M&S's reshaping initiative is Pettigrew's model which emphasizes the interplay between context, content, and process in managing strategic change (Pettigrew, Starkey and Hambrick, 2001):

3.3.1 Context

The context dimension examines the broader environment in which the change occurs, with this entailing both internal and external factors (Stetler et al., 2007). In regard to M&S, it is essential for the organisation to clearly comprehend the internal dynamics and external market conditions that may exert influence on its reshaping initiative. Understanding these factors would facilitate the effective anticipation and mitigation of challenges, exploitation of opportunities and optimal alignment of the change strategy with the broader organisational and market circumstances (Pettigrew, Starkey and Hambrick, 2001).

3.3.2 Content

The content dimension focuses on the specific changes that are being implemented (Pettigrew, Woodman and Cameron, 2001). For M&S, it emerges crucial to clearly define and communicate the scope and objectives of its reshaping initiative, as well as the expected changes in processes, systems, and organisational structure. This clarity would help ensure that all stakeholders understand the purpose and benefits of the change, which is essential for gaining support and facilitating smooth implementation (Pettigrew and Whipp, 1992).

3.3.3 Process

The process dimension has its emphasis on how the change is managed and implemented, with this encompassing the strategies and methodologies employed to guide the transition. As per the model, it is essential to adopt a detailed and systematic approach to managing the change endeavour, establishing action plans, clearly defining roles and responsibilities, and implementing robust monitoring and evaluation mechanisms (Pettigrew, Woodman and Cameron, 2001). This structured approach ensures that the transition is managed effectively, with timely adjustments made as needed (Buchanan et al., 2005).

3.3.4 Model Evaluation

By encompassing three core elements of change, Pettigrew's model offers a holistic view of organisational change and can serve to complement the stepwise approaches of Lewin's and Kotter's models, providing additional depth and an enriched perspective on the dynamics of change processes. Ultimately, by leveraging elements from the three models, M&S can achieve a nuanced approach to change management which drives its successful pursuit of organisational transformation.

4. Potential Obstacles in M&S's Reshaping Initiative

Importantly, as emphasized by Hrebiniak (2013), it is essential to identify and address potential setbacks that may arise during the change process and hamper its successful implementation. In the context of M&S's reshaping initiative, potential issues that warrant attention include:

4.1 Insufficient Stakeholder Engagement

Inadequate stakeholder engagement represents a challenge that can significantly impair the success of organisational change initiatives. As per Mızrak (2023), effective change management hinges on the active involvement and commitment of all relevant stakeholders. In the absence of such engagement, organisations may face diminished support, misalignment with strategic objectives, and insufficient feedback, which can impede the effective adaptation and implementation of change processes (Canning and Found, 2015; Ghonim et al., 2020).

Given the scale and complexity of M&S's reshaping initiative, ensuring robust stakeholder engagement stands as key for driving the successful implementation and long-term sustainability of the change efforts. In pursuit of this objective, the application of the frameworks provided by Lewin's, Kotter's, and Pettigrew's models can be highly beneficial.

For instance, the implementation of Lewin's model would allow for the early attainment of stakeholder readiness and buy-in by addressing their concerns and preparing them for the forthcoming changes from the outset. Meanwhile, with its multiple strategic steps, Kotter's model would contribute to the sustainment of stakeholder continuous engagement and alignment throughout the change process. In addition, Pettigrew's model would provide a comprehensive framework for understanding the broader context of the change and elucidating the intricacies of the change process itself, thereby ensuring that stakeholder

engagement is effectively managed through a detailed consideration of both contextual and procedural factors.

4.2 Resistance to Change

Resistance to change constitutes another pervasive challenge that often exerts significant impact on the effective implementation of organisational transformation initiatives (Canning and Found, 2015). Encompassing a range of responses, resistance typically stems from concerns such as fear of uncertainty, perceived threats to job security, and disruption of established norms and practices (Simoes and Esposito, 2014).

In the context of M&S's reshaping initiative, resistance to change may arise due to the scale and complexity of the proposed transformations, which can create apprehension among employees about their roles and the overall direction of the organisation (Khaw et al., 2022).

The integration of elements from the three previously discussed change management models can again serve to mitigate the risk of resistance to change impacting the effective implementation of M&S's reshaping initiative. Lewin's model's "Unfreeze" phase would facilitate the early identification and addressing of resistance by preparing the organisation for change and fostering readiness. Kotter's model would complement this process by engendering a sense of urgency, forming a coalition of influential leaders, and ensuring robust communication of the vision, hence promoting stakeholder buy-in and engagement. Concurrently, Pettigrew's model would further enrich the change management strategy by emphasizing the importance of analyzing the broader context of the change, enabling M&S to tailor its approach to the specific internal and external dynamics influencing resistance.

4.3 Misalignment between Change Strategy and Organisational Culture

A final challenge to consider regards the potential stark misalignment between the change strategy and organisational culture. While organisational changes inevitably entail shifts in established practices and processes, a significant disconnect between the new strategic approach and the overall organisational culture and values of the organisation can hamper the ability to realise the intended benefits of the transformation (Kotter, Akhtar and Gupta, 2021).

In considering the reshaping initiative at M&S, there is a risk that the extensive nature of the proposed changes may significantly conflict with the existing brand image and perceptions

held by both customers and employees. Such a misalignment could potentially erode brand loyalty, diminish customer trust, and provoke internal resistance, thereby posing a threat to the successful accomplishment of the transformation's objectives (Zeffane, 1996).

Thus, it emerges essential for the company to ensure that the changes associated with its reshaping initiative still align with its core values and brand identity. To achieve this, Lewin's, Kotter's, and Pettigrew's models can again serve as essential tools. In regard to Lewin's model, its "Unfreeze" stage would aid the early identification of stark misalignments between the ensuing changes and the existing organisational culture, whereas its "Change" stage would support the gradual adjustment of cultural elements to align with new strategic directions. Kotter's model, through its emphasis on creating a sense of urgency and securing stakeholder buy-in, would help align the change initiative with organisational values by ensuring that the vision is clearly communicated and supported across all levels. Pettigrew's model would further complement the process by providing a comprehensive framework for analyzing the broader context and intricacies of the change process, thus facilitating the alignment of the changes with both organisational culture and values.

5. The Role of Leadership in Change Management

Leadership assumes a key role in change management, fundamentally shaping the direction, motivation, and execution of organisational transformative undertakings (Tang, 2019). Effective leadership is essential for articulating a clear vision, garnering support, and addressing obstacles that arise throughout the change process (Musaigwa, 2023).

In the context of M&S's reshaping initiative, various leadership styles are discernible, reflecting different theoretical perspectives on leadership. Rather than adhering to a single approach, the company integrates multiple leadership styles to address the diverse needs and challenges inherent in the change process. This flexible and adaptive strategy is in congruence with the notion that effective leadership should be contingent upon the specific circumstances and dynamics of the situation, as posited by theories such as the contingency theory, the situational leadership theory and Tannenbaum and Schmidt's leadership continuum theory (Bond, 2015).

5.1 Transactional vs Transformational Leadership

From the perspective of the transactional versus transformational leadership framework (Figure 2.), the company demonstrates a transactional approach through its focus on

establishing clear performance goals, rigorous monitoring of outcomes, and provision of rewards based on the attainment of expected targets (Aarons, 2016).

Concurrently, M&S also exhibits transformational leadership through its efforts to inspire and engage employees with a compelling vision for the company's future, encourage innovative thinking, and foster an environment that supports personal and professional growth (Choudhary and Piparo, 2021).

Transactional leadership	Transformational Leadership
Leadership is responsive	Leadership is proactive
Works within the organizational culture	Work to change the organizational culture by implementing new ideas
Transactional leaders make employees achieve organizational objectives through rewards and punishment	Transformational leaders motivate and empower employees to achieve company's objectives by appealing to higher ideals and moral values
Motivates followers by appealing to their own self-interest	Motivates followers by encouraging them to transcend their own interests for those of the group or unit

Figure 2. Transactional vs Transformational Leadership (Juneja, 2019)

5.2 Situational Leadership Theory

Within the framework of the situational leadership theory (Figure 3), M&S's leadership approach again exemplifies a high degree of flexibility.

During the initial stages of the change process, M&S employed a "directing" style, characterized by the provision of clear instructions and close supervision to ensure that employees understand the new procedures and expectations. As employees began to gain familiarity and competence, the company gradually transitioned to a "coaching" style, whereby leaders actively engaged with employees, provided motivational support and sought to gain their commitment to the change. Subsequently, as employees demonstrated increased competence and confidence, M&S adopted a "supporting" style, actively involving employees in decision-making processes and encouraging their input to foster a greater sense of ownership and collaboration in the change effort (M&S, 2022).

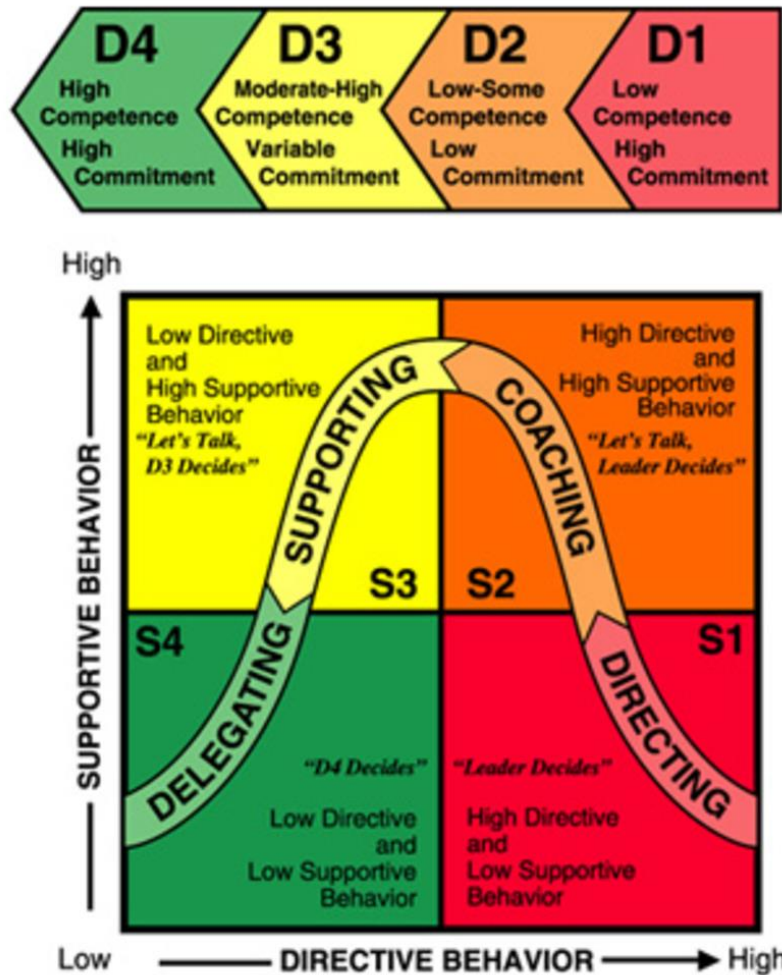


Figure 3. Situational Leadership Theory (Longoria, 2022)

5.3 Democratic vs Autocratic Leadership

In regard to democratic versus autocratic leadership, M&S's approach integrates elements of both styles to address different aspects of its reshaping initiative process. The organisation demonstrates a democratic style by fostering employee involvement and seeking their feedback, promoting collaboration and inclusivity (Moss, 2019). Conversely, during critical phases of implementation where clear directives and adherence to new processes are imperative, M&S adopts an autocratic style to ensure structured guidance and efficient execution (Bhatti et al., 2012). This balanced approach allows M&S to effectively navigate the complexities of the change process while maintaining both employee engagement and procedural control.

6. The Impact of Organisational Culture on Change Management

As underscored by Anderson and Ackerman-Anderson (2010), the organisational culture of the company pursuing change exerts a considerable impact on the trajectory and outcomes of change management programs.

In the context of M&S, the company exemplifies a culture that both values tradition, as well as is committed to embracing innovation. On the one hand, the organisation has a long history and legacy that established deep-rooted practices and values. Nevertheless, while these traditions provide a stable foundation and reinforce the company's identity, they can also be acknowledged as potentially engendering challenges associated with adapting to new strategies and practices (Choudhary and Piparo, 2021), thereby possibly standing as an impediment to M&S's reshaping initiative.

However, in recent years, M&S has demonstrated an increased emphasis on diverging from its traditional approach and embracing innovation within its strategic and operational frameworks. The company has engaged in various initiatives aimed at modernizing its processes, integrating digital technologies, and exploring new business models. To facilitate this shift, M&S has undertaken extensive efforts to reshape its organisational culture, fostering a more agile and adaptive environment that encourages creativity, continuous learning, and openness to change (Choudhary and Piparo, 2021; M&S, 2022). As such, although the company's deep-rooted traditions can be identified as still exerting some influence on the change management process, its recent efforts have substantially mitigated their risk of obstructing the successful execution of the reshaping initiative.

In addition, it is also noteworthy that organisational culture also significantly influences the change implementation strategies (Janićijević, 2012). In regard to M&S, previously, the company's entrenched culture of tradition and stability led to a rather conservative approach marked by cautiousness, gradual, incremental changes, and a strong emphasis on preserving established practices. Nonetheless, in response to contemporary challenges and the need for agility, M&S has shifted towards a more proactive change strategy, as evidenced by its current ambitious reshaping initiative that encompasses substantial organisational restructuring and transformation (Eccles, Serafeim and Armbruster, 2017; Choudhary and Piparo, 2021).

7. Change Management Plan

In pursuing organisational changes, particularly those entailing significant complexity and scope, such as M&S's reshaping initiative, the development and execution of a robust change management plan stands as essential (Zeffane, 1996). Thus, the following plan outlines a structured approach to managing the change process within M&S:

7.1 Staff Training and Development Plan

7.1.1 Step 1. Assessment of Training Needs

- Skills Audit: Evaluation of current employee skills and identification of gaps related to new operational requirements.
- Employee Surveys: Collection of input from employees regarding their training needs and concerns.
- Training Objectives: Definition of clear objectives based on required skills and knowledge for new roles and responsibilities.

7.1.2 Step 2. Design

- Training Modules: Development of programs tailored to address skill gaps and align with new operational procedures.
- Training Methods: Selection of appropriate methods.
- Training Schedule: Planning and scheduling of sessions to minimize disruption to daily operations.

7.1.3 Step 3: Implementation

- Training Execution: Delivery of training sessions according to the planned schedule and methods.
- Attendance Tracking: Monitoring of participant completion to ensure all relevant employees receive training.

7.1.4 Step 4: Monitoring and Feedback

- Participant Feedback: Collection of feedback to evaluate training effectiveness.

- Performance Assessment: Measurement of improvements in employees' skills and performance.
- Program Adjustments: Modification of training programs based on feedback and performance data.

7.2 Communication Plan

7.2.1 Step 1: Strategy Development

- Communication Objectives: Definition of the goals of the communication strategy.
- Target Audiences: Identification of the targeted audience of the communication strategy and their specific profiles and needs.
- Key Messages: Formulation of the core communication messages that address the purpose, benefits, and impact of the changes.
- Scheduling: Determination of a schedule according to which communication activities will occur.

7.2.2 Step 2: Establishment of Communication Channels

- Internal Channels: Utilization of company-wide emails, intranet, meetings, and internal newsletters to disseminate information.
- Face-to-Face Meetings: Organisation of briefings, and team meetings for direct engagement and feedback.
- Digital Tools: Use of collaboration platforms and video conferencing for real-time updates and interactive discussions.

7.2.3 Step 3: Implementation

- Message Delivery: Execution of communication according to the planned channels and schedule.
- Feedback Mechanisms: Establishment of channels for receiving employee questions and concerns, such as suggestion boxes and feedback forms.
- Consistent Updates: Regular provision of updates to keep stakeholders informed about progress and changes.

7.2.4 Step 4: Monitoring and Evaluation

- **Engagement Tracking:** Measurement of employee engagement through surveys and feedback to assess the effectiveness of communication.
- **Message Impact:** Analysis of the reach and clarity of messages and adjustment based on stakeholder responses.
- **Issue Resolution:** Addressing any communication issues or misunderstandings promptly to maintain clarity and trust.

7.3 Evaluation Plan

7.3.1 Step 1: Establishment of Evaluation Criteria

- **Success Metrics:** Definition of key performance indicators (KPIs) to assess the change initiative's success.
- **Benchmarks:** Identification of benchmarks for comparison based on pre-acquisition performance and post-acquisition goals.

7.3.2 Step 2: Data Collection

- **Surveys and Feedback:** Implementation of employee and customer surveys to gather feedback on the change process and its impact.
- **Performance Reviews:** Conduction of regular performance reviews and assessments to measure progress against set criteria.
- **Operational Data:** Collection of relevant data on operational metrics such as sales performance, productivity, and error rates.

7.3.3 Step 3: Analysis and Reporting

- **Data Analysis:** Evaluation of collected data to identify trends, areas of success, and areas needing improvement.
- **Reporting:** Preparation of comprehensive reports summarizing findings, progress towards objectives, and recommendations for further actions.

- Action Plans: Development of action plans based on evaluation results to address identified issues and enhance the change process.

7.3.4 Step 4: Review and Continuous Improvement

- Feedback Integration: Incorporation of feedback and lessons learned into ongoing change management practices.
- Periodic Reviews: Scheduling of periodic reviews to reassess evaluation criteria and adjust the change management strategy as needed.
- Continuous Improvement: Implementation of continuous improvement practices to refine and enhance the change management process.

8. Recommendations

To further drive the effectiveness of the reshaping initiative, the following recommendations can be outlined:

8.1 Continuously Invest in Employee Development

- Implement ongoing training and development programs to continuously enhance employee skills and adaptability.

8.2 Implement a Reward System

- Establish a reward system that recognizes and incentivizes employees who actively contribute to the success of the change initiative, thereby fostering motivation and engagement (Madhani, 2020).

8.3 Actively Engage with Customers

- Regularly gather feedback from customers and integrate their insights into the change process to ensure that the reshaping initiative is well-aligned with customer needs and expectations (Ng, Sweeney and Plewa, 2020).

Conclusion

This report examines M&S's reshaping initiative, a comprehensive effort involving significant changes in its strategic and operational approaches. The paper explores the organisation's recent history, conducting a PESTLE analysis to assess the external environmental factors

that have necessitated the pursuit of the organisational transformation. Subsequently, the report evaluates various change management models, identifies challenges that may hamper the smooth progression of M&S's change initiative and examines the roles of styles and organisational culture in the change management process. Ultimately, the report provides a strategic change management plan and actionable recommendations designed to enhance the effectiveness of M&S's reshaping initiative, seeking to ensure its successful implementation and long-term sustainability.

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