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## **Executive Summary**

The paper will demonstrate the recent history of Waitrose company about how it has been slacking behind because of the internal and external environment changes and will focus on the capability of the organisation to bring change to overcome the barriers of changing the environment. Then it will identify the necessary areas for change and implement a five-step change management process while exploring the role of leadership in the change management. The paper will also discuss how contemporary issues such as an erratic economy, a diverse workforce, technology etc. affect the management of the business. Finally, the paper will analyse the organisation's culture by applying Schein's organisational culture theory and evaluate its relationship with organisational change.

## Table of Contents

|                                                                                                                     |    |
|---------------------------------------------------------------------------------------------------------------------|----|
| Executive Summary .....                                                                                             | ii |
| Introduction.....                                                                                                   | 1  |
| Part 1 .....                                                                                                        | 2  |
| 1.1 External and Internal Environment of Organisational Change.....                                                 | 2  |
| External Environment Forces of Organisational Change for Waitrose .....                                             | 2  |
| Internal Environment Forces of Organisational Change for Waitrose .....                                             | 4  |
| 1.2 Capability of Waitrose for change influenced by the external environment .....                                  | 5  |
| Part 2 .....                                                                                                        | 7  |
| 2.1 Identify the necessary areas for change in the company and develop a change management model for Waitrose ..... | 7  |
| The Phases of Organisational Change .....                                                                           | 7  |
| The Change Management Model.....                                                                                    | 8  |
| 2.2 The Contribution of Leadership in the Change Management Process .....                                           | 10 |
| Part 3 .....                                                                                                        | 12 |
| 3.1 Contemporary issues and their impact on the business management of Waitrose .....                               | 12 |
| Part 4 .....                                                                                                        | 15 |
| 4.1 Organisational Culture Level of Schein.....                                                                     | 15 |
| 4.2 The Impact of Organisation Culture on Change Management .....                                                   | 17 |
| Conclusion .....                                                                                                    | 19 |
| References.....                                                                                                     | 20 |

## Table of Figures

|                                                                                                         |    |
|---------------------------------------------------------------------------------------------------------|----|
| Figure 1: External Environment Forces of Organisational Change Source: (Plant, 2017).....               | 2  |
| Figure 2: Internal Environment Forces of Organisational Change Source: (Clegg and Hardy, 2018) .....    | 4  |
| Figure 3: Capability of Waitrose in Organisational Change Source: (Hayes, 2011).....                    | 5  |
| Figure 4: Phases of Organisational Change for Waitrose. Source: (Gao and Slawinski, 2015)               | 7  |
| Figure 5: The Five-Step Change Management Model Source: (Anderson and King, 2011) ....                  | 8  |
| Figure 6: Contribution of Leadership in Change Management Process Source: (Weick and Quinn, 2015) ..... | 10 |
| Figure 7: Organisational Culture Level of Schein Source: (Gallagher, 2018) .....                        | 15 |
| Figure 8: Impact of Culture in Change Management. Source: (Burnes, 2019) .....                          | 17 |

## **Introduction**

This paper has been prepared to assess various elements of organisational change considering the brand Waitrose. Waitrose, formally known as Waitrose & Partners is a supermarket chain originating from Berkshire, England. The brand operates all across the UK, with a total number of retail outlets standing at 344. In 2017, the company had been valued as the 8<sup>th</sup> largest retail shop in the UK, with a 5.1% share of the market (Tan, 2018). This means that from a start-up business in 1904, Waitrose has come a long way, which required the company to go through various operational changes periodically in order to stay updated with the contemporary business trends of the world. However, Waitrose has recently been outstripped by the German supermarket chain Lidl, as the company overtook Waitrose with a 5.7% market share (Clegg and Hardy, 2018). From that perspective, organisational change has been analysed in this paper, striving to identify the various factors that resulted in Waitrose losing its market position while assessing how the company can regain its previous market success. Organisational change is a multidimensional term that refers to the process by which an organisation changes various aspects of its functioning. At the same time, the term includes the effect of these various changes as well. As for the factors that bring forth the necessity for the change, they can be either positive and beneficial for the organisation or be negative and detrimental. However, the one factor remains constant, that is organisations must change from time to time in order to keep up with the fast-moving world.

## Part 1

### 1.1 External and Internal Environment of Organisational Change

#### External Environment Forces of Organisational Change for Waitrose

External environmental factors refer to the issues that are not from within Waitrose, rather in the close proximity of the company (Johnson et al., 2011). This includes various aspects of the market, globalisation, diversity of the Waitrose workforce, various technological advancements, ethical behaviour management- etc. If the company observes changes in these factors, the operational activities of the company must also change accordingly in order to retain efficiency. They are further explained below.



Figure 1: External Environment Forces of Organisational Change

Source: (Plant, 2017)

**Globalisation:** Globalisation refers to the interconnectivity in the modern world, which has vastly changed how businesses function in the market (Sirkin et al., 2014). As a result of globalisation, contemporary businesses have more scopes expand internationally, hence resulting in many business endeavours to capture the global market. Waitrose, however, has yet to capture the international market, as it is still confined within the boundary of the UK. Hence, as the globalisation rate increased, many businesses parallel to Waitrose had to adapt

its operational activities accordingly in order to stay up to date with the rest of the world, seizing the opportunity to expand its market internationally (Freeman, 2014). Waitrose fell short on this perspective, being unable to adapt to the globalisation of the market.

**Workforce Diversity:** Another core external factor that makes an organisation change its course is the diversity of the workforce. As more and more diverse employees are recruited, organisations are presented with the challenge to uphold a more open and receptive work environment, hence instigating the need for change (Kotter et al., 2019). In the employee roster of Waitrose, there are various cultural and racial diversities. Naturally, since its founding, as the company started to recruit employees belonging to diverse faiths, religious ideologies, racial categories, nationalities- etc., they had to update and amend their employee policy and organisation regulations in order to suit the different individuals working there.

**Technological Change:** Since its formation in 1904, the company has persisted through various generations of technological advancements. As today's world is mostly shaped by the technological advancements of our time, Waitrose has also had to change and reshape its operational activities in alignment with the technologies available through the different generations (Weick and Quinn, 2015). From the production of goods to the transportation methods, the technology available to Waitrose has seen various stages of change, hence requiring the business to adapt to the technology available to it.

**Managing Ethical Behaviour:** Working within the society, businesses are expected to contribute to the society itself, in the form of Corporate Social Responsibility or CSR. However, CSR is a model set by the business itself, to demonstrate its goodwill to the society from which it operates, in turns helping the company to retain its public image (Schneider, 2012). Naturally, society's expectation from businesses changes in alignment with different times. For example, environmental concern these days are of the utmost importance for businesses, which was not the case a few decades ago. Hence, over time, Waitrose has had to alter and change its ethical behaviours, matching the expectations of society. This is another key external factor that instigates the necessity of change for Waitrose.

## Internal Environment Forces of Organisational Change for Waitrose

Among these factors, the most potent ones can be identified as illustrated in the figure below.



Figure 2: Internal Environment Forces of Organisational Change

Source: (Clegg and Hardy, 2018)

Contrary to the external environment factors, internal factors that prompt the need for change in Waitrose surfaces from within the company and its ranks (Leithwood et al., 2010). However, these factors are no less important in the overall organisational change in Waitrose. Similar to the external factors, the internal factors as well can bring about the need for both positive and negative changes to the company.

## 1.2 Capability of Waitrose for change influenced by the external environment

As explained in the earlier section, changes in the environment and the market is constant for businesses. Hence, businesses such as Waitrose must stay agile and flexible in order to adapt to the contemporary environment. (Senior and Swailes, 2014) This agility refers to Waitrose having certain capabilities that enable the organisation to change as necessary. These abilities are explained in the following.



Figure 3: Capability of Waitrose in Organisational Change

Source: (Hayes, 2011)

**Change Framework:** In order to adapt to the changing environment, Waitrose needs to have a change management framework that is data-driven and based on proper market analysis. Fundamentally, this framework is an outline of a process which the company follows when instigating a change plan for the organisation (Chapman, 2012). If a proper change management framework is properly adapted and implemented, this can ensure a moderately high rate of success for Waitrose.

**Learning and Development:** In order to process the changes within the organisation, Waitrose must stay vigilant and monitor the market environment around it to keep updated with the latest trends and available scopes (Kanter, 2013). This cognitive learning from market and trend research will allow the company to assess and identify potential needs for it to change and develop a proper framework for organisational change as necessary.

**Culture and Values:** Organisational culture and values that Waitrose upholds also play a key part in the company's capability to change as necessary. If the company is rigid in its culture and values, it will not be able to adapt to the changing market environment (Weick and Quinn, 2015). Hence, it is extremely important for Waitrose to stay open to change, having a liquid organisation culture that enables the company to change its business course as necessary.

**Tools and Resources:** No matter how agile a company is, it will always require the proper resources and tools required in order to go through organisational change. In the case of Waitrose, increasing the diversity of its product range as per market change may be considered a tool for change (Gao and Slawinski, 2015). However, the company must procure and allocate proper resources in order to properly execute the changing plan.

**Change Competency:** Change competency for Waitrose refers to the organisational culture within the company that views change as a usual component of business, expecting it, and in response implements various resources to make the organisational change seamless and effective (Fullan and Quinn, 2016). Change competency for Waitrose also includes having an open attitude towards various market change, viewing it as one of its key priorities while conducting business in the market.

## Part 2

### 2.1 Identify the necessary areas for change in the company and develop a change management model for Waitrose

#### The Phases of Organisational Change

As mentioned earlier, Waitrose has recently been performing below expectations, and it is apparent that the company needs to go through some changes in order to retain its previous profitability in the market. In order to change, firstly, Waitrose must identify the scopes where it can change its operational activities (Beerel, 2013). As the company was overshadowed by Lidl, a German multinational company, the first change that Waitrose might implement is to expand its business into the international markets, as many businesses of its industry already have. However, this will be an enormous development project for the company, akin to any previous changes. In order to Incorporate this change, Waitrose must follow the three phases of organisational change, as demonstrated on the following.



Figure 4: Phases of Organisational Change for Waitrose.

Source: (Gao and Slawinski, 2015)

**Phase 1: Preparing for Change:** In the first phase, Waitrose must define a change management strategy based on empirical data and research of the market. This includes detecting probable scopes for change, as well as anticipating probable room for resistance to the change (Caluwé and Vermaak, 2014). Then, Waitrose must appoint a Change Management Team that will be charged with overseeing the whole process of change within the organisation.

**Phase 2: Managing Change:** The second phase consists of crafting a change management plan based on the strategy selected in the previous phase that will guide the whole process of the organisational change. This is the implementation stage of change management (Senior and Swailes, 2014). Additionally, Waitrose must also create a detailed plan that will tackle the resistance points of the organisation, in order to ensure the change runs smoothly and successfully.

**Phase 3: Reinforcing Change:** In the third phase, Waitrose must followup with the organisational change, collecting feedback from the customers, employees and assessing them to discover the success and rationality of the change (Burnes, 2019). This will reveal various inconsistencies with the change process and enable the company to take corrective measures to mitigate them.

### **The Change Management Model**

There are various approaches available for Waitrose to strategise from and craft a change management model. One of the most appropriate of them for Waitrose is the five-step change management model (Kotter et al., 2019). It is explained in the following.

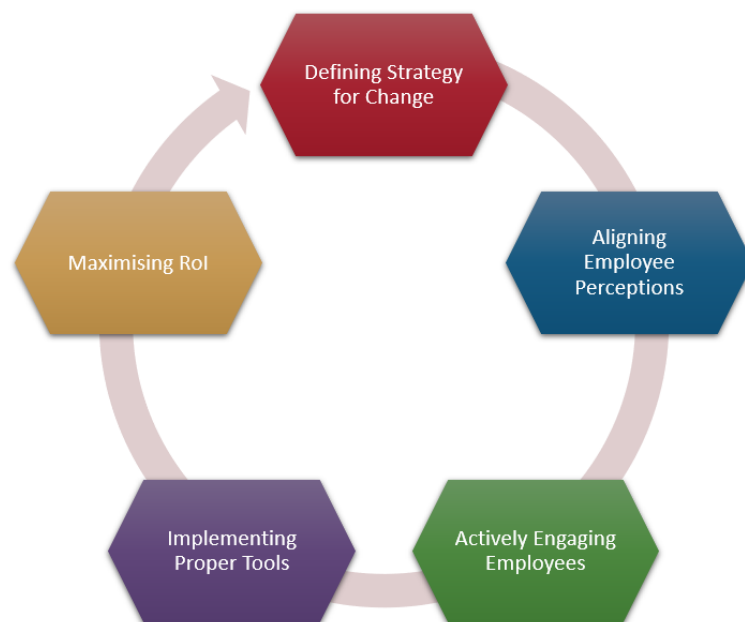


Figure 5: The Five-Step Change Management Model

Source: (Anderson and King, 2011)

**Defining Strategy for Change:** The first step for Waitrose's change model is to define the strategy for change. This step includes the assessment of various market data to identify proper scopes of change, identifying and allocating the proper resources and defining the criteria of the change (Burnes, 2019).

**Aligning Employee Perception:** The second step includes aligning the perceptions of the employees with the change model (Clegg and Hardy, 2018). As the employees are the most valuable resources of the company, Waitrose must strive to get the internal resources of the company to see eye-to-eye in the changing process.

**Actively Engaging Employees:** In the third step, once the human resources of the company are convinced of the change, Waitrose must strive to achieve the active engagement of the employees in the process. This will ensure a positive and open environment within the environment, making the changing process much easier (Johnson et al., 2011).

**Implementing Proper Tools:** In the fourth step, Waitrose must identify and choose the proper tools and resources for the change according to its chosen strategy. This includes crafting a proper change framework and defining a change management team who will be charged with overseeing the whole changing process (Poole and Van de Ven, 2014).

**Maximising Return on Investment:** Return on Investment or RoI is an important measure of performance that is used by businesses worldwide. This evaluates the efficiency of an investing made, as compared to the benefits achieved from the investment. This is a powerful tool for Waitrose to incorporate, as the company must ensure to maximise the RoI of the change in order to ensure its success.

## 2.2 The Contribution of Leadership in the Change Management Process

There are various factors that affect the change within an organisation. However, the role of a leader, be it a manager or a boss is especially crucial in the management process. Managers of the change management team for Waitrose will directly supervise and control the management process, thus having the influential power to guide the process for better or worse (Fullan, 2012). If the leaders of the teams do their work successfully, the change management process will have significantly better chances to be successful. These roles and contributions of the leaders are further explored in the following.



Figure 6: Contribution of Leadership in Change Management Process

Source: (Weick and Quinn, 2015)

**Sponsor:** The term sponsor in change management process refers to the leader's accountability to keep the changing process alive, paying sufficient attention towards it. This in turns means that it is in the leaders of Waitrose's responsibility to ensure the process runs smoothly, paying attention wherever needed (Johnson and Scholes, 2014).

**Role Model:** Another key role of the leaders in Waitrose change management is that they are expected to be the exemplary individuals for the employees of the company to follow. It is anticipated of them to showcase the behaviours and attitudes that are necessary to make the change management successful.

**Make Decisions:** Managers of the Waitrose change management team, as the leaders of the project, have the administrative power to make various necessary decisions in the whole process (Gallagher, 2018). The success of the process depends greatly on the decisions they make during their leadership of the change.

**Communicate:** The leaders in the change management of Waitrose are expected to uphold healthy communication flow throughout the process. If the communication flow is interrupted, the whole process may face serious jeopardy, hence, making it a key contribution for the leaders to maintain communication.

**Engage:** Leaders act as motivators of the change management team, aspiring to extract active engagement from the employees' part. Without the employees' participation in the changing process, the change that the company aspires to achieve will be left unattained (Bush and Middlewood, 2013). Hence, it is an important role of the leaders to motivate and engage the employees of Waitrose.

**Hold Accountable:** Accountability is another key role of leaders in the change management process of Waitrose. The managers are responsible to oversee the process, hence, they are accountable for the seamless change management of the company (Fullan and Quinn, 2016). Additionally, they have the authority to hold the Waitrose employees accountable as well, in order to make sure the process runs as smoothly as possible

## Part 3

### 3.1 Contemporary issues and their impact on the business management of Waitrose

The previous sections have focused on the external environmental factors that denote the change in Waitrose and the way it incorporated change through its leadership and management. However, there are some contemporary issues that need to be addressed as they present themselves and the management of the business has to be agile enough to accommodate these issues in its management to take full advantage of the contemporary business environment (Tan, 2018). These contemporary issues of business management are discussed in the following section:

**An Unpredictable Economy:** The economy of the UK has become unstable after Brexit and that has put Waitrose in an uncertain position as the unpredictability of the situation is not letting the company take long-term actions as the economy might change and the current decisions might prove to be fruitless. This erratic economy eventually limits the growth of Waitrose as it is not allowing the company to aim for its long-term growth and sustainability (Kotter, 2012). However, the company needs to study the economy very deeply to understand and forecast its future turns to plan its future actions accordingly.

**Diverse Workforce:** Waitrose has more than fifty-two thousand employees who work on a full-time basis and belong to different countries, races and ethnicities which makes this huge pool of employees very diverse in culture and demographics. Management of this workforce which is so diverse in nature has challenged the company as another contemporary issue. The company has to clearly define its culture and standards regarding diversity and ensure that no employee feels fewer values because of his or her ethnicity (Schneider, 2012). Thus, the management of Waitrose needs to utilise the workforce it has as it can give a thousand different solutions and ideas in any case because of the thousand different demographics they belong to.

**Employee Seclusion:** With the digitisation of the company and making things more accessible within the company, keeping the employee privacy intact has become another contemporary issue that needs the attention of the management (Stacey, 2013). The information regarding the employees need to be kept safe and to a level that the employees are comfortable with and the management needs to ensure that no external stakeholders can access the employee information without authorisation for their use and prevent the violation of employee privacy in an efficient manner.

**Technology and Telecommunicating:** Another growing challenge for Waitrose is the increasing of telecommunication through online channels among the customers and stakeholders which needs to be addressed to keep its pace with the ever-changing communication of the world (Nanus, 2015). For that reason. The company has to build its online platforms where it can engage with the customers and give them an option to purchase from the company in these online methods. This issue has influenced the business management to expand the operations and includes more online services into its spectrum.

**Internet in Business Strategy:** With the increasing use of the internet, Waitrose is facing the challenge of incorporating it into its business strategy as the company has to ensure its online presence is visible in order to be in the competition with other companies of the industry. On one hand, it needs to place itself with the use of SEO and other internet tools for that increase its visibility and on the other hand, it needs to create an online community which will allow the company to create a loyal customer base with the use of internet that will provide the company with goodwill and opportunities to take the company beyond the boundaries of the UK (Freeman, 2014).

**Emerging Global Market:** The emerging global markets are another contemporary issue that affects Waitrose to a great extent as it compels the company to cater to the global market and their demand as the competing companies have also expanded themselves to the global market (Gao and Slawinski, 2015). Thus, the emerging global markets are another important contemporary issue that makes Waitrose make management decisions regarding expanding to the global market and globalisation to their products. Another aspect of this issue is that the dimension of the global market is on the rise and that requires more attention from the management for securing a long term position in the global market.

**Ethics and Social Responsibility:** The corporate social responsibility and business ethics are also important contemporary issues that the management of Waitrose needs to maintain. The safekeeping of the natural environment requires the company to act responsibly towards the environment and corporate social responsibility requires it to give something back to the society along with making a profit for itself (Caluwé and Vermaak, 2014). That being established, caring for the environment, behaving ethically in business operations and working towards social development are the contemporary decisions that the management of Waitrose needs to incorporate.

**Quality:** One of the most important aspects of the business that Waitrose is running is maintaining the quality of its products and services as the quality works like a big determinant of the company's position in the market. Because Waitrose just lost its place to Lidl, this issue has become more contemporary and needs immediate attention from the management to regain its place back and thrive in the business (Anderson and King, 2011). Thus, the quality of Waitrose's services and products are an important base for its competition and influences its business management.

## Part 4

### 4.1 Organisational Culture Level of Schein

Edgard Schein (1928), is an influential researcher on organisational culture. In his organisational culture theory, Schein has opinionated that organisational culture is the primary resistance in instigating the changing process of an organisation. Organisation culture is a set of traditions or values that are largely shared by the employees within an organisation, which directly affects how they behave and perform within the company (Beech and MacIntosh, 2012). These traditions represent values that the employees hold, and strongly influence how individuals act within the organisation. The organisation culture also distinguishes the public image of the company, prompting the view and assumptions of the people in general regarding the organisation. Organisational culture is present in a company in three major levels (Dawson and Andriopoulos, 2014). These levels are illustrated in the following.

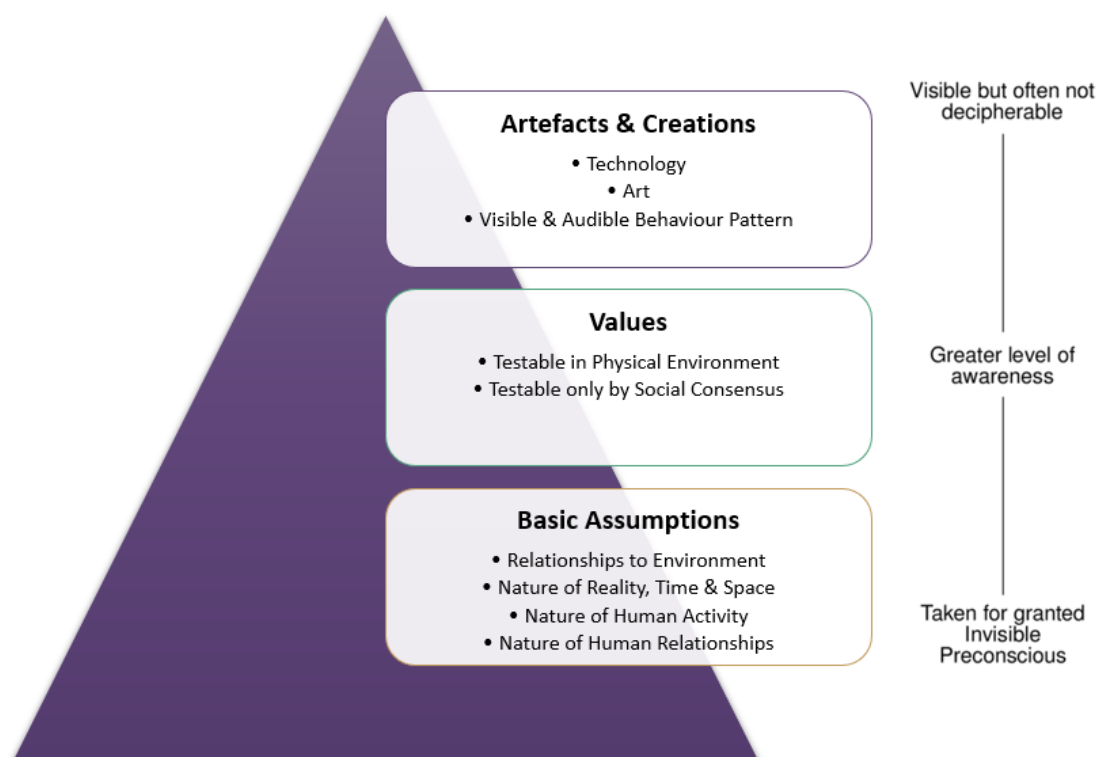


Figure 7: Organisational Culture Level of Schein

Source: (Gallagher, 2018)

**Artefacts and Creations:** The first level of culture within an organisation is the artefacts at the surface level. The artefacts represent evidence of organisation culture that can easily be observed. This includes the tangible and identifiable essentials that can be observed within the organisation (Gao and Slawinski, 2015). However, even though the artefacts are easy to observe, can be hard to decipher in general. Evidence of artefacts within an organisation include the use of various technology, dress codes, architectural design, visible and audible instances of behaviour within the organisation- etc. All these represent the organisation culture in some way (Freeman, 2017). For example, an organisation with rigid rules and regulations is generally expected to uphold a strict dress-code as well. On the other hand, if the artefacts of an organisation hint a more cosy and at-home environment, it can be expected that the organisation culture is more relaxed employee-friendly.

**Values:** Values, or espoused values represent the conscious awareness of the company that represents the organisational culture. This evidence exhibits a greater level of consciousness from the organisation's part. This includes philosophies, regulations and policies that the company actively tries to uphold. These values are the regulated behavioural instances of the organisation, hence play a significant role in identifying the company culture (Coleman and Glover, 2010). Mission and vision statements, CSR policies, the public image of the company- etc all are the conscious representation of the organisation's inner culture. These values also serve as an influencer for the decision-making aspects of the company.

**Basic Assumptions:** Basic assumptions provide insight into the core essence of the organisational culture of Waitrose. These assumptions about the company are hard to distinguish as they mostly exist at a subconscious level. However, these assumptions provide insight as to how or why the events within the organisations occur, and what the reasoning behind them are. This refers to the core behaviours of the employees that are subconsciously embedded and play a crucial role in the organisation culture on the whole (Leithwood et al., 2010). These behaviours of employees are not guided by any company policy or regulations, rather it is the core of their behaviour in general. Examples of basic assumptions are the treatment of employees based on their gender, the status of male vs female employee authority- etc.

## 4.2 The Impact of Organisation Culture on Change Management

Organisation Culture and the Change Management Process are intertwined with each other. As explained in the previous section, organisation culture greatly dictates and determines the actions and behaviours of employees within the company. Hence, it is an important indicator as to how the organisation itself will react to the change. The organisation culture of Waitrose will ultimately decide the employees' susceptibility and openness to change, and whether the change management process will be seamless or not (Senior and Swailes, 2014). At the same time, the managerial decisions and the direction of the change will also be guided by the organisation culture. This culture is the cumulative result of the mindset of the employees, as well as the policies and regulations of the company. It is an inherent attribute of the company, that has taken a long time to combine up to the current standpoint. Hence, the organisation culture of Waitrose is less susceptible to change, rather, the change management process is more prone to being guided by the organisation culture. This is how organisation culture dictates the change management process of a company (Clegg and Hardy, 2018). Hence, the change management process has to be in alignment with the organisational culture or Waitrose, as explained in the following section.

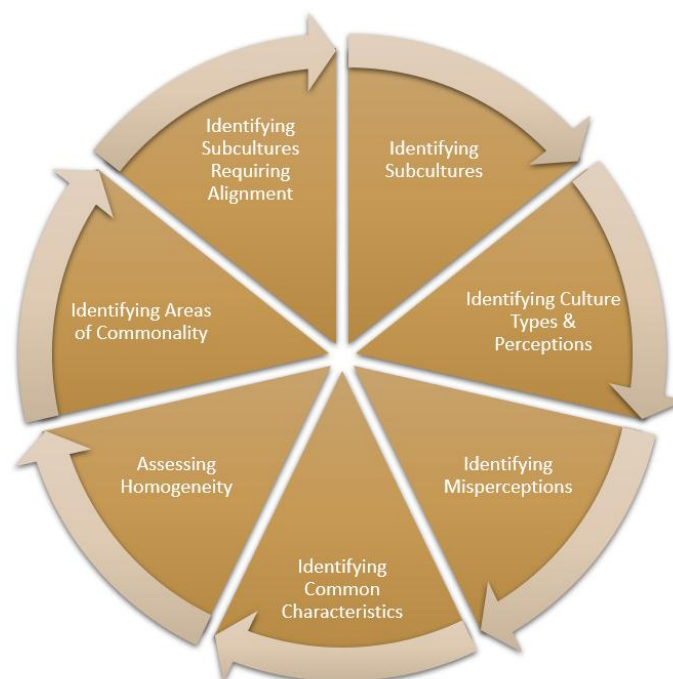


Figure 8: Impact of Culture in Change Management.

Source: (Burnes, 2019)

In order to assess how the change is going to be made in Waitrose, the management needs to identify the subcultures observed in the organisation first. Identifying how the subcultures will react to change, and the way to achieve that is the first step in understanding the impact of organisation culture in change (Mehta et al., 2014). Once the subcultures have been assessed, the management needs to identify the organisation culture of Waitrose as a whole, pinpointing to the perceptions of it and assessing how to properly implement the change in them (Peus et al., 2019).

In the third step, the management needs to identify if there are any misperceptions in their assessment of the culture, hence making any necessary amendments to the changing process in order to make it more efficient and fruitful (Beerel, 2013). In the fourth step, the management needs to identify the common characteristics of the organisation culture with a view to understanding how it can react to the change, and based on that assessment, the change management process has to be altered to attain maximum effectiveness. (Chapman, 2012). In the fifth stage of the cultural assessment, the managers of the change management team needs to assess the likeliness and homogeneity within the subcultures observed in the organisation culture of Waitrose (Shirey, 2011).

Once the subcultures have been assessed among themselves, the managers need to compare it with the overall policies and regulations of the company, which will yield a bigger picture of the organisation's susceptibility to change (Kotter and Cohen, 2012). In the sixth stage, if there is evidence of any subcultures within Waitrose that disregards the overall culture and regulations of the company, that subculture needs to be adjusted and brought to alignment with the company policy, in order to achieve a successful change management process (Kanter, 2013).

## **Conclusion**

In the first part of the paper, it has assessed various internal and external environmental factors that affect Waitrose, aspiring to analyse how they guide and instigate the need for change in the organisation. Four external environmental factors have been found and explained in relation to the organisation, along with an additional four internal factor. Then, the paper has analysed the capability of the organisation to change, as per the influence of the external environment factors, which revealed various components and tools necessary for Waitrose to achieve a successful change management process. In the second part, Waitrose as a company has been analysed to identify and assess various scopes where the company can change for the better. This part also included assessment of various phases of organisational change, and the change management model itself. This part also addressed how leadership affects and contributes to the whole change management process. Then, the third part addressed various contemporary issues that Waitrose faces, analysing their effect on the management of the company. In the fourth and final part, organisational culture has been analysed with various theories of frameworks. The paper utilises Schein's organisational culture level to assess the organisation culture of Waitrose, then assessing how the organisational culture affects the overall change management of the company. Ultimately, the paper concludes that organisational culture is one of the most crucial denominators of organisational change, as it alone dictates how most of the organisational change is going to be accepted by the employees of the company.

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