

Change management portfolio

by Luboia Barros

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CHANGE MANAGEMENT ⁴PORTFOLIO



STUDENT NAME: LUBOIA BARROS

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INTRODUCTION

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The goal of this study is to better understand what is the internal conflicts in post office and how an external or internal consultant would respond to the same circumstance.

What needs to be done to avoid and manage the negative effects of a workplace disagreement. It is well known that the great majority of interpersonal conflicts inside organisations are regularly settled by discussion and common sense. However, when disputes occur from differences that are not resolved in this manner or take time to resolve, the consequences can be very costly to the relationship between professionals and the organisation.

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It will be critically analysed the relationship between environmental change and organisational capability, the nature of change and evaluate complex concepts relating to leadership in relation to change management, contemporary issues and their impact on business management with the evaluation of the relationship between organisational culture and change.

APPENDIX A

INTERVIEW

1. Please elaborate on your history, education, and work experiences?

I have discovered a lot about myself as I finish my last year of my Leadership and Management Skills degree. I discovered, for instance, that when I can analyse the company's activities objectively and concretely, delivering tangible and measurable results, when the company faces specific problems like, for example, sales, poor employee performance, or poorly structured processes, I feel more fulfilled. This is true whether I have the support of my team or not.

I am driven, organised, focused, and up for any challenge. I continuously make objectives for myself so that I have something to work towards.

2. What are your knowledge about this business?

POST OFFICE is a potent multi-service platform designed to address the needs of people and economic agents through a high-quality, effective, and close-to-the-customer commercial and logistics network.

3. Are you aware of the current difficulties the business is experiencing?

Yes, due to growing digitization, the epidemic has hastened the declining trend in mail traffic. Government, business, and private customers' mail traffic has been affected by the need for convenient digital alternatives, according to postal operators.

4. How could you, as a consultant, assist in resolving such issues?

In my prior position, I had to use creativity in a variety of ways, which required me to develop plans for improving teamwork.

I created a method at this company that enhanced collaboration and communication among project participants. I can therefore offer the organisation both my ability to develop and the successful ideas I implemented in my previous position.

I think I have the expertise needed to help the business achieve its existing objectives.

5. What difficulties will an external or internal consultant encounter throughout the process?

Observe market trends. Innovation is one of the difficulties that business consulting faces while presenting solutions to organisations that require assistance. Businesses that do not adapt to current market changes risk being left behind.

6. Which option would be better for the company internal or external consultants and why?

I would choose the external consultant because as external professionals rather than internal employees, consulting done exclusively by external consultants is more objective and less able to relate to the company's employees.

Given that they work for the organisation, internal consultants may feel pressured to be less critical than would be the case with external consultants for fear of jeopardising their employment or causing a rift.

ABOUT POST OFFICE.

POST OFFICE as a company, approaches the solution with the objective to link institutions, enterprises, and individuals through competitive, competitive, and easily available means of communication and logistics. Being a superior integrated physical and digital platform for communication and logistical solutions is our vision.

Consulting It is a service that "by nature is based on providing advice, a method of diagnosing a problem or an opportunity to think and act in a model of help to outline alternatives and support decisions" (ROSA, 2002 p.186).

After giving it some thought I would choose an external consultant because they are independent professionals or are associated with consulting firms. Since they are more objective and ²²are not involved in the day-to-day operations of the client company, this individual typically has more experience and is more well-liked in the upper levels of the company, where recruiting is typically handled by top management. This could be viewed as a benefit of hiring this expert. It is also emphasised that because the consultant is not an employee of the client company, he has more freedom and is able to take more risks because it is simpler to follow some instructions given to the client when the consultant is not a part of the same.

Although, resistance to change is unquestionably the biggest challenge a consultant may run into in a company.

The external consultant is the self-employed professional or linked to a consulting firm. This professional tends to have greater experience and greater acceptance in the upper echelons of the client company, where hiring is normally carried out by top management, as they are

more impartial and not involved in the daily issues of the client company. This can be considered an advantage in hiring this professional. It is also emphasized that, due to the fact that he is not part of the client organization, he has some freedom and can take more risks, considering that some guidelines given to the client become easier to deal with when the consultant is not an employee of the same (OLIVEIRA, 2007).

OUTSIDE CONSULTANT OR AN INTERNAL CONSULTANT?

External evaluation: the entrepreneur, being fully involved in the company's processes, may not be able to evaluate in an impartial and critical way what needs to be changed. In this sense, the external consultant brings a view free of vices and preconceived ideas for the business, diagnosing problems more efficiently and proposing the necessary improvements;

Agility in results: from the moment the contract is signed, the consultant will work focused on the results desired by the organization, working to solve specific problems. The internal team, on the contrary, would probably have to divide its time with daily responsibilities, slowing down organizational changes and making results take longer to be achieved;

Less emotional decision-making: Because of qualities like expertise and objectivity, external consultants will be able to make more reasoned decisions that are more correct.

Budget control: when opting for an internal solution, the company runs the risk of wasting resources due to conflicting objectives, missed deadlines and reduced productivity of professionals relocated to implement the necessary changes. Hiring a consultancy makes it possible to predict costs, with prior knowledge of how much will be invested;

Specialized knowledge: as much as the entrepreneur or the organization's professionals know their market, the consultant has the experience acquired in solving problems in several companies. This gives him a specialized knowledge that is unlikely to be matched internally and that will make the diagnosis and implementation of the necessary changes more agile and efficient;

Team Update: This perk is a direct consequence of the previous one. The partnership established between the consultants and the company's internal team will enable a transfer of knowledge, promoting the updating of professionals with the most up-to-date techniques and strategies on the market. And the company will continue to benefit from this knowledge, even after the end of the consultancy.

Exposure of information: when opening your procedures to external professionals, there is always the risk of leaking this information to the market. Therefore, it is essential that the company verify the suitability and ethics of the consultancy. In addition, the secrecy of information and internal data must be ensured through a contractual clause;

Team discomfort: the specialized consultancy will bring a rational and objective view into the organization, ignoring emotional issues related to business activities. If consultants do not have the necessary tact and diplomacy to deal with the team, disagreements may occur, causing dissatisfaction and discomfort and jeopardizing everyone's work;

Technical dependency: if the degree of intervention is too deep and due training, investment in qualification and transfer of information to the team of collaborators do not occur, the company may become technically dependent on the consultancy.

Loss of control: the consultant's performance must be closely monitored by internal professionals so that the implemented changes are in line with the organization's needs. Otherwise, problems such as schedule breakage, loss of team productivity and friction with managers may occur;

As said in Appendix A question number 2, their goal is to create physical and digital connections between people, the government, businesses, and other social organisations. The company's logistical and communication vocation can be effectively put at the service of clients in these activities and business areas, where its postal tradition is being gradually strengthened and expanded.

In the Appendix A question 3 shows that the rising use of these alternatives in society has caused customers to concentrate on digital communication alternatives. The majority of internet users worldwide use apps to communicate.

The first stage is to perform a thorough analysis of the organization's procedures in order to comprehend how each sector operates. To acquire data about employees, perform a survey within human resources as well. I will develop an action plan based on the data gathering and the diagnostic failures, including the key adjustments that must be made, the required timeframe, and the people in charge of carrying it out.

According to my colleague one of the problems that the consultant will face is the market trends and I can add more such as:

Satisfy the public's needs: the manner that people shop is always evolving, just like the market. New technologies are partly to blame for this. They make it possible for customers to make a range of purchases of goods and services.

Pricing that is competitive: helps to meet consumer demand for affordable goods and services. And the trick is to provide it to your audience without hurting your company's reputation. In this way, skilled consultants identify cost-effective alternatives for the business.

Become more visible in the segment: Innovation is a significant challenge for businesses nowadays, as was already established. After all, business owners can believe that their industry is saturated. There is, however, always an alternate way to accomplish a task.

The solution for the problem mentioned in APPENDIX A is that the outside consultant must provide logistical services for the company to implement in order to handle the additional demand to resolve the issue at the Post Office.

In addition, by using new technology and increasing the digitalization of its services, the corporation should work to lower freight costs and order delivery timelines.

For example:

Lockers: offer the customer the option of receiving his order at a place and date, according to his interest and need"

Click and Collect: which offers the customer the possibility of picking up his order at any branch of the state-owned company, at no additional cost

New delivery formats: they can also implement new formats for delivering goods, an additional service, which allows the sending of orders with dimensions greater than those already known by customers.

The consultant must give the stakeholders certainty in order to earn their trust.

This is how he should act:

- must convey to the general public, government officials, and clients that the issue will be resolved;
- inform the public about how technology is changing and how that might benefit businesses;
- raise awareness of the restoration programme among the target demographic, alter the general public's unfavourable opinions about the post office;

- convince the general population that it won't happen again;
- win back community faith in the post office as a reliable organisation;
- reduce the degree of the media's devastation, persuade clients, stockholders, and public figures that the post office is a viable enterprise;
- persuade previous postal users to utilise postal services. to continue investors' financial obligations to the post office.

POST OFFICE STAKEHOLDER MODEL.

According to the corporate stakeholder model, the business is viewed as a social organisation that must provide something of value to everyone who is interested. It serves as a role model for social accountability. According to the participation of each group, including owners, shareholders, clients, suppliers, workers, and so on, the profit realised is distributed proportionately.

Actors who are impacted by an organization's performance in a situation that isn't always economically related are called stakeholders or interested parties. There may not always be business transactions involved in the relationship with the organisation, which is frequently indirect.



Shareholder: Partners and shareholders have the ability to decide how the business will move forward. They consequently have a direct impact on the organization's objectives and expansion. They also have a lot of expectations related to the earnings, the expansion of the organisation, achieving a goal, or receiving a certification. Thus, they are also involved parties.

According to the number of shares purchased, a shareholder in a corporation becomes the owner of a portion of the business.

Government: It immediately affects the organization's external environment by acting in the macroeconomic landscape, containing crises, or managing the economy.

Additionally, there are other ways for the government and the business to communicate. For the consultant to conduct his activities in accordance with the law, it is required, for instance, to comply with legal requirements, maintain documentation (permits, licences, etc.), provide accounts, pay taxes, and meet a variety of requirements.

Without the requisite regulatory organisations' consent, production may be halted and even the product may not be recognised.

Employees: Without them, there would be no Production, Marketing, HR, Infrastructure, Quality Management, Customer Relations, or any other sector. Employees are in charge of carrying out the company's procedures.

The business also has an impact on the lives of its employees, which affects daily operations such as work and administration. Employees are stakeholders if they have an impact on the organisation and are in turn affected by it.

When deciding on the employee's wage and benefits, it's critical that the company consider his level of expertise, academic credentials, and training.

Therefore, the organizational culture, which expresses the way in which professionals in the company share habits and goals, needs to be transformed too. That includes the set of learned and consolidated values and norms, expressed in daily practice of employees through behaviours that guide work relationships, affective and emotional, and build the performance of POST OFFICE.

The behaviour of employees, in the face of the various situations experienced in the company, shows how I felt and perceived the values of the Post Office. The decisions and attitudes of all professionals remained guided by values, as they have visible influences organizational climate and overall business results.

Suppliers: It is also quite typical to regard suppliers to be interested parties.

The supplier may have an impact on your business due to a number of things. For instance, raw materials play a significant role in the final cost of the product. Delivery delays can have an impact on customer service, manufacturing deadlines, and execution capability.

Additionally, as raw materials are one of the primary inputs into the production process, it will be apparent in the product if the products given by the provider are of poor quality. Suppliers are also potentially interested parties in this way.

Customers: they are the most significant stakeholder. Since the consumer is the one who utilises the company's goods or uses its services, most of the time, it is his satisfaction that is on the line.

The results of your business are directly impacted by the consumer and the product, respectively. For instance, earnings would drop if he stopped purchasing. If he is unhappy with the brand, he will tell other customers about it, and they will stop purchasing the goods, which will also lower the outcome.

The consumer must be involved in the creation of the product or service itself because the product must also fulfil the needs of the customer. Whether through questionnaires, interviews, surveys, or any other method that helps the team comprehend what the client requires—or, to use the standard's terminology—what are the wants and expectations of that interested party. The company's goal will be to work towards providing high-quality services.

Community: A company's actions about ²³ a wide variety of things, such as job creation, economic development, health and safety, can have an impact on the larger ²⁵ community. There is an immediate and major impact on employment, income, and spending when a large corporation moves into or out of a city or region.

Financial Institution: These organisations are capable of handling anything from straightforward bank clearance to managing a client's or business's funds. As a result, financial institutions' primary function in the market is to mediate talks between economic participants. The company's clients can access a variety of services from a single account, and it also has the function of making loans, financing, and investment goods available to them.

Media: are instruments designed to facilitate information communication between individuals or groups of individuals. In this process, it is necessary to accept the presence of the communicative signal's emitting and receiving entities despite the various desires they might arouse.

The communication process has altered since the invention of writing, advancing with technology to the current stage of globalisation and nearly complete information digitization. To use the process and its tools effectively in the business, particularly in franchising, it is crucial to grasp them. In the realm of franchising, the franchisor must constantly be mindful of

the demands of the franchisees, who act as ambassadors for their brand, in addition to engaging with the general public.

With the development of technology, businesses now frequently strive to showcase products that are even more cutting-edge and unique. In order to commercialise a product and achieve the desired success, one must be aware of the instruments available. As a result, your company's digital marketing strategy must constantly change and adapt.

Being current is important for several reasons, including your franchise's marketing, tactical, and strategic planning. Your audience will inevitably disperse given all the possibilities, therefore in order to reach them, you need make as many investments in media sources as you can to cover all the bases.

MANAGER: To accomplish specific strategic business objectives, managers must identify, prioritise, authorise, and control projects, programmes, and other related work. They must also constantly work to ensure that portfolio management is consistent with organisational strategies and that projects and programmes are reviewed to determine the best use of resources.

STAKEHOLDERS MANAGEMENT

The committed and accountable leadership of Post office executes management responsibilities and makes choices in accordance with the company's values. To improve the organization's institutional reputation and solidify its market involvement, this is essential. It is important to show society that POST OFFICE appreciates ethical behaviour, behaves in accordance with organisations' values, and contributes to the provision of high-quality services in order to satisfy the firm's goal. This goes beyond just adopting the role of a competitive corporation.

⁷ Stakeholder management is the set of processes that aims to identify stakeholders, map their expectations and needs and, thus, develop appropriate strategies to engage people in the project and prepare them for the post-project. These processes need to be started as early as possible, right after the project charter is signed.

¹⁵ Paying attention to the interested parties is important because it helps to engage people in the activities necessary for the execution of the project and to manage conflicts, which, if not resolved, can create a destructive and unproductive climate.

¹⁸ Internal stakeholders are any individuals or groups that are employed by the organisation and actively participate in its management. The person or group that is not employed by the

organisation but is impacted by its actions¹ is known as an external stakeholder, on the other hand.

² Internal stakeholders serve the organization, but external stakeholders deal with the company externally.

Internal stakeholders are directly influenced by the company's activities because they are the part of the organization that is the exact opposite in the case of external stakeholders.

Internal stakeholders are employed by the company, but external stakeholders are not.

The internal affairs of the company are known to the internal public. However, external stakeholders are not known about these matters.

Internal stakeholders are the primary stakeholders, while external stakeholders are the secondary stakeholders.

Primary Stakeholder - These are internal stakeholders who have the authority to influence decisions and processes and²² have a direct impact on an organization's operations.

Usually, they are directly connected to the business and comprise the organization's internal public.

Employees

Managers

Shareholders

Investor

²⁸ **Secondary Stakeholder** They are directly related to the company's activities, have an impact on or have the potential to do so, and have the power to stir up public opinion. Typically, they are a member of the organization's external public.

Media

Community

Suppliers

Creditors

Customers

Competitors

Government

¹ Every company operates in an environment and there are some factors in that environment.

The company has to deal with these factors and fulfil the responsibilities towards them, as if it

is the company's responsibility to pay fair wages to workers and it should not discriminate among employees. Likewise, it is the company's duty to pay money to suppliers, deliver goods to customers, pay taxes to local authorities on time. They are the readers of the company's financial statements, so the company must provide a true and fair view of its financial statements along with transparency in its accounts. The union is a combination of internal and external stakeholders.

POWER INTEREST

O instrumento é baseado em aprimoramentos teóricos, feitos por Kenneth Thomas sobre um modelo de estilos de conflitos gerenciais, proposto por Robert R. Blake e Jane Mouton, na década de 60 (Blake & Mouton, 1964).

5 Conflict management is an area linked to business management, which is responsible for reconciling two or more parties with opposing interests, in order to reach an advantageous solution for all involved.

It is important to emphasize that this management requires specific knowledge in people management, techniques and methodologies of conflict mediation.

3 **Competing** – in the conflict situation, the person sought their interests, prevailing over the other person.

• **Collaborating** – in this style, the person fully seeks out his own needs and those of others.

• **Accommodating** – person who prefers to conciliate in conflicting relationships, partially meeting their interests, balancing them with the interests of the other.

• **Avoiding** – in this style, the person seeks to avoid conflict in their interpersonal relationships, that is, there is no satisfaction of interests on either side.

• **Compromise** – people who have this form of conflict resolution prioritize the other's interests at the expense of their own interests.

It is at the moment of defining priorities that the practical management of stakeholders begins, because it is now that it will be necessary to establish, in an organization chart, the relationship between the actors who have influence and decision-making power, those who have great influence, but no decision-making power, and those who have decision-making power but do not exercise great influence.

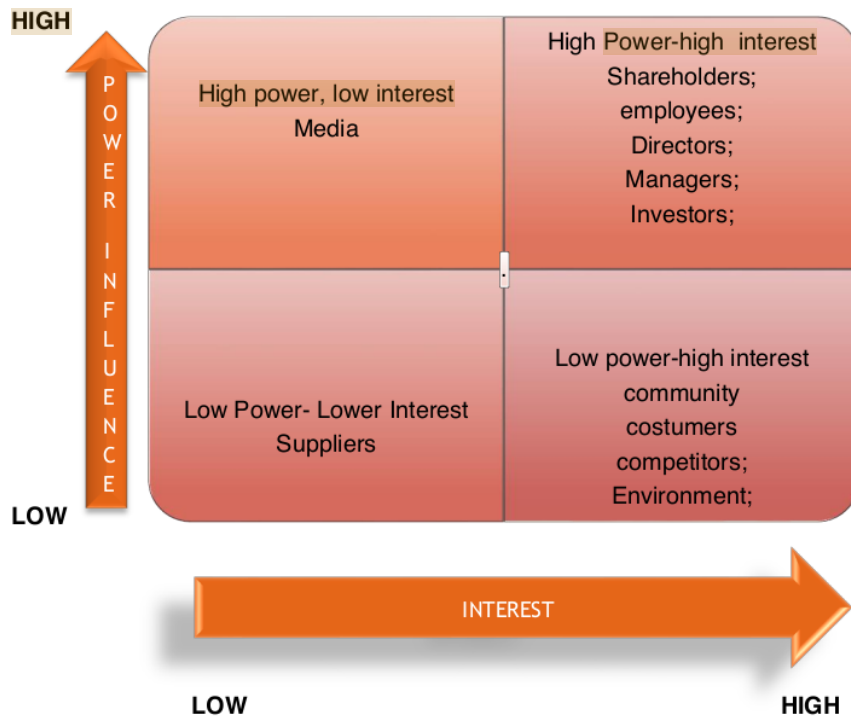
Low power and low interest: these are the stakeholders who tend to have little influence and are little interested in the topic. No great efforts are needed in this case, just monitoring.

Low power and high interest: this public is very interested in the topic in question, however, it does not have great decision-making power. It is necessary to feed with information so that, together, they can cause greater impacts.

High power and low interest: big efforts are needed in this case. These stakeholders need to understand a good reason to mobilize, and they can quickly walk away from your agenda if they are unhappy with interactions.

High power and high interest: this are your main audience! It is highly recommended that you manage ALL steps in this group.

6
POWER INTEREST MATRIX



CHANGE AGENT

POWER x POLITICS.

After doing an interview with my colleague, I had an interesting view that the consultant internal or external must be a change agent for the organisation where he works. He must be dedicated to helping his customers and everyone else whose lives are in some way impacted by his business. The individual who directs or leads the process of change in an organisational setting is known as a change agent. He initiates the procedure and contributes to the transformation.

The external consultant must comprehend that the Post Office, as an organisation, upholds values like integrity, respect for others, devotion to the result with pride in future adaption, integration of continuous education, and customer focus, in order for the change to take place.

Values are the guiding concepts, convictions, and attitudes that all members of the organisation should adhere to in their actions, attitudes, and choices as well as in their interactions with clients and other stakeholders. On a board or wall, there must be more than simply statements; there must also be examples from leaders within the organisation and from the entire workforce.

Integrity in the actions of leaders and directors

Board members and officials adhere to the attributions within the legality and public administration morality principles by acting in accordance with the Code of Ethics and evaluating if the policies and guidelines are in line with morality and internal and external standards.

Integrity in workers' behaviour

The advantage of having an in-house agent is that he already knows the culture of the company and the employees. It is also worth noting that internal agents must be trained, prepared and engaged in conducting the entire process.

The Change Agent is called to seek and define the source of the problem, plan the actions and start an improvement process, together with the members of the organization.

To carry out this function, the Change Agent has a great entrepreneurial spirit in what he does and a lot of determination to overcome the obstacles and resistance that usually appear until the objectives are achieved. Therefore, we can say that characteristics such as flexibility, resilience and skills to manage conflicts are strengths of an agent. Generally, they are people

who have little attachment to current job security, like change, improvements, novelty, face situations. They are highly qualified, employable professionals who have a good network of contacts and a lot of experience.

Therefore, being a Change Agent within the company is not an easy role. It is possible encounter many obstacles and problems. But the competence and efforts would be recognized, bringing evolution to professional and personal life.

The factor of relevance of change agents lies in the influence they exert on other professionals. They are an inspiration to other employees and contribute to the development of skills that allow everyone to stay focused.

Having a professional change agent on the team is crucial for the company to be ready to do more. As have been already mentioned, we live in a time when changes occur every day. When there is no preparation to face them, it becomes difficult to consolidate competitively in the face of competition.

Having understood the importance of the change agent, it is likely that you are wondering how to identify it. According to Harvard Business School professor John Kotter, identifying change agents is one of key steps to effective change management. Below we will give tips on how to identify who are the professionals on your team who have this profile.

1. Listen to the voice of the team

What is the best way to identify who are the professionals with the greatest influence within the company? If you answered by asking the team, know that you are right. One tip is to do a recurring survey, which can be monthly, with team employees. In this research, the focus should be on identifying who are the professionals who stand out and inspire others. This is a good time to exchange feedback.

2. Observation

Observing the work method and evolution in achieving the results of the teams is also valid. This is a way of identifying who are the outstanding professionals in each activity. Who are the professionals who encourage the team? Who plans and ensures that results are achieved? Remember that change processes are conducted, albeit indirectly, by employees adapted to this scenario.

3. Identification of alliance potential

In addition to being a professional adaptable to change and a good leader, this employee must be able to form an alliance. It is from this alliance between the change agent and the company's management that good results and the most interesting methods are born. It's not much use having professional influencers if they don't have the ability to ally themselves with the company's interests.

Change agent: a powerful corporate strategy

Identifying change agents is the first step in putting a powerful business strategy into practice. These professionals are distinguished by having attitudes and behaviours that contribute to the company's constant updating. This is a fundamental profile for your company to stand out positively in the market.

With change agents strategically distributed in the company's teams, it is possible to observe constant growth. Employees who rely on the influence of these agents also have a lot to gain from this coexistence. Observe how your team's employees behave in changing scenarios and find those who can become good influences on others.

Change agents are essential for any company that wants to prosper in the market!

To resolve the company problem mentioned in the interview. The external consultant must use **Innovation Consulting, technology consulting and Logistics consultancy**

- **Innovation Consulting**

Companies that do not innovate, that stand still in time, without changing the way they work and meet the needs of their customers, are inevitably outperformed by the competition. And when we talk about innovation, we are not necessarily talking about technological innovation. Many times, a new management methodology or simply a new feature in a product are innovative actions that can help the company a lot.

Thus, an innovation consultancy must deeply understand the business and the needs of the clients in order, through a diagnosis, to discover which stages of the value delivery process need to be improved to increase the satisfaction of the target audience.

- **Technology consulting**

A technology consultancy is responsible for analysing the technological tools used by a company, comparing it with its strategic objectives and operational challenges, and determining whether the structure is adequate or if it needs to be renewed.

This includes hardware, software and other equipment such as production line machines, means of transport and others. With a good job from the technology consultancy, the company will be able to optimize its investments in the technology area and maintain the quality and level of its production within the standards required by its target audience.

The technology consultancy can also monitor the progress of operations, mainly in Information Technology, to anticipate system failures or security breaches.

Thus, a technology consultancy evaluates and defines which technologies the company should maintain, update or acquire, in addition to promoting the stability and reliability of the use of these technologies.

- **Logistics consultancy**

Both the arrival of inputs, resources and raw materials to the company, the distribution of its products and the delivery of its services, and even the proper final disposal of waste are part of the logistics of a business.

Therefore, a logistics consultancy must be able to determine the most appropriate means to maintain a flow of materials, in and out of the company, that is sufficient for operations to be carried out without delay, with quality and in compliance with standards and legislation.

Today, with the increase in e-commerce, logistics has become extremely important for many businesses and, therefore, the use of a specialized consultancy can bring great benefits to this type of company.

CONCLUSION

In general, we can state that the research's primary goals were accomplished, in the sense that a greater understanding of the causes of organisational conflicts, their effects, and the application of management techniques was attained. This enables us to more effectively prevent them and offer the best management solutions.

According to the research, business consulting is a very broad field that is constantly growing and adapting according to market changes. Its mission is nothing more than to make organizations follow market trends and consequently climb the ladder of success one step at a time.

The presence of a conflict frequently makes it challenging to comprehend differences between individuals and organisations. Identifying the company's stakeholders is essential to ensure business security. After all, they are people or organizations whose interests affect or are affected by the company's activities.

This identification aids the decision-making process and helps to avoid the compliance risks that can affect any deal.

Thus, it is possible to find possible problems and make quick decisions to protect the business and the organization's image before the market and society. To understand how intelligent solutions help maintain continuous and efficient monitoring, access the Risk monitoring content: have continuous processes for profiles of interest.

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Change management portfolio

ORIGINALITY REPORT

15%

SIMILARITY INDEX

11%

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