

Leading and Implementing Workplace Change (BMSW6103)

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Executive Summary

This report aims at highlighting how change management is relevant for Tesco and specifically the economic factors, digital environment, and customer shopping preferences. The current external market environment for Tesco, established as a UK retailer indicates the basic challenge of adapting to change as the business goes through a volatile environment. This report assesses the organisation's current position, organisational environment and the current leadership strategy on change.

Major findings indicate that digital operations integration at Tesco have not worked well due to competition from online stores and low-cost outlets. Furthermore, other economic constraints including inflation and blurred supply chain have pulled down the operation of the company. Kotter's 8-Step Process and Lewin's Change Model show that Tesco's organisational change has been more of a cycle than a process as it has resonated to change rather than initiating change; it has faced resistance probably due to organisational culture.

Table of Contents

Executive Summary	2
Introduction	4
Main Body	4
Current State of Tesco	4
Impact of External Environment on Tesco	5
Evaluation of Change Management Models	7
Organizational Culture and Change at Tesco	9
Proposed Change Management Plan	12
Conclusion	15
References	16

Introduction

Tesco company, which is quite popular in the UK, has several concerns that arise from changing environment of the retail sector. This paper posits that as an industry titan, Tesco must be able to effectively respond to forces such as digital disruption and economic fluctuations to continue being a market dominant player. Analysing the company, this report focuses on the current position of Tesco, consequences of the external environment, as well as the organization's process for change.

The emphasis is made on the consideration of how Tesco has reacted to external threats such as the growth of online sales, competition with other grocery retailers and low-cost ones (Brown, 2020). Analysing existing change management models, the report reveals important shortcomings in Tesco's current initiatives and management behaviours (Johnson & Scholes, 2020). The goal that is hereby set is to build an effective change management plan which can respond to these challenges and thus improve Tesco's organisational capacity.

Main Body

Current State of Tesco

Tesco is among the leading retail groups in UK and enjoys a much bigger market share in the Group and Non-Food sectors. Currently, Tesco sustains a market share of about 27% in the United Kingdom retail groceries' market (Tesco PLC, 2022). The company has expanded its

operations in line with its Tesco.com and Tesco Bank operations. The previous strategic plans traced are aimed at ensuring sustainable business by targeting to have net zero emission by 2050 as well as improving the digital platform of the firm, including the e-commerce platform (Tesco PLC, 2021).

However, Tesco which is a multinational operation has been faced some major problems. Internally, there is poor operations that the company experiences most in the areas of supply chain where the company is poorly equipped in the handling of logistics and inadequate stock management systems which has be worsened by the effects of covid 19. They have affected the organization's capacity to meet the customer needs and stabilize the product distribution. Externally, intensity of rivalry has risen due to new entrants such as Aldi and Lidl that offer cheaper produce and an ever-growing popularity of online grocery deliveries. Secondly, sustained economic instability, inflationary threats, and supply-chain disruptions have dimensionally stretched Tesco and eaten into its profits. To navigate these factors is important for Tesco to sustain its competitive success in a mature market.

Impact of External Environment on Tesco

Tesco like most organizations runs its operations in a volatile external environment where numerous macro-economic factors play a crucial role. The major macro-variables of influence include the economic, digital environment, the global environment, and the regulatory environment. Political, economic, social, technology, legal and environment factors these factors can be depicted using a PESTLE analysis that give Tesco an outlook of the outside pressures in operation.

Economic Uncertainty

The economic effect of force is very significant as far as Tesco is concerned. However, inflation has affected Tesco operating expenses and expenditure patterns of consumers. Cost of sales has been on the rise due to raise in the cost of the raw materials through transport and wages this has made the goods to be sold at a higher price than the normal market prices (Tesco PLC, 2022). These inflationary pressures are well manifested in the grocery sector in which Tesco earns meagre margins. Moreover, the Brexit process brings changes in tariffs and border controls and restrictions such shortages of labour in the UK are detrimental to Tesco and disrupt the effective supply chain management as it was before (Brown, 2020).

Brexit is also another factor that has impacted on Tesco through interference with sourcing of products from European Union nations translating to treatment of products procurement costs. For instance, fluctuating food standards, customs duties, and border procedures have

emerged as operation risks that have affected the company's standards and price offers. Therefore, to diversify risks of Brexit-related trade barriers, Tesco has had to source locally, even though it is relatively more expensive than importing from EU's.

Digital Disruption

Another significant challenge has to do with knowing the potential of being able to sustain the company's competitive advantage through leveraging digital change. Online shopping, and more specifically, the shift to e-commerce, has applied a great amount of pressure to Tesco and steered the company towards its online shops. As for the online grocery sales, Tesco has directed a lot of efforts to growth of its services, including Click+Collect program and home delivery facilities. In the Financial Year ended February 2022, the Online Grocery Sales for Tesco was more than £12 billion that is 12% of its sales, on a weekly basis, more than 1.5 million orders are processed online (Tesco PLC, 2022). This digital move fits well with the company's overall agendas as it seeks to enhance customer relations and make purchases as easy as possible due to shifting consumer pattern in this era of the world.

Apart from its web strategy, the firm has also implemented automation to its operations in a bid to minimize on costs. The use of an automated warehouse like the robotic fulfilment centre in London is meant to enhance speed in the disagreement and the speed of delivery (Smith & Lewis, 2021). These technological advancements make it easier for Tesco to adapt to the market since most competition and growth is determined by technological and logistics solutions.

However, Tesco has a problem in this segment because it effectively competes directly with Amazon Fresh, which provides same-day delivery and meets all the needs of a client (Williams & Thompson, 2022). Moreover, other players in the value channel such as Aldi and Lidl continue to introduce their online platform, and thus it will be crucial for Tesco to adapt constantly because of growing e-commerce competition.

Globalization and Regulatory Factors

Globalization acts as an opportunity to new markets for Tesco; however, it also brings issues of supply chains internationally. Industry disruptions including hitches in manufacturing arising from the COVID-19 pandemic, and shipping hold-ups have emerged to be more frequent and complicated on the global supply chain. These disruptions have impacted on the proper stocking and timely delivery of stocks especially those imported into Tesco. Challenges in freight costs and duration have affected Tesco especially at the ports, and to cope with these

problems the firm has had to change sourcing strategies and some procurement from other nearby countries.

Other irresistible force that could not be ignored by Tesco include the following: The UK government has recently adopted strict policies with regards to sustainability and the concern for the environment has been well manifested through the concern for wastes, plastics, and carbon emissions to the environment. This has forced Tesco to adapt to these regulations with all supply chains and methods of packaging integrating more sustainable plans (Tesco PLC, 2021). This includes using renewable resources, providing food donation to food insecurity and setting the target of using packaging materials that are 100% recyclable or compostable by 2025.

Evaluation of Change Management Models

Managing change is vital for organisations including Tesco, which requires constant alterations of its structure influences external environment. There are several generally recognized models as to how change can be managed, including the Lewin's Change Management Model, Kotter's 8-Step Model and the ADKAR Model and all of them could be used in managing change successfully at Tesco..

Lewin's Change Management Model

The Lewin's Change Management Model that is made up of three steps which are the unfreezing change, and refreezing provide Tesco with a clear and effective process for change. The first process in the change model is known as the unfreezing process whereby the organisation is made aware that change is necessary. This could build contingencies that can help to cope up with such issues such as intolerance from Aldi and Lidl, and digital transformation because of shifting consumer trends. Further, is selling it to employees, Tesco can make simple market updates as Town halls or workshops to make staff understand the benefits of change. This would require mobilization of the organization at the senior management level such that the new mindset among the employees would be affected and the organizational culture shaped to address the needs for change (Smith & Lewis, 2021).

Change is the second stage where the new behaviours, processes or implementing new technologies occurs. This could include the penetration of more home shopping services, introduction of automated depots, a overhaul of its networks for food distribution. To enable transformation, there is a need to ensure enough communication, training, and adequate

support to ensure the employees to transform to new organizational roles or tools and technologies (Tesco PLC, 2021).

Lastly the reinforcement phase, seals all change strategies and ensures they stick to the culture of the organization. In the case of Tesco, this step would entail integrating a sociotechnical solution into a business's standard activities, like changing customer relation services or organisational workers to embrace the firm's new information technology plans. To retract or to reverse the process of refreezing would then call for systematic reframing and the requisite policies and recognition programs for the staff to continue to adopt and implement the change (Lewin, 1951).

Kotter's 8-Step Model

The other competitive change model that many organisations have adopted and implemented is the John Kotter's 8-Step Model of implementing organisational change. This model highlights the process leadership, by following the straight steps and phases, which can be useful for organizations going through a large-scale change, like Tesco.

For Tesco therefore, while creating urgency is critical for change, the first element of change would be critical in ensuring that employees and stakeholders embrace the change. From the rising new entrant industry players as well as digitally native firms, Tesco must point that now is the vital time to focus on the essence of transitioning to improved and more efficient business models (Brown, 2020). The second process in Kotter's eight step process of change management could include Tesco's leadership team, as well other key department heads who could act as the change agents, ensuring that the process is supported throughout the organization. To shift the organisation towards a new growth path, it is necessary to develop a clear response to the operational vision of change – for instance, digitisation, sustainability, and customer orientation would help to establish a unifying goal for Tesco (Tesco PLC, 2021).

ADKAR Model

The ADKAR Model is applied to managing individual change and is most useful for dealing with employee resistance to change. For Tesco, the first step will involve creating awareness on the change the organization is implementing and its benefits. This could be conveyed to employees through an email from the management as a way of highlighting how change is going to be a solution to the organization's problems within a progressively evolving industry.

Therefore, to complement desire, Tesco is supposed to ensure that the employees supporting change and championing its cause. Organization communication can be achieved through training, presenting of clear managerial roles and responsibilities, and involving the employees in change process. Another factor that should make sense in this context is to ensure that Tesco respond to the employees' concerns in attempting to reduce possible resistance (Smith & Lewis, 2021).

The knowledge and ability stages would cover the aspects of being able to teach the concerned employees all that they need to know to derive benefits from the new system. This might involve training on online customer service, a new mechanism for managing the company's inventory, for example. Reinforcement is the last step to insulate the workers to make sure that they remain compliant for a long time. For Tesco this could be in the form of performance appraisal, incentives and appreciation on candidates who embrace change management practices properly (Hiatt, 2006).

Transformational Leadership

The ability to fulfil change in Tesco will profoundly depend on transformational leadership. It motivates employees to look for rewards that are beyond their self-interest as concerning to the organisation (Burns, 1978). For Tesco, the leaders with the change parameters; vision, communication and inclusiveness will be instrumental in overcoming resistance to change and achieving employee engagement. Transforming leadership would help create new culture by setting up a new culture that is acceptance of change as organizational culture, where change becomes second nature within Tesco.

Organizational Culture and Change at Tesco

Structure is one of the essential organizational factors that dictate how organizations address change. In Tesco, organisational culture – Its values, Customer orientation, and Teamwork determine the organisational culture that defines the organisation's ability to change, in respect to, the way it handles change. Hence, it is possible to identify what at Tesco supports or hinders changes within the organization, by grasping its organizational culture. This section categorizes Tesco's cultural values as well as the Company's readiness for change utilizing Schein's Cultural Model to establish probable problems Tesco is likely to encounter when employing change.

Culture at Tesco

Tesco has its corporate culture comprising of certain values such as customer orientation, teaming and information process. Some of these values are reproduced in the operations of the company and are useful in influencing the internal processes besides shaping the outward appearances. Tesco also has top priorities voiced as providing first-class customer service, which is also expressed in the accountable, convenient, and quality solutions ideas. These values include workers expecting every other worker to cooperate, be flexible and to embrace working hard with a customer-centered attitude.

I next focus on the second of Tesco's five key drivers, which is Culture and more specifically Teamwork. The company maintains an organizational culture that supports teamwork while accomplishing organizational goals and objectives. This concentration on cooperation to foster a positive work environment and to cultivate the free flow of information between departments is strengthened. Also, the Tesco Company has incorporated measures of developing a professional human resource that is committed to improving the shopping experience for the Tesco customers.

Impact on Change

Corporate culture in Tesco may play a huge role in the way the company responds to change. On the one hand, Tesco is a customer orientated company, focused on teamwork, encouraging innovations, which will help to create proper conditions for change. The use of the psychological contract to get the employees to align company goals means that it is easier for Tesco to communicate new strategies and make changes that may reflect the new characteristics of customer needs. New technologies like automated fulfilment centres and an Online shopping mall also show that the company is receptive to change (Tesco PLC, 2021).

But cultural issues in Tesco organization can also be a problem managing change as well, if not well managed. With a large selection of products sold and procured, and countries where they operate, Tesco has slightly more complicated organizational structure as for hierarchy and this could be a reason why it may take a little more time to implement new ideas. The changes proposed lower-level employees may not understand why a change is being implemented, and without understanding they may resist it since they were not involved in the decision process. Furthermore, experienced employees who served for a long-term are likely to be resistant to change due to their stability in the company's organizational structure (Williams & Thompson, 2022).

Using Schein's Cultural Model, we can examine Tesco's culture through three levels: its artifacts, the values that are, and its basic and fundamental premises. At this level, Tesco's artifacts include its customer-facing practices based on its policies and trainings, and

technologies, such as its e-commerce infrastructure and sustainability plans. These aspects enhance the company's cultural imperatives of innovation and customers, since they are all outward. However, at the organisational subculture level the values of Tesco such as teamwork and team participation could impact on the way the employees perceive change and prevent it. When it is done correctly, these values can be potent catalysts for change. On the other hand, when the employees of an organization regard change as incompatible with the collaborative and customer-oriented culture, they resist.

On the latter level which is known to be the strategic corporate beliefs and assumptions, the following are believed to exist at Tesco: customer loyalty, work teamwork, and quality. While these assumptions have allowed Tesco to continue its successful positioning it may also slow down change. Subordinates may think that innovations in the form of digital projects, or organization-wide cost reduction efforts are inimical to their fundamental beliefs about stakeholders' value.

Challenges

However, Tesco's culture might have some barrier that will hinder the change process. One of the reasons of organizational change failure is resistance to change, this is so evident major change projects in organizations such as Tesco. Employees being used to a certain working environment are bound to be uncomfortable whenever they must make radical changes which in most cases call for an upgrade of skill set. Also, Tesco has a clear hierarchical department structure which though promotes clear responsibility assignments restricts cooperation and knowledge sharing. These silos may create barriers to change implementation since change often involves interdependent tasks across the departments and these will resent change since it will disrupt their usual ways they operate (Smith & Lewis, 2021).

Further, any change in the profile, structure, or technology might lead to culture gap in transitioning from the past working style to new operating style. For instance, digital business transformation could be regarded as the weakening of organizational paradigms regarding client servicing which has deep roots in onsite contact. This is likely to foster conflict between those that have the duty of managing customer relations and those who have the responsibility of introducing newer technologies into the firm. These cultural barriers can only be surmounted by the leadership using effective communication in addressing the human assets to show them how the planned change will benefit the company and tap into their desires to embrace the change.

Proposed Change Management Plan

Proposed Change

Banking on the high-profile strategies that are associated with increasing competition from low-cost and technologically advanced new-comer retailer, and also new consumer behaviour pattern, Tesco has to undertake several strategic changes that have been summarized below to bolster its organizational efficacy: The changes relate to digitalization, supply chain management efficiency, and leadership development in increasing employees' engagement.

1. **Increasing Digital Integration:** As consumer preferences in buying goods progress towards shopping online, Tesco should increase its service delivery through online services. This includes advancing its e-tail features, further robotic integration in warehouses, and growing the use of big data in customer dialogs. The digitalisation process will also be incorporated into automation in aspects such as inventory and demand forecasting to minimise losses in the supply system.
2. **Streamlining Supply Chains:** Currently, Tesco has areas where it should improve its activities related to supply chain by focusing on developing just in time inventory systems, improving its supplier's relationship and investing in logistics technologies. This will lead to improved efficiency for supplier links, warehouses and retail stores and will help to reduce on instances of stock outs for products from their suppliers.
3. **Employee Engagement and Leadership Development:** In as much as change at Tesco is inevitable strategic action needs to be taken to address the people factor in the change process. This will entail the development of a company leadership program aimed at enhancing transformational leadership across the company. Promoting change at different organizational levels, Tesco can create change-supportive culture thus making ambitious transformations more consistent and intrinsically driven.

Financial Plan

Change Initiative	Estimated Cost	Potential Savings	ROI (Return on Investment)
Digital Integration (E-commerce, AI)	£10 million	£5 million/year in increased online sales	50% within 2 years
Supply Chain Streamlining	£8 million	£4 million/year in reduced logistics costs	40% within 3 years

Leadership Development Program	£2 million	£1 million/year in improved productivity and retention	60% within 2 years
Total Investment	£20 million	£10 million/year	50% overall ROI in 2 years

Cost-Saving Measures:

The outputs of investment in automation, data analytics, and digital infrastructure will pay a good return on the cost in the longer term. This appropriately means that, through the automation of supply chain and elimination of wasteful activities by actualizing demand forecasting, Tesco has a chance of cutting on operational expenses. It will also raise online sales that will directly enhance the various profit margins. While leadership development programs will also help to increase employee efficiency and decrease turnover, which will free up recruitment and training budgets for Tesco.

Potential ROI:

The total cost for implementing these strategies is estimated to be recouped by a 50% total return on investment in the first two years focused on digital integration and supply chain optimization to improve profitability. The use of such technologies should drive down cost of holding inventory as well as cost of moving merchandise within the organisation, and all these should reflect well on Tesco's P&L statement. Furthermore, the idea of leadership development program will enhance the morale of the employees and improve organizational performance.

Communication Plan

The main idea regarding stakeholders and their management is to efficiently communicate with them till the end of the change process, including employees, suppliers, and customers. The following communication strategies will be employed:

1. **Internal Communication (Employees):** By word of mouth communication, writing memos, holding Town Hall Meetings together with newsletter updates, Tesco will disseminate the change initiatives to the employees. The change management leadership team is also expected to clarify why changes are occurring and what bearing these changes will have on people and their work as well as the expectations that come with the changes. Status reports will be communicated frequently more

especially during the implementation phase so as to ensure that employees are involve and up to date.

2. **Training Programs:** To ensure that the utilization of digital tools and the introduction of new supply chain processes is successful, integration of training to its employees starting from the junior to higher personnel will be conducted by Tesco. Such changes of scope will make these programs more specific with regards to technology and communication such as computer literacy, statistics, and customer relation. Working sessions and online learning courses will be utilized to guarantee that employees acquire the competencies that will enable them facilitate change.
3. **Supplier Communication:** Many suppliers will be contacted through face-to-face meetings and work collaboration mechanisms to ensure the realization of supply chain changes. Contacts on new technologies including the automated inventory systems, and implementation of just in time practices shall be communicated widely to the suppliers for appropriate adjustments to embrace.
4. **Customer Communication:** Tesco has plans to leverage its online presence, in the form of its website, a mobile app, and social media platforms, as well as word of mouth and in-store advertisements to let the clients in on the updates to the digital services as well as the supply chain. People will be informed how they can navigate new features of e-commerce platform and how their shopping process will be changed due to those updates. Due to these inaccuracies, new offers and bonuses and customer loyalty and incentive programs will be established to boost the take up of these online services.

Evaluation Plan

To assess the effectiveness of the change management plan, Tesco will devise KPIs that will absorb issues of customer and staff satisfaction and the company's functionality. These measurements shall be made to monitor development and guarantee improvement of the changes that are in place.

1. **Customer Satisfaction:** Customer satisfaction will be evaluated with a tool called Net Promoter Score (NPS), a set of customer satisfaction surveys, as well as, customer reviews before and after a change is made. An improved satisfaction level will be a pointer to the efficiency of digital integration and enhancement of the supply chain.
2. **Employee Engagement:** A perception index and employee turnover analysis data will be utilised as metrics of leadership development program effectiveness. The increased

level of engagement and decreased turnover will suggest that the leadership programs are promoting a work climate that will accept change.

3. **Profit Margins and Operational Efficiency:** Tesco will monitor the costs savings and profits that in excess are tied to supply chain enhancement and digital services. MEASURES OF OPERATION: The following shall be used as the measures of operation; delivery times, stock turnover, and a decline in the overall cost of logistics.
4. **Continuous Improvement:** Tesco will also develop the feedback schedules which guarantee that the impacts of the changes are evaluated by the end of every quarter and after the implementation process. The change management plan will be communication to the employees, customers and suppliers so as to allow them to offer feedback after which a revised change management plan will be made based on the feedback given.

Conclusion

To conclude, the change management plan for Tesco will be able to manage the main issues that the company experiences in the contemporary global retail market. Based on digitization, supply chain optimization, and employee engagement, Tesco can work through any operational issue, provide customers with the best experience and enhance its market position. The necessity of such changes are proved by the financial plan and it shows that such changes will bring rather high the rate of net income, especially due to the savings as to the more online sales. Communication will be paved as a way to passing information to the stakeholders with the intention of involving all of them in the change process. Also, the evaluation plan highlighted herewith will help Tesco to track the implementation progress since it comes with well-defined KPIs, feedback mechanisms. In general, this change management strategy will help Tesco not only overcome existing problems within the market but also prepare for the future along with guaranteeing its stable development.

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