An examination of change management models for successful execution of a change initiative

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Sammandrag:

Dagens värld präglas av ett konstant och ständigt flöde av förändringar. För att kunna konkurrera i dessa förhållanden krävs det att företag har tillräckligt tid och kostnadseffektiva sätt att bemästra förändringarna. Ett sätt för företag att handskas med förändringar är en ökad fokus på det som kallas ”Change Management”. Change Management som fenomen handlar om att företag fokuserar sig på den mänskliga sidan av förändringar. Man analyserar exempelvis frågor kring hur man bättre kan involvera människor i en förändring en organisation genomgår och hur man får människor mera motiverade att acceptera förändrade och nya sätt att genomföra det dagliga jobbet.

Denna forskning handlar om “Change management” och hur människor påverkas av förändring samt hur man lyckas genomgå en lyckad förändringsprocess. Genom att undersöka de olika teorierna och analysera den insamlade informationen, kunde författaren av detta examensarbete konkludera riktlinjer och rekommendationer för uppdragsgivaren. Forskningen ger "en tankeställare" och ger rekommendationer vad som kan och bör göras för en framgångsrik förändringsexekvering i mindre proportioner.

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Abstract:

The world of today is characterized by constant and rapid change. In order to effectively compete in this environment, companies require time and cost-effective ways to manage change. When going through a change in an organisation it is not the organisation that is changing, but the people in the organisation. Change management as a phenomenon is the human side of change, how to get the people involved in the change that the organisation is going through and accepting the new way of doing things?

The main aim of the study was to examine the change management as a phenomenon and to analyse how the people especially in the commissioned company were affected with the ongoing change. By examining the theories and analysing the gathered data, the author concluded guidelines and recommendations for the commissioned company. The research gives "food-for thought" and gives recommendation what can and should be done for a successful change execution in smaller proportions.

Keywords:	Change management, change initiative, change models, successful change, guidelines of change
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1 INTRODUCTION

The business environment today is fast-moving and constantly changing. Change is important for organisations because with ought their ability to change, they lose their competitive edge and fail to meet the needs of their clients. To thrive in the change and the competition, the organisation needs to know how to lead and manage change. (Small-business.chron.com, 2017)

When an organisation goes through change, it is not the organisation that changes, but the people in the organisation. Change starts from the individual and in any successful execution of change, is to know how to facilitate the change in the individual. The goal with change initiatives in a business aspect is to improve the organisation in some way, whether it is reducing costs, solving problems, capture opportunities and/or aligning strategy to be able to meet the demands of the environment the organisation are in. (Creasy, 2007, p.2-3)

Change management is not a new concept or theory. Already in the beginning of the 1900´s with the industrial revolution, academics started to understand how individuals would experience change. In this period, a lot of research, framework and insight was provided to understand how to execute a successful change initiative. (prosci.com, 2017)

Furthermore, in the 1900´s change management was merely seen as a study and training method, emphasizing on how to adjust the actions of a business as a mechanical system. This meant that the focus was on significant business elements that could be adjusted or improved, including for example organisational structures, business strategies, systems, and job roles. (leg4.wikispaces.com, 2017) One who contributed to this period was Kurt Lewin, who introduced his three-step model on change. There are three phases in that model; Unfreeze, Change and Re-Freeze. In these phases, the individuals are meant to change their way of working to more efficient way, changing the old habits with new better habits. (prosci.com, 2017)

In the 1990´s came a new period in the concept of change management. In this period, change management became more familiar in the business world. From being a phenomena understood by academics, the phenomena now moved to boardroom and business meetings. Change management was formed into a discipline and guiding principles was introduced: the key aspect getting the people side of change into the mainstream management. (prosci.com, 2017)

The first initiatives was to show that change did not happen by accident but with supported and guiding steps. (prosci.com, 2017) There were many companies and individuals who contributed to taking change management further into business aspects in the 1990´s. One of the contributors is John P. Kotter, who identified eight specific steps organisations would need to make, to succeed in their change initiatives. His eight step model influenced many organisations that still do business today. (mindtools.com 2007)

From the start of the new millennium a new period begun concerning the change management phenomena. Organisations started to create specific job roles with the purpose to support change management. More research was made on change management and companies were founded to offer change management consultation and research. (prosci.com, 2017) One of these companies was Prosci, a company specialised in change management, which introduced the ADKAR model in 2003. The ADKAR is an individual model that stands for awareness, desire, knowledge, ability and reinforcement. The words are identified as the elements that are needed for a successful execution of a change initiative. (prosci.com, 2017)

1.1 Statement of the problem

Today businesses phase innovative technologies, new markets, and higher demands from clients. Furthermore, new and tighten regulations force organisations to be on top of their change management efforts to survive the constant change, the competition, the demands and the regulation requirements. (Alpern and Aguirre, 2014 p.1)

The business environment is dominated by constantly changing conditions. One of the conditions is big data, which is a key factor that forces the organisations to change. Big data gives the initiative to take the business forward: helping organisations to discover, develop and test strategies. (Ianace, 2015) To start with, more advanced analytics and going into the world of big data in organisations, the change is more of a change in mind-set and in organisational culture, than it is to acquire tools and the skills for analysing and reading big data. (gartner.com, 2015) Furthermore, big data is much more than just data and technology behind the data. The key is to find the aspects from the data that can drive to big decisions that can solve real business issues in an organisation. (coursera.org, 2014)

Organisations put a lot of money and effort into change initiatives, but the success rate of change initiatives is very low. (Alpern, 2014 p.1) Jeffrey M. Hiatt, author of the book "ADKAR: A Model for Change in Business, Government and our Community" claims that change initiatives failure is not only a result of bad communication or bad training. Even though a organisation has a great vision, the best people in project management and a good solution to a specific problem, these factors do not necessarily amount to a successful change initiative. (Hiatt, 2006, p 1)

1.2 Aim, motivation and research questions

Firstly, the aim of this research is to examine the change management as a phenomena and to analyse how the people especially in the commissioned company are affected with the ongoing change, how the process is built and identifying the means and methods for a successful execution of a change initiative. Furthermore, the aim with this research is to examine and analyse three specific theories of change management and how do these models and theories works in practice and how they are used in connection with other studies or researches.

The motivation for the research is the participation in the case study. As the author has taken part in different change processes within the commissioned company, which is the target for the research and participated in other ongoing change initiatives, the author is in a particularly suitable place to study in depth the questions and problems arising from change processes. A theoretically based case study also enables the author to increase the success rate in ongoing change initiatives within the company.

Finally, the objective of the research is to discover through a thorough analysis of the existing change management models and using them as reference concluding recommendations and guidelines for the team of the Audit Transformation Programme (ATP) to use in the ongoing change initiative and for their planning and facilitation of future change initiatives. Therefore, the following research questions are formulated in order conclude the objective and the aim of this research:

1. What models are there for change management?
2. How and why is change management models used in organisations?
3. How should change management models be used?

1.3 Limitations

This research only examines change management and the people side of change, how the people are affected about the change. As change management also covers different aspects of change leadership and processes, they alone are broad enough topics for further and different researches and are not included in this research.

Furthermore, the research is conducted to the Assurance and audit division and gives recommendations and guidelines only for the Audit Transformation Programme team to use when planning further the ongoing change initiative and future initiatives that has similar characteristics as the researched case. This research does not conclude how the commissioned company should lead all of their change initiatives in the organisation.

1.4 The Case Company

PricewaterhouseCoopers (PwC) is one of the world's leading professional service organisations. Along with Deloitte, EY and KPMG it is one of "Big Four auditors". PwC is a network of member firms in 157 countries at 756 locations. Because of the local legislative requirements each member firms are a separate legal entity, and thus financially and legally independent. (en.wikipedia.org, 2017 and pwc.fi, 2017)

The case company for this research is PricewaterhouseCoopers Oy and the research and it´s results only apply on this specific entity. PricewaterhouseCoopers Oy has their main office in Helsinki but there are offices in over 20 cities around Finland. (pwc.fi, 2017)

The operational organisation of PricewaterhouseCoopers Oy is divided into three main divisions that offers clients services in:

- Audit and Assurance
- Tax&Legal
- Advisory (Consulting, Deals, Strategy&)

1.4.1 Audit

In the book “Tilintarkastuksen perusteet” (Korkeamäki, 2008) the function of an audit is introduced. When it comes to businesses, part of company owners and management are not part of the daily activities of the company. Especially in public listed companies’ owners and management are separated from the daily activities. (Korkemäki, 2008, p.9) The owners and management needs liable data on their company’s financial state and because there are legal and other issues when it comes to monitoring and auditing companies’ activities, the company owners delegate the work to outside auditors and experts, to get that data. (Korkemäki, 2008, p.9)

The primary task of an auditor is to review the financial statements of a company and give an opinion on whether a company’s financial statements are presented fairly, in all material respects, in accordance with financial reporting framework. (Korkemäki, 2008, p.9-11) An audit is made separately each year, and in the end of every audit, an auditor gives an opinion of the financial statements and the administration.

As the aim of an audit is to give an opinion on the financial statements and communicate it according to the International standards on auditing (internal course material, 2016), the audit process is divided in various steps. From accepting the client engagement, the audit team goes through specific and planned steps that are supported by audit methodology, regulations and laws. The key objective is for the audit team to gather enough evidence that the auditor can give an opinion on the financial statements. According to Korkeamäki when a liable audit is done it decreases the need of supervision for tax and other authorities, additionally increasing the organisations liability, which is good for the society. (Korkeamäki, 2008, p. 9)

1.4.2 Audit transformation programme (ATP)

PwC Finland's strategy is to create a competitive auditing approach that would result in cost efficient solutions and better quality. In addition, with these changes being made, PricewaterhouseCoopers Oy audit experts are introduced a better possibility for personal growth and to differentiate in the competition for clients.

The aim of the audit transformation is the make manual work automated and more efficient by exploring new technologies and using different tools and methods. The objective is also to explore data in different parts of the audit process and with that give more value to the client. (Vieruaho 2017, internal material 2016)

1.4.3 The change process: General ledger analysis

Part of the audit transformation program that is mentioned above is to get more efficiency in to the audit work and make it more standardized. Therefore, a general ledger analysis process is developed to be used for auditing small and mid-sized companies. (Blomqvist and Vieruaho, 2017 and internal material, 2017) The aim of the general ledger analysis process is to automatize and make the process of analysing the general ledger more effective by using analytical software and make the data accessible for all experts/auditors in the audit division. (Blomqvist and Vieruaho, 2017 and internal material, 2016)

The main objective is to do audit work in a modern way by following the audit requirements and using technology to support that work. Furthermore, the aim is also to get the auditors in larger scale to use big data, learn how to read and examine data and get more information and value for the auditor but also for the client.

The situation is that experts on data analytics only use the data-analytic tools and methods. The objective for the change initiative, is that using analytic tools and effectively examine the data would be included to an auditor´s every day work, not only the experts on data analytics, like demonstrated in the figure (**fig. 1**) below:

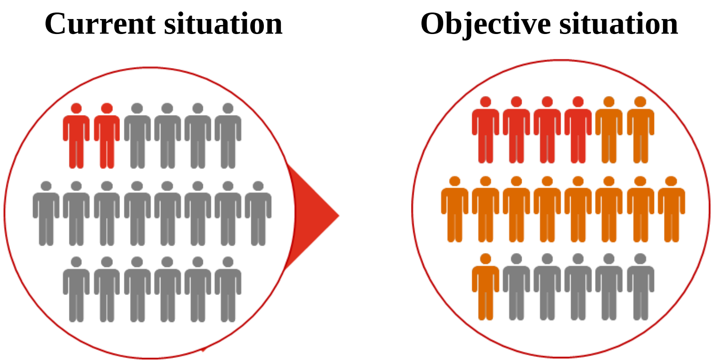

Figure 1. The current and desired state in the change process. (Internal material, 2016)

After acknowledging the need, the pilot phase is started. (Blomqvist and Vieruaho, 2017 and internal material, 2016) Due to that the company has office locations around Finland the process or project team has local responsible team members for each office location, one audit expert and one data analytic specialist. (Internal material, 2016)

The data analytic tool that is used in this change process is called Qlikview. The tool set some requirements how you can download data in, so the material (general ledgers) that are sent by clients need to be modified. To get the effectiveness out of the modification process, a team who does this kind of work for audit teams are implemented to the change process. (Blomqvist and Vieruaho, 2017 and internal material, 2016) This teams job is make the general ledger material into a format that is readable in Qlikview, so that the auditor/audit teams can make use of the data in the tool. (Blomqvist and Vieruaho, 2017 and internal material, 2016)

Training sessions are being held and training videos and instructions are made to educate the employees with the new model and the change process. (Blomqvist and Vieruaho, 2017 and internal material, 2016). Furthermore, an intra page is established to get information out to all of the employees who would be part of the change.

1.5 Structure of the research

This thesis is divided in 7 chapters. In chapter 1 the concept of change management, statement of the problem for the research is introduced. Additionally, the aim of the research, its limitations and the research case and case company will also be introduced in this chapter.

The second chapter will cover the literature framework, that is the basis of the research and give an overall view of the examined models and recent articles based on change management, also giving an overview on benefits and criticism based on recent studies made on the models and theories.

In the third chapter the research method and the empirical part of this thesis is introduced, namely the case study conducted at PricewaterhouseCoopers Oy. Furthermore, as the research is a semi-structured case study, interviews and participant-observation is used as method to collect evidence and for concluding the research.

In the fourth, fifth and sixth chapter the author of the research goes through the results, discusses the findings and introduces usable means and methods for the ongoing change initiative and for future change initiatives for the ATP team. The recommendations and conclusions will end the research in chapter seven.

2 THEORETICAL FRAMEWORK

In this chapter, the author will provide an insight into different change management models. The theoretical framework focuses on how the change management models work and how other organisations and researchers use them. The author will start by introducing the concept of change management and the different perspectives of tackling change. Furthermore, the author will discuss the reasons for why change initiatives tend to fail.

Conclusively, the author will analyse three particular change models by identifying and defining their general outline, how they are intended to work in instances of change and in which situations the models are used. The three identified models introduce the three different time periods of change management and are often used in successful organisational change. The models are also claimed to be clear, easy to implement and easy to understand, therefore they are used in this research. The chapter will be summarised by a comparison of the three identified change management models.

2.1 What is change management?

Change itself is a reaction to an opportunity, challenge or an event that sets in motion the path for change. (Creasy, 2007, p. 2)

According to Tim Creasy in his article, “Defining change management” indicates that when changing something in an organisation there is a technical approach (project management) and a human approach. (Creasy, 2007, p. 3) Both the technical approach and the human approach aim to the same result, namely transforming the organisation from a current state to an improved state by, for example increasing efficiency. (Creasy, 2007, p. 3)

The key aspect of change management is to focus on the people. Furthermore, as the goal of change management is to support each and everyone in the organisation that are impacted by the change, means that the key persons in charge of the change initiative must ensure that the people who are expected to change, make the required changes in their day-to-day work. This enables the organization to reach the desired results, like increasing efficiency by standardizing different work tasks. (Creasy, 2007 p.2-3)

Research on change management typically includes steps, guidelines or different processes that drives an organisation through change. According to “Managing change one day at a time” by Keith Ferrazzi, a change initiative is like an addiction treatment programs. To manage change, organisations has to do certain steps to change as an alcoholic need to go through alcoholics anonymous 12 step program, to be able to change. (Ferrazzi, 2014 p.1-2)

Ferrazzi explains that organisations cannot change the way things are done, if the individual in the organisation does not change its behaviour. Like in AA, when the alcoholic admits he/she has an alcohol problem the change can occur, so if the individual in an organisation does not understand why and how to change, the change process cannot begin. (Ferrazzi, 2014 p.2) In AA, participants are served coffee to replace the beverage that they have left behind. This is the key concept in change management, replacing the old non-functional habits with new functional habits. (Ferrazzi, 2014 p.2)

A lot of the research made on change management indicates the high percentages of failure, there is also things that leaders do well. (Douglas, 2016 p.2) Douglas A. Ready claims in his article “4 things change leaders do well” in the Harvard Business Review, that even though there is a lot of evidence that a lot of change initiative fails, it would more useful to know what leaders are actually doing right. To increase the possibility that the percentages of success can be higher when executing a successful change initiative. (Douglas, 2016 p.2)

The conclusion that Douglas points out in his research is that leaders should in their change initiative:

- Recognize embedded tensions and paradoxes
- Hold everyone accountable
- Invest in new organisational capabilities
- Emphasize continuous learning

Primarily the organization needs to recognize if there is any resistance, secondly they need to include everybody to the change. Thirdly, organisations need to invest in knowledge and learning and conclusively emphasize the continuance learning. In other words, the key to change is the importance of people. If the people resist a change, the company must find ways to deal with the resistant behaviour. More importantly, everybody must be engaged in the change, not only the management of the company. Furthermore, change is planned to educate and train the people so they can be able to change.

2.2 Reasons for failed change initiatives

Based on the past change management research there is more chance of failure than success when making a change initiative. The essential question has therefore been to understand the reason for why this occur (Kotter, 2007 p. 2 and Hiatt, 2006, p.1).

According to the “10 principles of leading change management report” written by Deanne Aguirre and Micah Alpern, conclude the reasons for failure on change initiatives. The results for the conclusion are from Strategy&/Katzenbach Center survey of global executives on culture and change management. Part of results indicate that the success rate of major change initiatives is only 54%, which is very low. (Aguirre and Alpern, 2014, p. 3) For organisations failed change initiatives means (among other things) added costs and wasted resources, but also brings out a lot of confusion and cynicism. (Aguirre and Alpern, 2014, p. 3) In the abovementioned report, Aquirre and Alpern suggest that companies who go through a mayor change initiative have three obstacles they have overcome in order to get the change initiative to succeed, and becoming a part of company culture. (Aguirre and Alpern, 2014, p.3)

The first referenced obstacle is “change fatigue”, which means that the employees in an organisation get tired of the pressure that result from making too many changes taking place at once. (Aguirre and Alpern, 2014, p.3) According to the results, the initiatives according to the results were badly planned, executed too fast and no time is put into preparing the change initiatives. (Aguirre and Alpern, 2014, p.3)

The second obstacle to overcome in order for change initiative to be successful is sustainability. In other words, the organisation has to have the needed knowledge to ensure that the change can be sustained over time. (Aguirre and Alpern, 2014, p.3) Often companies lack the know-how and how to root the wanted change in the company´s culture, because they lack the needed technology and know-how. This might lead to blaming on bad technology, to resistance or that the targets of the change which is now seen unrealistic. (Aguirre and Alpern, 2014, p.3)

The third obstacle according to Aguirre and Alpern is that the change initiative is planned and decided at the top management level and not include people from any lower level to the decision making. (Aguirre and Alpern, 2014, p. 3) This can lead to that, part of information is left out and limit the opportunity for lower level management to take part in the change.

Figure 2. 10 principles of change (strategy-buisness.com, 2017)

For organization who are going through change, Aquirre and Alpern conclude 10 guiding principles to lead organisations through a successful change execution that can be seen above in figure 2:

- **Leading with culture**

  The first guiding principle is leading with culture. According to Aquirre and Alpern leading with change is important for a change initiative to be successful. (Aguirre and Alpern, 2014, p. 3-4) They claim that organisations should not change the existing culture but to draw “emotional energy from it”. This means that in organisations management needs to look into how the people already think, behave, work and feel in their organisation and using those implications as guidelines to encourage the change initiative. (Aguirre and Alpern, 2014, p. 3-4)

  By searching for components in the culture that are aligned with the change and emphasizing them and with that attract the people who goes through the change, the organisation can lead the change through the company culture which is familiar to the employees from the beginning. (Aguirre and Alpern, 2014, p. 3-4)

- **Start at the top and involve every layer**

  To a successful execution of a change initiative, it is essential to engage all employees in every level of the organisation, starting from the top with group of executives that are supported by the CEO. (Aguirre and Alpern, 2014, p.4-5) This aspect can often be forgotten and can be the reason why change initiatives tend to fail.

  According to Aguirre and Alpern by getting the mid-level staff and the frontline people early in to the change is important because of the knowledge they possess. They have the knowledge on the technical and logistical issues or obstacles for the change and potential clitches. The employees want to feel included and are more motivated and more invested to make the change when they feel they have had a hand in developing the "change plan". (Aguirre and Alpern, 2014, p.5)

- **Make the rational and emotional case together**

  Aguirre and Alpern claim that change initiatives are often made on strategic business objectives, like increasing sales, make 20% growth in the next few years or entering new markets. (Aguirre and Alpern, 2014, p.5-6) Furthermore, Aguirre and Alpern claim that these objectives are alright to use but they do not reach the emotional side of the people that is needed to change for them to make a solid commitment to change. By fostering the emotional connection with the employees, it is more likely to get them committed to the change than not fostering the connection. (Aguirre and Alpern, 2014, p.5-6)

- **Act your way in to new thinking**

  By implementing the new ways that the change initiative delivers are important for a change initiative to be successful. Leaders have to lead by example so that the rest of the employees can see that a change is happening and the new ways are working and gives the possibility for employees to think about their day-to-day work in a new way. (Aguirre and Alpern, 2014, p.6)

- **Engage, engage, engage**

  Repeating the change vision frequently is needed for a continual change. The misconception that a strong message in the beginning of a change initiative is enough for employees to understand and be committed to change is a common mistake made by leaders. Ongoing communication efforts keeps the vison alive and makes the employees to understand and believing in the change. (Aguirre and Alpern, 2014, p.6-7)

- **Lead outside the lines**

  In addition to those who are the leaders in an organisation, there are also these so-called informal leaders, “special forces”. These “special forces” are those who promote the change and supports the other in the company to be part of the change. According to Aguirre and Alpern they can be found in every level of an organization from the receptionist, supervisor to manager. By identifying theses special forces early organisations has a better chance to succeed to implement major change initiatives. (Aguirre and Alpern, 2014, p.7)

- **Leverage informal and formal solutions**

  A successful execution of change initiative needs different methods that supports the change, like having informal and formal solutions. (Aguirre and

Alpern, 2014, p.7) The formal solution is by redesigning structure, reward systems, operating systems, training and development in the organisation, preparing the employees to be willing to commit to the change. (Aguirre and Alpern, 2014, p.7-8) The formal solutions are about changing the organisations motto, if it does not support the change initiative. The formal solution creates the right mind-set for the change. For example, changing a shipping companies' motto from "Ship by any means" to "if it's not right do not ship it." (Aguirre and Alpern, 2014, p.7-8)

- **Asses and adapt**

  According to Aguirre and Alpern organizations does not measure their success in the change initiatives before moving on. By failing to do so organization lack the information about how to support the process of change and the sustainability of it. By analysing what is working and what is not, required improvements can be made and make the change to stick and be a part of company culture. (Aguirre and Alpern, 2014, p.8)

The author explained in the Introduction part that to understand the change management phenomena and to organise the research, the author identifies three change management models. In the following chapters, the author will go through the models, analyse them and summarize this chapter.

2.3 Kotter´s eight steps to change

The first change management model that is identified is John Kotter's eight step model of change. Dr. John Paul Kotter is a leading professional when it comes to change management. He is the Konosuke Matsushita Professor of Leadership, Emeritus at Harvard Business School and a world-renowned change expert. (En.wikipedia.org, 2017, mindtools.com, 2017) His eight step change process has been a base for many change theories. It has been broadly used for transformational change initiatives in large organisations and is named one of 25 most influential business management tools. (Kotter, 2012, mindtools.com, 2017)

According to Kotter, in his book" Leading change" he indicates that, to make a prospering change in an organisation, there are eight crucial success factors that will lead the organisation through a successful change. (Kotter, 2012 and Kotter, 2007)

"Leaders who successfully transform businesses do eight things right (and do them in the right order)"

Figure 3. The Kotter´s eight step of change (frontlinemanagementexperts.wordpress.com, 2016)

Like in the figure above and the quote, by following the eight steps of change the company can make successful walkthrough.

1. Creating a sense of urgency

According to Kotter by creating, a sense of urgency is making people in the organisation see that the change is needed and it is needed now. Converting the importance of acting immediately by showing potential threats and scenarios showing what would happen in the future if the changes would not happen. (Kotter 2012 p. 37-51, Kotter, 2007 p.3)

2. Creating the directional team, a powerful coalition

According to Kotter, convincing people to change needs strong leadership and support from the management. This means putting together a group that has the ability to lead the change initiative. (Kotter 2012 p. 53-68, Kotter, 2007 p. 4-5) Managing a change is not adequate, it has to be led. This collected group of people continues to shape the urgency and the strength around the need of the change. (Kotter 2012 p. 53-68, Kotter, 2007 p. 4-5)

3. Developing a change vision

Kotter claims that when making a change initiative management needs to go through ideas and solutions how make the change. By making a vision which is simple and clear to remember as well as to understand, and making it part of the organisation strategy, it will help the employees to follow the change and be part of it. (Kotter 2012 p. 69-86, Kotter, 2007 p.5-6)

4. Communicating a vision

After having built up the climate for change, the management has to engage and enable the rest of the organisation by communicating the vision. According to Kotter, a vision is crucial for the success of the change initiative. The vision has to be clear and frequently communicated as well as implemented in to the da-to-day work, applying the vision in all operations from training to performance reviews. (Kotter 2012 p. 87-103, Kotter, 2007 p. 6) Repeating the change vision in discussions with employees on all levels and leading by the example is important for a permanent change. ((Kotter 2012 p 87-103, Kotter, 2007 p. 6)

5. Removing obstacles

According to Kotter, an organisation needs to abolish all obstacles that would interfere with the change, change systems or structures. Is everything in line with the vision? The organisational structure, job descriptions, compensation systems and performance? (Kotter 2012 p.105-120, Kotter, 2007 p. 6-7) The organisation has to identify the people who are resisting the change and get them the needed tools, methods or support that would make it easier for them to change, and solving the problems that are caused by the resistance. (Kotter 2012 p. 105-120, Kotter, 2007 p. 6-7)

6. Induce short-term wins

The result of success motivates to work forward on change. Kotter claims that by invoking visible and clear short-term wins that are clearly related to the change effort. (Kotter 2012 p.121-136, Kotter, 2007 p.8). With ought the short-term goals and the result of success, the process can be vulnerable for negative thinkers and criticism that can slow down or even hurt the whole change initiative. (Kotter 2012 p.121-136, Kotter, 2007 p. 8)

7. Building on change

After going through the engaging and enabling, the management needs to implement and sustain the change by building on the change. According to Kotter, even if the early stages can be successful there will always be resistance, and the team cannot stop working to their main goals. (Kotter, 2012 p .37-152, Kotter, 2007 p.8)

In step 7: building on change: more projects are being added, more people get involved proving the new way is working. However, celebrating on victory to early, can be one of the key reasons change initiatives fail. (Kotter, 2012 p. 137-152, Kotter, 2007 p. 8) The short-term wins are the beginning of the change not resulting to make change stick. But every short-term win gives an opportunity to explore what is done right and what is done wrong and from that setting new goals and make the necessary improvements towards the main and final goals. (Kotter, 2012 p.137-152, Kotter, 2007 p.8)

8. Make it stick!

In the last step comes the cultural change, making the change part of the organisational culture. (Kotter 2012 p.153-165, Kotter, 2007 p.8-9) Cultural change can only happen when it is proven that the new way of doing is better than the old. (Kotter 2012 p.153-165, Kotter, 2007 p.8-9). The success must be clear and be communicated throughout the organisation. Making change is stick is making the change be a part of day-to work and activities, being "the way of doing things. (Kotter 2012 p.153-165, Kotter, 2007 p.8-9)

2.4 Research on Kotter’s 8-step model

The author mentioned in the beginning of the model that Kotter´s model is frequently used in different business cases, case studies and actual change initiatives. In the article Back to the future: revisiting Kotter`s 1996 change model by Steven H. Appelbaum, Sally Habashy, Jean-Luc Malo and Hisham Shafiq does arguments and counterarguments on the validity of John P. Kotter’s eight step model. (Appelbaum et al., 2012, p.765)

According to the article the authors claim in their findings that even though the eight step model is created from personal business and research experience and no additional references on outside sources is added, Kotter´s model still remains a recommendable reference and that the review made support all the steps in the model. (Appelbaum et al., 2012, p.765-776) However, the conclusions showed that the model had several limitations that would affect universal acceptance and popularity. (Appelbaum et al., 2012, p.765-776).

One limitations is that the model can´t be used in all changes because the model is built to *“the fundamental changes in how the business is conducted in order to help cope with a new more challenging place of business.”* (Appelbaum et al., 2012, p.765-776), so it can be a problem when doing smaller divisional change, not an organisational one. Other problematic found in the model is that there were not many studies made on validating the eight steps. According to the article the most evidence that is found is compiled by Kotter himself in his book “The Heart of Change” (a follow up on the book Leading Change), which would indicate Kotter validating Kotter. (Appelbaum et al., 2012, p.765-776).

The Kotter´s eight step model has also been used as a reference in a case study to the Danish railway technical contractor Enterprise. In the case, study it is also identified the problems and limitations that the eight step model can create. (Petersen, Ballegaard and Pedersen, 2008 p.677) The Danish railway technical contractor Enterprise goes through a change initiative where the company is changing from being a public state own company to be a private one. (Petersen, Ballegaard and Pedersen, 2008 p.677) The separation gave possibility to both many opportunities but also many challenges. The company also found itself in a crossroad, were they going to stay national (in Denmark) or expand globally? (Petersen, Ballegaard and Pedersen, 2008 p.677) The transformation and change of the company Enterprise is assessed and reviewed in the case study based on interviews and using the Kotter's eight step model as reference. (Petersen, Ballegaard and Pedersen, 2008 p.677).

The key finding that Petersen, Ballegaard and Pedersen made is that: changing the company from a bureaucratic organisation that had political control to a market oriented business, would acquire that the change process and the models should be adjusted so they fit to the change initiative that the company is executing. (Petersen, Ballegaard and Pedersen, 2008 p.677).

Petersen, Ballegaard and Pedersen used the Kotter model as a reference when planning the execution of change to Enterprise ("the company"). An own step-model is planned that is called change "from bureaucracy to business": (Petersen, Ballegaard and Pedersen, 2008 p.678) the model included the following steps for execution of change:

1. Inspiring trust in the future
2. Pulling together a guiding team
3. Creating a new common business language
4. Developing the change vision and the strategies
5. Communicating and understanding the change
6. Empowering others to act
7. Producing short-term wins
8. Producing more change and not giving in
9. Creating a new culture

(Petersen, Ballegaard and Pedersen, 2008 p.678)

In the case study Petersen, Ballegaard and Pedersen concluded that the change process had been successful but a lot of work is still to be done. The company had the bottom-line result when starting the change process, but managed to raise turn-over with 20% with the same resources has they had reached to the end of the process. (Petersen, Ballegaard and Pedersen, 2008 p.678)

When analysing the collected data, Petersen, Ballegaard and Pedersen analysed all the errors using Kotter´s 8 step model and saw where the problem areas were in Enterprise. They concluded that the Kotter´s 8 step model is well-arranged and gave valuable help, guidance and high value in practice to management that were planning how to execute a change initiative. (Petersen, Ballegaard and Pedersen, 2008 p.684)

The authors saw that the model focuses on the management perspective of a change process and is helpful to the company when identifying, developing and communicating the management's infrastructure that would support the change. (Petersen, Ballegaard and Pedersen, 2008 p.684). Conclusively, the case study gave insight on why the change efforts were successful and on the key issue in a change process: which is the people. (Petersen, Ballegaard and Pedersen, 2008 p.685).

Looking more into the benefits or criticism of the Kotter eight step model, in the following article: *"Exploring the Kotter Model and Appreciative Inquiry as Organisational Change Vehicles for Non-profit Human Services Agencies"* Earon Kavanagh, PhD, explores to change models and gives an overview on critiques and benefits of two models. When reflecting on the two models he concludes can they be used in a specific execution of change. (Kavanagh, p.1-10) Kavanagh refers the Kotter´s eight step model being an "n-step theory", meaning the theory is built upon steps that a change manager can use in any kind of change. (Kavanagh, p.1-10)

The steps have the optimistic overview, that when followed change can be achieved, however it is crucial that the step are being done and concluded in the right order. (Kavanagh, p.1-10) Kavanagh also claims that the 8 step model is not applicable for all change but for the change to be built for *"the fundamental changes in how the business is conducted in order to help cope with a new more challenging place of business."* (Appelbaum et al., 2012, p. 764 and 775).

Kavanagh completes his article on that different authors say that mixing the eight step model with other models would be more useful than to just use the model as it is, on the other hand according to the author there are authors think that the8 step model is unadaptable and should not be changed. (Kavanagh, p.1-10) Furthermore, he claims that the eight step model cannot work because the effort comes from top management and does not include the whole organisation also indicating that the model needs technical systems to change that supports the change initiative, that would not work in the case the author is exploring on. (Kavanagh, p.1-10)

The Kotter´s 8 step model is a very clear and hands-on model. The model is made for leading change, not managing it and leaves big responsibility to upper-management to give the needed support for change to succeed. The model also emphasized the need of roles and responsibilities who were making the change. In addition, as is concluded earlier, the model can be good when using it as a framework or a reference; it can help guide and navigate a company finding their own steps on their change initiatives, making it more applicable for their needs. Because the model is made for organisations to help them cope through new and more challenging market environment, it can be concluded that the model cannot be used in all types of change and can be too heavy for smaller change initiatives.

2.5 Lewin´s 3 step model

One of the important theories when it comes to understanding organisational change and change management is Lewin´s 3-step model for change. (McLean Bourda, 2013, p.6) Kurt Lewin is a German –American psychologist, who studied human behaviour and released his three step theory (in 1947) of change. (Mills, Dye and Mills, 2009, p.42)

According to his observations and research, he understood the problematics of change: how to make change permanent and not let people go back to their old habits but to get the new habits firmly implanted. (Mills, Dye and Mills, 2009, p.42-43) Lewin looked at the change phenomena as deriving from two different forces, those internally driven (from a person's own needs) and those imposed or induced by the environment.

From that framework, Lewin looked and find the solution for how to get permanent change implanted: with the 3-step model. (Mills, Dye and Mills, 2009, p.47) All of the three steps in the model proposes specific activities that will address motivation, implementation, and promote the organisational change (McLean Bourda, 2013 p.7). The 3-step model is presented as analogy of the changing shape of an ice-cube by first "Un-Freezing" it, "Changing" it and then Re-Freezing it, also shown as framework below: (McLean Bourda, 2013 p.6)

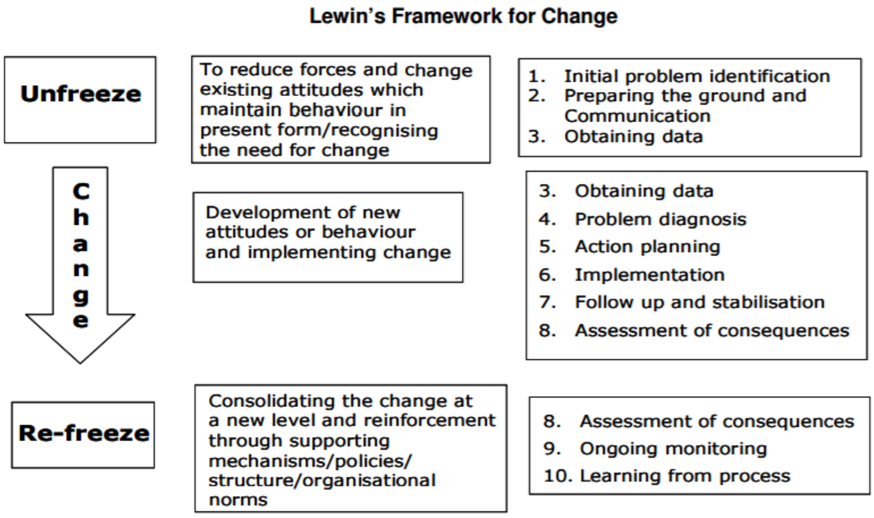

Figure 4. Lewin´s framework for change. (studentlecturenotes.com, 2014)

- **Step 1 "Unfreeze"**

As can be seen on the figure above (figure 4), in the "Unfreeze" stage organisations come to the conclusion that a change is needed and necessary, they break down existing state of affairs aka status quo and begins to build the new way of doing things. (Mills, Dye and Mills, 2009, p.47-48) The organisations need to make clear messages why the old way of doing things is no more acceptable and they have to question values, beliefs, attitudes and behaviours. (Mills, Dye and Mills, 2009, p.47-48)

In this stage, it is important to on work on the resistance and as pointed out in the picture above (figure 4), reducing forces and change the attitude, in addition to make the people understand the change and support them. If there is resistance, management needs to find solutions for it prompt, so that the process can follow through the un-freezing stage and move on to the "Change" stage.

- **Step 2 “Change”**

In the “Change” step, things start to happen and the organisations moves towards to wanted and desired state. (Mills, Dye and Mills, 2009, p.47-49) The people within the organisations starts to act and believe the change and start acting accordingly and to the wanted direction. (Mills, Dye and Mills, 2009, p.47-49) They take part in the different change initiatives and need to understand the benefit of the change. (Mills, Dye and Mills, 2009, p.47-48) In the change stage the company is very effective on promoting communications and supporting people to “welcome” the new ways of working and learn new values, attitudes and behaviours. If there are problems, they would be identified and action plans would be developed. (change-management-consultant.com, 2015)

- **Step 3 “Re-freeze”**

In the final step of Lewin´s change process comes the Re-freezing. In this step the changes are taking shape, people within the organisations comprehend the new ways of doing things and the changes are implemented in the organisational culture. Rewards and acknowledgement are used to re-inforce change. The Re-freeze stage is crucial for not letting people get back to their old habits but continuing with the new ways of doing things. (Mills, Dye and Mills, 2009, p.47-49) In this stage is also still important to monitored that people does not fall in to their old habits and be aware of any indications of problems and solving them as and if they were to happen. (Mills, Dye and Mills, 2009, p.47-49)

2.6 Usability and research made on Lewin´s 3 step model

The Lewin´s models is invented 1947 and many authors and researches claim that the model cannot be applicable for change initiatives that appear in the business environment today. In the article “Kurt Lewin and the Planned Approach to Change: A Re-appraisal”, the author Bernard Burns claims that the Lewin´s 3 step model is outdated and does not work in the constantly changing world: the model is too simple for complex change.

Burns claims that the three step model only works in organisations that operates in a stable stage, that does not constantly go through changes. Additionally, the model is only suitable for small-scale change projects, ignoring organisational power and politics and is managed from top management down. (Burns, 2004) Burns concludes even though the Lewin´s model has faced a lot of criticism, he can conclude in his findings that much of the criticism appears to be unfounded and/or based on a narrow interpretation of his work. In addition, the last decade has also seen a renewed interest in understanding and applying Lewin´s approach to change. (Burns, 2004).

In the theses “Organisational Change: Models for successfully implementing change” by Asley Calder, Calder concurs that change in the Lewin´s 3 step model is planned and people are always of the root of the change. The model has a heavy focus on reducing resistance to change. (Calder, 2013, p. 8) To compare other models the Calder fits the other models in the Lewin´s 3 step model, which can conclude that Lewin´s model is very flexible and because of its simplicity it can be easy to implement and other models can be implemented to it. (Calder, 2013, p. 8-10)

Lewin´s model according to Calder is good for “beginners of change management” but also for organisations that has problematics in resistance of change, cause the model emphasizes the urgency on how to get over the resistance. (Calder, 2013, p. 14-19)
The Lewin´s 3 step model more suitable for an individual change and not a top-management led change initiative. (Calder, 2013, p. 14-19)

According to the article “Comparison of the change theories” by Alicia Kritsonis, the author summarizes several change theories and assumptions about the nature of change (Kritsonis, 2004, 1-7). In the article, Kritsonis concludes that the Lewin´s 3 step model is rational, goal and plan oriented, but lacks of taking into consideration the personal factors into account that can affect the change. (Kritsonis, 2004 p. 6) Kritsonis concludes that the model looks good on paper but implementing it can have negative outcomes cause of the lack of thought in to people’s feelings and experiences. (Kritsonis, 2004 p. 5-6) The problematic with Lewin´s model is also that is not time-efficient. (Mills, Dye and Mills, 2009, p.47-49) It is argued that because in the constantly changing world there is no time to “Un-freeze”, “Change” and “Re-freeze”, but constantly being in a changing state. (Mills, Dye and Mills, 2009, p.47-49)

Even though it has been claimed that there were problematics and criticism towards the three step model, there are good qualities. The model is easily understood and simple to apply to a framework for managing change. Creating the motivation for change, that moves the change ahead throughout the process and in the end returns to a stable state. (McLean Bourka, 2013, p.5) The three step model works whether the changes are going to be strategic, additional or reactive a change initiative. The model benefits the team who is planning change, when implementing a change initiative to visualize (ice-cube melting), to plan and manage each of the stages of change. (change-management-consultant.com, 2015) However, as is indicated earlier the three step model is very time-consuming, so the author is disputing the fact that: can the model actually be used in constant change processes or changes that has to be quickly and efficiently implemented or is it actually too slow to implement?

2.7 ADKAR model

The ADKAR model is developed by Jeff Hiatt, the founder of Prosci, a company that effectively manage the people side of change with their research, training and enterprise solutions. (prosci.com, 2017) **ADKAR** is an acronym that presents the five outcomes that an individual in an organisation must achieve for change to be successful**:** awareness**,** desire, knowledge, ability and reinforcement **(**Hiatt, 2006, p. 1-4). According to Hiatt the ADKAR model is divided in five elements, (every letter being one element) and are as building blocks for change. Every block must be in its place for change to be successful and to happen at all. (Hiatt, 2006, p 4).

Awareness

Being the first step in the ADKAR model and is only accomplished when the individual in the organisation is aware of the need for change, why it is done, and what it can result to. (Hiatt, 2006, p. 5-16). The individual has to see the problematic in the old ways of doing things and understands what can be the consequence if the change does not happen. (Hiatt, 2006, p. 5-16). According to Hiatt the number one reason of failure and resistance to change is the lack of awareness why the change is being made (Hiatt, 2006, p. 5-16). However good and effective communication has been being not an immediate key to success. A lot do with the recipient the communication; how the individual takes the change, does the individual feels there is a need of change, and is the communication clear and understandable.

Desire

After that, the individual is aware of the change, the individual has to have the desire to change. The individual has to want (have the desire) to be a part of the change and endorse the change, it is the motivation and the choice that the individuals makes to support and wanting to be a part of the change. (Hiatt, 2006, p. 18-22). The step is a very challenging for the organisation, because the company has very narrow control of an individual’s choice. (Hiatt, 2006, p. 18-22)

Comparing to the awareness where you can make visible step for awareness of change, the desire cannot be controlled by the management and cannot be taught but has to start and be emphasised by the individual itself. The individual can be aware of the change but because of different factors, misunderstanding, or the lack of information not have the desire to change or be a part of change. (Hiatt, 2006, p. 18-22). According to Hiatt the frequent mistakes multiple business leader do is to think that by building awareness that desire is also built, that is a misconception that can lead to resistance to change and can make change initiatives more difficult. (Hiatt, 2006, p. 18-22). By understanding, what are the factors that would result the desire to change is very important for the ADKAR model to work and to continue. (Hiatt, 2006, p. 21)

Hiatt also claims that, the factors that would help the individual to have the desire to change is to get the individual to understand: what the change really is, and how it will affect them, how they see the organisation, their personal situation and the key indicators/motivators that would make them be a part of the change. (Hiatt, 2006, p. 18-22). Will the change be a good opportunity or a threat to their day-to-day work? If the attitude is negative, the outcome will be negative, in this case not to have the desire to change. If it would be positive, the steps for change can happen and the desire is “built” within the individual. (Hiatt, 2006, p 20-21).

Knowledge

When being aware of change and making the decision to be a part of change, having the desire, the individual needs the knowledge to change. The individual needs to know how to do the change, what are processes that makes the change. (Hiatt, 2006, p. 23-30). By getting the needed training, education on the needed new skills, the information on the new processes, systems and tools and also getting the information and understanding on the new roles and responsibilities that the change will bring, the individual can in in their work start the changing/transformation process. (Hiatt, 2006, p. 23-30).

The level of knowledge and how an individual retrieves knowledge, can be different. The individual can already have the required knowledge or there can be a huge gap between knowledge that the individual has and is acquired to have. (Hiatt, 2006, p. 23-30). How one learn things is different for every individual, some learn quickly some slower, some easily some with struggle, in change this would imply on learning new tools, processes, technical skill or concepts. (Hiatt, 2006, p. 23-30). The important for the change initiative can be processed fully; the individual would need training/education to retrieve the needed knowledge. If the knowledge is not accessible, it is hard for the individual to get the needed support and can result to resistance. (Hiatt, 2006, p. 23-30)

Ability

When having the theory one would need the practice. After the individual having retrieve the needed knowledge, the individual would have the ability to change. Ability presents the individuals how to implement the change and reach the desired outcome. (Hiatt, 2006, p. 31-36). When the knowledge step is the theory the ability is the practice, the actual interpretation of the individual, the actual work with its new processes and implications. (prosci.com, 2017, and Hiatt, 2006, p. 31-36) To achieve success in this step organisations, need to give time to the employees, give them coaching and training and give and receive constant feedback. (Prosci 2017, and Hiatt, 2006, p. 31-36)

Reinforcement

How make the change stick and celebrating the success, making change a part of organisational/company structure, reinforcement to sustain the change. (prosci.com 2017, and Hiatt, 2006, p. 37-39). Reinforcement can be difficult from a change management perspective. According to Prosci, when the change is ready the organisation moves to the next change initiative. (prosci.com 2017). It takes time to make change stick and individuals not returning to their old habits. The make change work reinforcement needs strong efforts and stick to the change initiatives until the change is actually sustained and part of organisational/company culture. (prosci.com, 2017). As is indicated in the Proscis ADKAR model, the change is successful when the management takes a step back and sees that the employees are actually doing their work differently. (prosci.com, 2017)

2.8 The ADKAR model used in practice

According to Prosci and based on their thousands clients using the model, they claim that the ADKAR model is easy to apply to a change initiative because it is easy to learn, creates new way of thinking of change, results to action and allocates how change happens one person at a time. (prosci.com, 2017)

Many organisations use Prosci´s change management methodology as a standard for their organisations change management initiatives. (prosci.com, 2017) One success story of using ADKAR is for example Husky Injection Molding Systems Ltd., which is one of the world's largest brand name supplier of injection moulding equipment and services to the plastics industry. (prosci.com, 2017) Husky wanted to apply Prosci change management to a strategic initiative at the recommendation of one of their strategic partners. (prosci.com, 2017)

The management of the company immediately recognized the value that such an easy-to-use and powerful methodology brought to their organisation. (prosci.com, 2017) The challenge is to achieve results on a high-impact strategic initiative, and to begin embedding change management capability throughout the organisation. (prosci.com, 2017) By using the ADKAR model Husky achieved the following: project managers of the change team can easily transmit the value that change management brought to the project and how other project team members and people managers can support their staff in reaching adoption and utilization of the new solution. (prosci.com, 2017) The results on this project also inspired further awareness of change management throughout the Husky organisation. (prosci.com, 2017).

In the research, "ADKAR model vs. Quality management change by Gratiela Dana Boca concludes that that the ADKAR models provide the tools for improving the connection between personal performance, change management and business results. (Boca, 2013, p.246). The researcher indicates that the ADKAR model creates focus on the first element that usually is the root of failure.

When organisation use the model they can instantly identify where in the process the problem lies and see which of the elements are omitted in the process. (Boca, 2013, p.246) Because the model gives the possibility to have a result-oriented approach it helps the change teams to put energy in right areas and increase the probability for success. (Boca, 2013, p.246) The ADKAR model is also very applicable when looking for why the current change is failing. If knowing what is failing one can quickly do the corrective manoeuvres and change can be still implemented successfully. (Boca, 2013, p.246).

The author concludes hens study that when people in a change and have to do their jobs with a new approach and even when they have the awareness how to change, it takes time that the change is fully accepted. (Boca, 2013, p.253). Because the process is time consuming and needs support to be part of the company culture, day-to-day manager's leadership is very important, in helping to solve problems arising from the change. (Boca, 2013, p.246).

The key advantage of ADKAR model it is in its simplicity, and whether managers follow this model or not; it serves to highlight some vital considerations associated with all major change processes like (Boca, 2013, p.246):

- Planning
- Communication
- Involving everybody
- Leading by example

- Leading the process every day to make it part of day-to-day work

The ADKAR model is simple to implement in any change initiative and is easy to analyse with the model what is failing in a change process and in where it is failing. The ADKAR model creates a new way of thinking of change, results to action and allocates how change happens one person at a time. It focuses on the individual, that is the key of any change initiative.

2.9 Literature summary

Now that the models are identified, let´s compare them together. In the Lewin´s steps, one can find all elements of the ADKAR model and the Kotter´s 8 Step model. The Un-Freezing is the Awareness, Desire and Knowledge and step 1-4 in Kotter. The individual gets the information, the motivation and the education that would support the change.

The Change in the Lewin´s model is found as the Ability in the ADKAR and steps 5-7 in Kotter, from theory to practice, from knowing to doing. The Re-Freezing would be the Re-inforcement in ADKAR and step eight in Kotter´s model, making the change stick and emphasizing the change. Both Lewin and Kotter sees the importance to make people ready and support them in the upcoming change, before even starting it.

Lewin´s model puts the most focus on giving the knowledge and involving people than to actually making people having the desire to change. In ADKAR model if there is no awareness and no knowledge the change process cannot proceed, all the elements have to be implemented in the individual for the change to succeed. Kotter´s model is more how to lead change, how the upper management would do the change than seeing how the individual would do it, like the ADKAR and Lewin´s model emphasizes. That is why, also in Kotter´s model you can see more discussion how important vision and strategy is. Kotter also goes into more detail in his change steps by also focusing on the why and urgency of change, that the two other models do not.

Kotter´s model is for management when the two other model is for the individuals in the organisation; Kotter is leading the change when the other is managing the change. In addition, Kotter and Lewin are made for big organisational changes and would be quite time-consuming to use in smaller changes or just changes in parts of an organisation. It creates the possibility and opportunity for a new way of thinking of change, results to action and allocates how change happens one person at a time. The key focus is on the individual that is the key of any change initiative from the change management perspective.

Change management is a complex process where it is a bigger chance of failure than success. Being simple and clear of the vision and communicating it to throughout the organisation is the right starting steps for any change initiative. The second thing is to have short-term goals and analysing/measuring the outcome of the goals and improving them if necessary, so that the change initiative can be supported throughout its life cycle and continue. By rewarding the short-term winnings keeps the employees motivated and stays committed to the change initiative. The third and final element is repeating the change vision frequently and implement it to the day-to-day work to make the change stick and part of company culture.

Change goes always hand in hand with resistance. Resistance usually comes from the perception that something is going to be lost; bad past experience or that people think that the change is not for the better. By focusing on the people throughout the planning of the up-coming change, a successful execution of change can happen.

3 RESEARCH METHOD

The primary method of this research is to conduct a case study. A case study is one of many ways of conducting social science research and is the preferred method when the focus of the research is on a real-time phenomenon, and the objective is to answer the questions "how" and "why". (Yin, 1994, p.1) According to Yin, case studies are also used when the researcher has little control over actual events and when there is a need of understanding a complex social phenomenon. (Yin, 1994, p.3) Therefore, a case study approach is used in this research.

The research is done in two stages. In the first stage, the author gathers information and literature on change management to understand the phenomena and examine how different models work and what theories there are concerning change management. The second stage is to gather evidence on what is happening in the ongoing change initiative, how people feel about the change and examine how change management methodology is used.

To conduct a case study, the author had to gather evidence. The gathered evidence for case studies can rely on many sources but here there six main ones; documents, archival records, interviews, direct observation, participant-observation, and physical artefacts. (Yin, 1994, p. 81) In this research, the source of evidence is to conduct interviews and do a participant-observation. The strengths of interviews in a case study is that the interviews focus directly on the case study topic and gives insights on the matter. The participant-observation covers real-time events and gives insight on interpersonal behaviours and motives. (Yin, 1994, p.81)

The other sources that can have been used are not applicable for this particular case study. Not enough documents are written that it would have been enough evidence. There are no archival records or physical artefacts that can have been used, and direct observation cannot be performed cause the author of this research is part of the change process.

3.1 Participant-observation

One of the source of evidence is to do a participant-observation. To do a participant- observation, means that the observer participates in the actual case study situation that is researched. (Yin, 1994, p.87). The observer usually takes different roles within the case study situation. The participant-observation technique has usually been used in anthropological research but can also be used in an everyday environment, like in organisations. (Yin, 1994, p.88)

To gather evidence by doing a participant-observation can provide different opportunities. Being part of the case study but at the same time observing it, the author can gain access to evidence that would otherwise be inaccessible to scientific investigation. The author can also get more of an “inside” view of the change process.

3.2 The interview

The other source of evidence is to conduct interviews. Based on the literature review and the models that are identified the author developed an interview guide using the Awareness, Desire, Knowledge, Ability, Reinforcement model (ADKAR). The ADKAR model gives the building blocks that builds a change. The model gives a clear set-up for questions that can be easily analysed. By using the elements in the interview guide, the author can analyse in which element improvement is needed and where it is functioning. The model shows clear objectives what individual needs to have to able to change. By having awareness, desire, knowledge, ability and the reinforcement, a successful change can happen. Therefore, the model is used in building the interview guide.

The interview guide is assembled as a semi-structured interview. A semi-structured interview is built on a guide where questions and topics that have to be answered. (Harrell and Bradley, 2009, p.24-26) The questions are standardized and follow up questions are used to collect the all the material that is needed. By using this method, it can give the author more versatile data out of the interviews.

The interviews are conducted individually. The author feels that if the interviews are done in a group, there would be a lack of personal opinion and that the participants can be influenced by each other's answers. Because of this, the author also sees that there can be a reliability issue and to fulfil the reliability of the results, the interviews are conducted separately.

The participants of the interviews are kept anonymous, so that the link between individual responses with participants cannot be identified. To understand what the participant's responsibilities were in the audit division, the author divided the participants into three groups: the management, the process team and the auditor:

- **The management**
  In the management group, the author interviewed the managers and leaders of the change initiative and the transformation program (ATP p. 11) to get

an overall view on; how the management is functioning and their understanding of the change initiative. It is important to know how management operates to conclude the fact: did the management based on theory do all the rights steps and were there a thought through plan how to follow through the change initiative.

- **The process team**

  The process team is the team that makes the contributory work, meaning obtaining the data in to the tool for auditors to use, so that the auditor can easily access and use the data that is used in the change initiative. To get answers from this group is important because if the persons in the group did not have the attributes of the ADKAR model, how can they contribute and help those who needed change. So by knowing every level of the change process the author can conclude and see if there were improvement areas for example in the data processing.

- **The auditor**

  As mentioned earlier, the aim of the change initiative is to implement to examination of data to be day-to-day work for all auditors not only the data analytics expert. This group is the one that the change mostly affects on, hence to the fact that they to change their day-to-day work.

  By interviewing this group, the author got data on how the people who are those who need to change feel about the change, what is their opinion and how the change initiative is actually working in practice and what happened in the change process so far.

There are 1-3 persons in every group summing up to seven individual interviews. Furthermore, the ongoing change process is in a pilot phase, so the importance is to know from key persons their opinions on the change and to get insight on what is happening now and what should be done when expanding the change to a vaster group.

The participants got the questions before the interview, to confirm that they will have more time to think about the answers and by that save time during the actual interview. The interviews were recorded with two separate recording devices to confirm that all data can be received. The participants were informed before the interview and when starting the interview that the interview were to be recorded.

The interviews were organised 10.4.2017(One interview), 11.4.2017, and (One interview) 13.4.2017(Four interviews) and 18.4.2017 (One interview). Four of the interviews were held via videoconference calls and three were held face-to-face at the PwC office in Helsinki. The videoconference calls were held because some of the participants did not live in the Helsinki area or that they were travelling at the time of the interviews.

3.3 The interview guide

The aim of the interview is to gather evidence to answer the research questions:

1. What models are there for change management?
2. How and why are change management models used in organisations?
3. How should change management models be used?

The interview questions consist of one main question and depending on the answer the author can use the follow-up questions if needed. The follow-up questions are not prepared before-hand, as the author does not know what the participants will answer. As is mentioned earlier, the author created an interview guide using ADKAR model as reference. Each element (*Awareness, Desire, Knowledge, Ability, Reinforcement*) presenting a line of questions:

- **Awareness**
  1. How and when did you hear about this process and how did you become a part of it?
  2. Do you know why this process is implemented and the actual aims and how is it communicated?
  3. Why is this change process important for the audit work?

4. How did you feel about the change when you first heard about it?

- **Desire**
  1. In what way in your work do you support the change process?

- **Knowledge**
  1. What training have you had concerning the change process?
  2. Is there enough effort made on training and what are the efforts?
  3. Do you feel that you have the needed training or is there uncertainties in some areas, if yes which are those areas?
  4. In overall, do you believe that more training is needed?

- **Ability**
  1. Do feel that you have the needed support for making the change to happen? What kind of support have you had?
  2. In overall, is there enough support given when going through this change?

- **Reinforcement**
  1. Is there anything that should be more emphasised in this change process?
  2. Do you think you can help in this change process more and if yes, what can you do the help this process? If No, why not, and is there other function in the company that can give the needed help?
  3. What have been the obstacles or challenges in this process in the past year?
  4. Can you tell any success stories or positive outcomes of the process so far?

3.4 Validity and reliability

Validity and reliability are key issues when researchers want to maintain credibility and completeness in their research (socialresearchmethods.net, 2006). Validity is determined by if the research actually measures what it intends to measure. There are two different main types of validity, which is external and internal validity. External validity refers to the ability to generalize finding in a research to a target population, whereas internal validity refers to the measurement and research itself. (Yin, 1994, p. 33-36)

Reliability determines the quality of the research. It determines is the research repeatable, meaning if another researcher would do the same case study, would she come to same conclusions as the author of this research. (socialresearchmethods.net, 2006).

The weakness in a case studies usually is that they cannot be replicated, which means the data and results are only valid for the specific research. (Yin, 1994, p. 33-36) When conducting a case study, it can also result to the author being bias. This issue can be relevant of the choice of data collection. (www.universalclass.com, 2017) To use case study as method may also result errors in memory, because the case history is based on memory. (www.universalclass.com, 2017)

To use interviews and participant-observation can be an issue on validity. Both of the sources of evidence can issue the question of bias, due to poorly constructed questions and the possibility for the researcher to manipulate the events. In addition, there is also the issue on reflexivity, where the participants of the interview gives the answer the interviewer wants to hear.

The questions of the interviews are built upon a model to have clear questions so that the research questions can be answered. Because the author took more of an observer role and was merely a coordinator in the project the possibility of manipulation is not applicable. Furthermore, because there is an authentic interest of the research, and what the case study can conclude, the participants had no reason to give false answer, but answering truly and according to their own personal opinion.

The answers of the interviews was subscribed, because the author wanted to increase the validity of the interviews by having also written evidence on the interviews, also to be able to reference to actual written material.

The research is organised to maintain internal validity in the research. To increase the validity, the author gathers data from multiple sources by conducting interviews and a participant observation. Using multiple sources in a case study also decreases the issue for being bias, because not only a person is issuing the gathered data. The process of how the research is organised is explained in detail and an interview guide is made, so that repetition can be possible.

To fulfil the reliability of the results of the research, the interviews are conducted separately so that the participants cannot influence each other's answers. The participants are informed about the questions and that the interview is to be recorded. To have reliable data to analyse all of interviews are recorded with two different recording devices to secure that all information can be recovered and analysed. Furthermore, as the interviews were translated from one language to another, the recording can be considered the increase the reliability of the evidence as the answers can be found in original language and in full as recordings.

4 RESULTS

To answer the research questions for this research a semi-structured interviews is conducted. The interview guide is done in English but the interviews is conducted in Finnish and Swedish. To increase reliability for the research the author transcribes partially the interviews and translates them to English. The results will be presented by referring to the elements of the ADKAR model, as it is the foundation of the interview guide.

In the interviews, the author had to overlook a few of the questions because of the answers given by the participants. As the interview was done in another language than the research, a few of the questions had to be explained more in detail so that the participants understood and can answer the question. The tool that is used in the change initiative is referred in the result as Qlikview.

- **Awareness**

  In the first four question of Awareness the participants are aware of why change is made and how the tool and change initiative can intensify the audit work. They can see the possibilities and the opportunities of the change and the tool that can help their own work. To work in a more efficient way is a motivator of the change and the people needs and wants to change:

“I am in the decision making process to make the change, hence the knowledge of the change and planning. Idea is to get a light version of the general analysis, fit to implemented to audit smaller companies, fast and time efficient, Auditors had to learn how to use the program Qlikview, get more out of the program and with that get better quality and value to the client.

A time-efficient, modern way of doing lot of sample testing. Not the traditional way which is not motivating, it is like searching for a needle in a hay stack”, using modern technology “makes more sense”, both for the one who uses it and to the client who gets valuable information”- Management person 1

Last year after the summer, I is in a training session of Qlikview, and learned what the tool can do, and heard about the change, and in the fall we implemented the general ledger into our office audit team, I got as a task to take care of how they would use Qlikview in their audit work, and with that I is part of the process. Making audit work more efficient and taking in the data analytics to the audit work and audit teams. The amount data is increasing and the tools helps to make sampling easier and more efficient and not randomly. We can target more specifically different things and put more input on it and get more data and information to the client that gives value. -Auditor person 2

The main aim of the change initiative is not clear or communicated to all of the participants, but they have the awareness why the change is important for the audit work and why the change should happen:

Not straight forwardly communicated, only in the company’s strategy and the importance of the digitalization, automatisation and using data, in a better format, but not specifically on the ongoing change process.

Usually in digitalization if you not on-board from the beginning “you will fall of the wagon” being behind and in audit where it is crucial to get the right data and interpret it is important in what format you get the data, that is what Qlikview is very important to implement because it helps to visualize, the better usability of data- Process team person 1

The aim is to make the audit work more efficient doing the work with modern tools, following the audit requirements and get the auditors in larger scale to use the data, data literacy and use big data analytics. One reason for the change is digitalization, the increase in data, aim of developing the data literacy also as the client's data is increasing. To use technical tools, like Tool in this process gives better edge of analysing data and the individual, how the individual can learn and exploit the new tools and data in their work. -Management person 1

- **Desire**

Because the participants believe in the change and the tool, also believing that the change would make a difference in how the audit work is done, the participants all have the desire to be a part of the change and support the change in their work and promote it in all of their own teams.

The desire of change comes partly from the fact that there is a tool that can help the participants in their work, and the tool actually worked really well. That is a key factor of why the participants are positive towards the change. The participants think the tool is easy to use, quick to learn, and makes work more efficient, giving value both for client and user and is adaptable;

When I saw it in practice I is like WOW, I do auditing and analytics and treatment of memos, so it is great to hear that a tool like this is invented to help the work, I have done analytics that has taken a day and now with the tool it takes 1 hour and the auditor can do the analytic work themselves, and it takes away all the un-necessary steps from the process. -Auditor person 2

The natural intake has been positive, because the audit work follows many regulations and laws, the audit work brings certain amount of routine that the audit work has to be done in a certain way. This can be in some way be challenging and numbing, and the meaning and motivation can be easily forgotten, but I think that in this project that the users are delighted to be part of the change because it is to work in a modern way of doing things, implementing technology, and the actual work becomes more meaningful and efficient. It gives the possibility to develop their own *knowledge and their data literacy and developing their own way of working. Management person 2*

- **Knowledge**

The knowledge part is very diverse because of the difference in training. Some of the participants got hands-on training, some classroom training, some technical training and some trained themselves and some had no training at all or just a demo version of the tool. Some of the participants feels that there should be more training, how the tool can be implemented in the work they do and not just technical training:

In my expertise you need repeating when it comes to training, at this point the service that the change can serve is quite narrow, and someone who is self-imposed and quick to learn can use this tool, however from experience, because there is never enough time, there has to be events/sessions where the tools and how to use the tool and the change is repeated over and over again and supported, communication and training has to repeated for the change and the information can sink in."- Management person 2

However, one of the participant who did not have any training feels that it is not needed, because the tool is so easy to use. The participant emphasises more on informing and communicating about the change and the tool, than to put extensive amount of time on training.

"I had no overall training, info session, a demo version, no deeper training,
In our sub-division we have had no training but more of informative and supporting on the fact that people should use the tool and get the license for the tool, but no wider training, but also the ones I know using the tool did not any training because the tool is easy to use. I do not think more technical training is needed but more informative and supporting so people would start to use the tool, it should be more of aims, that people should use the tool for 10 of their clients, the user experience is important, and not just people saying it is good to use."- Auditor person 3

According to one participant, one thing that is not thought of when talking about training is that: when doing audit, one has to do the work following the laws and regulations and audit methodology. This issue should also be taking in the consideration when implementing the change and tool:

"Too little information what the analysis is used for, and combining it with audit methodology, more training should be done; how it is used in the daily work. The tool should be implemented in the yearly training sessions, how to use and how to implement combining it with the audit methodology. What can be done, the value, what does it give to the auditor and to the client"- Management person 3

One of the participant (process team person 1) says that hen did not understand audit work fully and it is hard sometimes to help the auditor when the auditor asks something about the tool and why it does something and gives certain data. If the team who processes the data do not understand how the auditor will use the data, it would be hard to help the auditor:

"for the future it would be great to see from the auditors' perspective how it is used, so I can better answer questions that I get concerning the tool when I understand what it is used for, when auditing a company. It would be nice to know from an auditor's perspective what is done, so we can more be of service when we process data for the auditor."- Process team person 1

- **Ability**

  The three questions on ability indicates that to be able to do something you will need the knowledge, repetition and the support. One of the participant feels that knowledge and ability would be easier to process if the change initiative and the included training is implemented in the yearly training sessions;

  "Should be implemented in the yearly training sessions, how to use and how to implement combining it with methodology. What can be done, the value, what does it give to the auditor and to the client." Management person 3

One of the participant feels that not only learning the technical part of the process is important but also that time should be put on understanding how the technical tool can be implemented to the actual work:

"From my own work it is only the function of the program I actually need to learn, as from a process centre perspective, and when talking to the auditors it is important to inform what the tool can do what value it gives and actually show what possibilities it can give. It is problem for many people to accept new especially when they do not understand it and what it does and the possibilities. The main thing is to show what it does not saying here is a tool use it but show the possibilities it opens and then focus on the training part." -Process centre person

Support is given throughout the process (piloting phase) and that is something that almost all of the participants received and feels that support is given when needed. The participants have the ability to follow through the work, get help when needed and also can help others and promote the tool:

"I have got lot of support and I is given few key people who trained me and I can always ask them if I had any questions so in that part the support is good, and overall we have got support when we have sometimes had some impossible tasks, we have had help to solve them, help has always been found". -Auditor person 1

I have got comprehensively amount of support when is needed, in the be-ginning we had some technical issues with the tool, but then a colleague is really big support and even now I get answers if I have questions. -Auditor person 2

- **Reinforcement**

The participants believe that for the reinforcement can work, the management needs to encourage and promote the change more. The management team should be more informative, put time on planning the next steps, and have a clear communication for the employees that are effected on the change.

One participant’s response is that more time, effort should be put on feedback, and measurement to see has the overall change actually is successful in the piloting phase. It is also indicated that the change and the tool should emphasize on the benefits; how it can benefit the auditor and the also the client:

“The informative part is important, but key issue is to plan how we technically would actually do the process, if the sub-division has thousands of clients and just half of it would be implemented in the timeframe February to April it would be hundreds of ledgers a day. Now the experts have done all the work themselves, so if the whole process is widening, the work has to be more automatized.”- Auditor person 3

I think it should be emphasised more on the benefits that the tool and change brings and why it should be used be more. -Auditor 2

One of the participants thinks that the change has a natural intake and people are proactively using the tool, enhancing, and promoting the change. The participant also thinks that this is not seen in all changes.

The problematic of implementing the change to a bigger group is a problem that the participants noticed. How can the change be implemented and when the huge amount of data needed to be processed, who would be responsible of obtaining the data, so that the auditors would get the data at the right time:

“*Resources and implementation has had some challenges, but can be fixed before the continuance stage and approving certain deviations in changes. Also when having more than 500 people that can use this tools, there can be difference in opinions and resistance and how to do things and ideas. How to get all different ideas to one, common goal? How can we all have the aligned opinion reaching the common goal, when having difference in opinion?”- Management person 2*

5 KEY FINDINGS FOR DISCUSSION

The resistance at this point is low in the process because there is a need and demand of change. The participants see the potential and see an opportunity to do the audit work more efficient and smarter, and leaving unnecessary steps out. The introduction and usability of the tool and the idea of change has had positive feedback from both user and the client. However, at this point the change is carried out in a quite limited group in different locations in Finland, which can result to the positive outcome.

Time is always an issue and in this case caused a challenge. If a change is made, then there has to be a plan on how to get the needed time for training, learning and planning to implement the change and the tool to the day-to-day work.

Furthermore, time is also an issue in managing the change initiative. If the management have no the time to be involved in the change, should then the responsibility be divided or get more people in the managing team? There is an issue that when the communication does not work, decision is made with ought all the people in the management team, so the unclarity who is doing what and that who is responsible lead to dissatisfaction and misunderstandings.

The problematic is also that the company is very compartmentalized, meaning within the audit division you have many sub-divisions, different clients, and sometimes different ways of doing thing, yet again causing unclear vision. Therefore, in the beginning there cannot be one way of doing things because the need of the client can variate and the office size around Finland is different. For example, it is easier to give hands-on training in an office with 10 people than to a group in Helsinki that has 70 people.

When it comes to training it is important to take in to consideration the work that is done in audit follows laws, regulations, methodology and the companies own principles. When doing this change, it is important to know to applicate those issues when training to use the tools and communicating the change. Learning to use the tool and implicating the compulsory issues that affect the work and deeper knowledge is needed and has to be emphasised.

According to the some of the participants, the flow of information is inadequate and sometimes did not reach the right persons and there is a feeling of being out sided of the process, which led to promised work that cannot be followed through:

"Communication, project management should be emphasised, not knowing what is going on, lot of changes, all not communicated, no time, no planning, everybody should be involved, discussed to everybody that is involved to the upcoming change. It is good that the change process has gone forward, but there would be gone better if better project management and communication and systematic workflow should have been planned"-Management person 3

Constant feedback and measurements of the ongoing process is not done yet, so there is no overall knowledge how the change is actually going. Knowing the challenges or success stories to learn from or if there were any best practices that can be used further on in the change process.

As said earlier in chapter 2.5.5, reinforcement can take time to make change stick and seeing that individuals do not return to their old habits. To make change work, reinforcement needs strong efforts until the change is actually sustained and part of organisational culture. It is seen in individual level, the participants had the knowledge that the new way is a better way of doing things, now came the time to get the rest of the employees involved.

The reinforcement in this case is now quite vague, there are discussion what should be done not what is done. The need of repetition, measurement and feedback is important on discussion level, but no action yet is taken.

"You can always do more, follow through should have been measured after pilot phase more, feedback, problematics, how do the teams/people take the change. Follow- up should have been done. Change is always uncomfortable, change management, resistance, no time, change takes time, the learning phase takes time and if you do not have the time."- Management person 1

6 DISCUSSION AND REFERENCE TO PREVIOUS RESEARCH

The objective of this research is to discover through a thorough analysis of the existing change management models the practical means and methods for the Audit Transformation Program team of the commissioned companies successful change execution. The answer the research questions a case study is conducted by doing semi-structured interviews and participant observations.

When analysing the results, it is evident that no change management methodology is used in the researched case, but there is implication on theory how the process had proceeded. To understand the results, the author discusses the results through the 3 examined change management models.

6.1 Kotter´s eight step to change

The change initiative in the commissioned company started from a need of making work more efficient the urgency of change is a part of the whole change process from the beginning.

The results indicate that the team that is managing the change process or being “the guiding coalition” is not as powerful as it should be. According to the theoretical framework, the guiding coalition should be “a group with enough power to led the change and encourage the group”. The results indicate that the team is divided and people in different office locations doing things and it is not clear on who is responsible of what and who the key persons are in the change initiative.

According to Kotter to make successful change, one needs to develop a change vision and communicate it. (Kotter 2012, p. 69-86, Kotter, 2012, p. 87-103). As the change in the commissioned company only affects the audit division, the communication and information does not come from top management but from different sources. Because it comes from different sources and occasions, the main aim is not clear for all, or is not communicated to all of the participants. The informational flow should be emphasised more and as the participants also indicated that repetition on information is important to get the change initiative forward, the ATP team should think about this.

The information on why people should be involved, has to be clearer when taking the process further. In the smaller pilot phase, it does not effect that much, because of the lack of resistance. The participants understand the need of change and wants to change. Nevertheless, when expanding the process, the change vision and communication needs to be planned and communicated properly.

According to Kotter's fifth step, the organisation needs to abolish all obstacles that would interfere with the change. (Kotter 2012, p.105-120, Kotter, 2007, p. 6-7) This means measuring the process getting feedback and knowing is everything in line with the vision. The results indicate that the "coalition team" should measure the piloting phase, and see if there is any obstacles or issues for resistance when expanding the process.

In Kotter´s sixth step, it is inducing short-term wins. (Kotter 2012, p.121-136, Kotter 2007, p. 8) At this point, the win is that the pilot phase happened and produced positive outcomes and positive feedback from the participants. The result of success should be used as the motivator when expanding the change initiative, as success usually motivates people.

The seventh and eight step where the change is built on and making it stick, the results indicated that the team has to put more effort on the planning, making action plan a make a clear vision how to make the change when the change is taken further to a much bigger group.

6.2 Lewin´s 3 step model

The Lewin´s model also begins from a need of change but puts more effort on the resistance in the Un-Freezing stage. As the results indicate, there is no resistance because the awareness and the positive attitude to the change and participants wanted be a part of the change and promote it, the Lewin´s model is hard to apply in the results.

As seen in figure 4 (p.40) the framework for change the first 3 steps is to identify initial problems, preparing the ground and the communication and obtaining data. The participants think that the change is good; they have the needed information to be able to work in a new way. The communication should be better as is said earlier but enough for the participants to be able to work in the new way.

The participants have been given some sort of training and given support when they have issues they cannot solve. As the participant’s attitude from the beginning is that, the participants wanted to change the “Change” step in the Lewin’s model had actually already happened in the Un-Freezing stage, as attitude already is for the change not against it.

Because the change initiative is planned to be taken to a larger group and the measuring and monitoring of the change has not been started yet, the Re-Freeze cannot happen yet. The Re-Freeze step in the Lewin´s model is to assess the consequences, start monitoring and learning from process, the change is at the stage that the team actually should do that now. (Fig.3, p 31) As is indicated in the results the change initiative needed the monitoring, measuring and planning the process remains in the “Change phase” in the Lewin´s model.

6.3 ADKAR

As discussed in Chapter 2.5, ADKAR is the acronym for awareness, desire, knowledge, ability and reinforcement. The results indicate on clear awareness why the change is happening and the participants promotes the change and talks about it with their fellow workers. The participants liked the tool, what the change initiative can offer, also how it can help in the audit work.

Because the awareness is positive among the participants, the desire to change had no resistance. The participants felt that this kind of change is needed and the system that can make the change is easy to use and easy to adapt, the desire to change is high.
The issue on knowledge variates among the participants. When it comes to technical knowledge, all of the participants have the expertise how to use the system that would emphasize the change. However, some of the participants would have needed more knowledge of how the tool is implemented in the actual audit work. There is a need of knowledge to understand how the auditor uses the tool when doing auditing and how to implement audit guideline when using the tool. All though the knowledge variates among the participants, all of them have the ability to push forward the change and do their work. The amount of support that is given to the participants emphasises the ability to change. If there are any

issues the participants can ask and get support to the issue and resolve it and continue to work.

To reinforce the change, the participants felt that, the informative part should be emphasised more, concerning why the change is happening and what outcomes the change would bring. The change needs strong efforts to succeed and it takes time, so the team responsible of the change should put enough time on planning and execution, so that the execution of change can be successful.

7 RECOMMENDATIONS AND CONCLUSIONS

When making a change initiative, regardless if it is a big or a small one, the message and information should be clear why the change is happening and why it is needed. Additionally, if the change includes systems or complex processes, it should be repeatedly promoted and informed to the employees.

Change management is all about the individual and it is necessary to focus on the individual and those who are going through the change initiative. Help and support should be available for everybody and everyone should know where they could get it.

The author of the research recommends that the ATP team should put time and effort on planning and see that there is the needed knowledge and the people who have that knowledge when expanding the change initiative. The ATP team need a clear vision, clear well thought action plan and objectives, before implementing the change further. At this stage, it is informative to know what the feedback is from all who has been part of the change in the pilot phase and get their opinions, for an overall picture concluding the actual strengths, weaknesses, opportunities and threats of the process.

As the change methodology is based on organisational change than a smaller change in a sub-division, there should be quicker and simple ways of doing the “smaller changes” in the overall audit transformation process. The audit transformation process itself should have clear methodology, but the change initiative should have clear guidelines and action plans quickly get the changes implemented into the audit division.

By using the ADKAR model in the interview guide and the examining the results, the author thinks that the model can be used as reference when planning the smaller change initiatives. The ADKAR model can be implemented as guidelines to remember the key issues when planning a change initiative:

- Are the people aware of the change, how should it be communicated?
- What are the obstacles or issues the team needs to figure out, so people get the desire to change?
- How is the team going to do the training so that everybody gets the needed knowledge so the people are able to change?
- How is the team going measure and monitor the change process and get the change to be part of day-to-day work?

The author also recommends that the ATP team should consider the following aspects when planning the expansion of the change initiative:

1. **Team and responsibilities**

   Making a clear statement on who is in the team, their task and responsibilities and always include everyone in the decision-making and be aligned what you do.
   Having an action plan and guidelines how to do the follow through of the change initiative.

2. **Information and support**

   Making it clear where the support and help can be found and who are responsible of it.

3. **Vision and aim**

   Having a clear vision of the change, promoting it, talking about it, having short infomercials and info sessions and constantly repeating the vision and aim of the change.

4. **Knowledge and know-how**

Clear objectives concerning training, making the change part of yearly training. Learning by doing; understanding audit methodology and how the use the tool when doing the audit work. The ATP team should spread the expertise and have open communication concerning knowledge.

5. **Follow-up and follow-through**

The team should measure; get continual feedback, quarterly follow-up, year-end survey on overall feedback of the ongoing change. The team should take care of obstacles and issues hindering the change, celebrating short-term wins and supporting the people with the new ways of doing things. Leading by example making the change part of day-to-day work.

Over the last decade, the phenomena of change management have evolved from being the understanding of academics to be a discipline in organisations. The main reason for this is the constant changing environment where businesses needs to survive. Therefore, the importance of knowing how to lead and manage change is crucial for organisations who wants to thrive in the competition and the constant change.

The author´s aim in this research is to examine the change management phenomena and to analyse how the people, especially in the commissioned company were affected on the ongoing change. The objective of this research is to discover through a thorough analysis the means and methods for a successful change execution.

Throughout the study, it came evident that no suitable change management methodology was applied in the change process. However, there were indication on the way that things was done, that can be applied to the theories of change management. As the results indicated, the overall feedback is positive. The issue becomes now when taking the change further how it should be done and planning the accordingly.

By examining the theories and analysing the gathered data, the author can conclude guidelines and recommendations using primarily the ADKAR model, which the author saw suitable for the studied case. Overall, the research gives insight on different change management theories and models and how they can be used as reference or help to build guidelines for smaller sub-divisional changes. The research gives “food-for thought” and gives recommendation what can and should be done for a successful change execution in smaller proportions.

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