

TOWARDS SUCCESSFUL ORGANIZATIONAL CHANGE MANAGEMENT - NEW PROCESS MODEL IDENTIFICATION

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Abstract: *The ever-evolving corporate landscape, catalyzed by the COVID-19 pandemic and rapid advancements in information technologies, has given rise to a new organizational philosophy. As novel sectors emerge and new forms of work and business processes unfold, change becomes a necessity integrated into companies' survival strategies. The dynamic, diverse, and discontinuous nature of the contemporary business environment demands a deeper understanding of organizational changes. Despite the prevalence of change, a significant number of initiated change programs fail, emphasizing the need for effective change management. While numerous change management theories exist, empirical validation and practical testing are often lacking, creating a gap between theory and application. This paper presents a critical exploration of prominent process models of organizational change, aiming to identify a unified diagnostic process model that addresses existing shortcomings and leverages the strengths of these models. The research identifies ten common phases in various process models, leading to the formulation of a 10F process model of organizational change. This model encompasses crucial stages such as problem diagnosis, creating a sense of urgency, establishing leadership roles, vision creation, planning, communication, implementation, short-term results, stabilization, and monitoring. The 10F model offers a comprehensive framework for understanding and managing diverse organizational changes. This research contributes to bridging the gap between theory and practice, providing valuable insights for managers, researchers, and practitioners engaged in organizational change initiatives.*

Keywords: *Organizational management, Change management, Process change, Model.*

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1. Introduction

A new organizational philosophy emerges to address the novel circumstances, particularly in the corporate landscape during the COVID-19 pandemic and the rapid advancements in information technologies (Carnevale & Hatak, 2020; Choflet et al., 2021; Fotova Čiković, 2022; Larasatie et al., 2022; Manuti et al., 2020; Sun et al., 2021; Yue et al., 2022; Zito et al., 2021). Novel sectors are on the rise, accompanied by new forms of work and business processes. Alterations are unavoidable and are being gradually integrated within companies, signifying an ongoing progression as a key factor for a company's survival (Maqsood Hussain et al., 2020; Petrović, 2003, p. 312; Phillips & Klein, 2023).

The business environment is becoming increasingly dynamic, diverse, and filled with discontinuities compared to the past (Kaur Bagga et al., 2023). It is complex, uncertain,

challenging, and risky. For this reason, today, more than ever before, there is a clear and pronounced need for a better understanding of organizational changes (Bansal et al., 2021; Breier et al., 2021; Brem et al., 2021; Hartmann & Lussier, 2020; Hashemi et al., 2022). This need arises from the fact that contemporary enterprises constantly strive to adapt to their changing external environment, leading to much more frequent and faster changes in recent decades than before (Eftimov & Kamenjarska, 2021; Matejić et al., 2022; Vrčelj, Bučalina Matić, et al., 2017; Vrčelj, Vrčelj, et al., 2017).

Many view changes with a sense of reservation, as something unpleasant and unfriendly. Some individuals even react aggressively and resist these changes, primarily out of fear. Nevertheless, it's important to emphasize that change is natural, just like any other form of the evolutionary process; in other words, change is essential for survival. If there's resistance to change, it renders both companies and individuals outdated, often making them uncompetitive. Therefore, the imperative of today is that all enterprises must learn how to introduce, implement, control, and manage organizational changes in order to survive, grow, and prosper (Idogawa et al., 2023).

Although numerous theories about the implementation and management of organizational changes have emerged over the past 80 years, little progress has been made in terms of actual theory development in this field. Additionally, there's a noticeable gap between literature addressing change implementation and organizational behaviors that specifically pertain to transformational leadership, organizational justice, organizational commitment, and similar. To fully comprehend the phenomenon of organizational changes, both researchers and practitioners of organizational changes should primarily expand the scope of their research and employ a multidimensional and multidisciplinary approach.

2. Theoretical Framework

The process of organizational change is defined as the continuous improvement of organizational structure, strategy, and capabilities, in order for a company to meet the evolving needs of both external and internal stakeholders. Changes are always present within every company, at all levels - from operational to strategic. From the mentioned perspective, there should be no doubt about the significance of a company's ability to identify where it wants to be in the future and to manage changes along the path that leads to that goal. Considering the importance of organizational changes in contemporary enterprises, managing organizational change becomes a highly valued and sought-after managerial skill (Maali et al., 2022).

Behind the scenes of global deregulation, rapid technological innovations, the growing knowledge of the workforce, the rise of social and demographic trends, as well as the COVID-19 pandemic, few would dispute that the primary task of modern management is leading organizational changes. However, although the successful implementation of organizational changes is necessary for survival and success in today's highly competitive and constantly growing markets, some authors (By, 2005) state that even 70% of all initiated change programs do not end successfully. This percentage supports the fact that a valid organizational change management model is essentially missing among the currently available ones offered by academic and professional circles in recent decades; and which are fundamentally contradictory, unclear, vague, too abstract and, certainly, unconfirmed in practice.

In the field of organizational changes, a multitude of different theories and concepts have been created, which are very heterogeneous, weakly interconnected, and of unequal development. Some theories are developed, providing a detailed picture of changes with a multitude of included variables and relationships between them, they have been verified through empirical research, they are the result of the work of a number of authors and

researchers, and are presented in numerous books and articles. Other theories are far less developed, and some of them are still at the level of concepts, they are the result of the work of a few researchers and have been little verified in practice and presented in the literature (Zakić, 2007, p. 62).

Currently, there is still no valid theoretical foundation that is shared among all researchers of organizational changes, or at least the majority. Almost every research effort is based on an autonomous definition of the nature and content of organizational changes (Jaško, 2000, p. 12; Zakić, 2007, p. 62). Zakić further states that despite the profusion of research on organizational changes, there is little synthesis of information, making it very difficult to achieve knowledge accumulation; therefore, the wealth and diversity of available theories and models should prompt caution.

In practical encounters with organizational problems, descriptive and analytical approaches dominate, and there is a lack of an active approach toward identified organizational issues. On the other hand, the performance of managing organizational changes is jeopardized by the numerous diverse individual perceptions of all actors involved in this process.

In a broader sense, the identified shortcomings in managing organizational changes include partiality (models consider only specific variables), conditionality (applicable under certain circumstances), and proximity (imprecise and do not allow accurate prediction).

To homogenize diverse understandings, the aim of this research is a critical review of the most important process models for managing organizational changes and the identification of an **independent diagnostic process model of organizational changes** that would address observed shortcomings and leverage the advantages offered by these models at the conceptual level.

3. Presentation of Process Models of Organizational Change

Although it may seem at first glance that the answer to the question of the content of organizational changes is straightforward and evident, as it involves the organization itself, things are a bit more complicated. Opinions in the literature vary greatly about what falls within the scope of a company's organization and, consequently, within the domain of organizational changes. Since other components of a company are also subject to changes, besides organizational ones, there are numerous other changes such as changes in ownership structure, financial structure, technology, business and development strategies, changes in company resources, and more. Therefore, the answer to what constitutes the content of organizational changes depends on the answer to what constitutes the organization itself; in other words, the content of organizational changes will depend on the organizational model we choose.

To fully explain organizational changes, it's necessary to analyze three key questions in more detail: why organizational changes occur, what changes during organizational changes, and how organizational changes take place. Answering the first question requires understanding the causes of organizational changes; the second involves discovering the content of organizational changes, and the third question demands explaining the process of organizational changes. If we know the causes, content, and process of organizational changes, then we can fully comprehend them and successfully manage them (Čuturić, 2005, p. 102; Janićijević & Babić, 1998, p. 37).

The process of change has always attracted the most attention from researchers who have sought to answer the question: how do organizational changes occur, what phases are involved in this process, and what should be done to ensure its smooth progression? Numerous models of the process flow of organizational changes differ both in scope (content of changes) and in

the nature of the changes themselves. Some models of change flow encompass only partial changes, while others encompass radical and comprehensive changes. Additionally, a distinction is made between descriptive and prescriptive models of organizational changes. Descriptive models aim to explain the flow of organizational changes as they truly are, while prescriptive models attempt to prescribe how an efficient process of organizational change should be structured (Janićijević & Babić, 1998, p. 38).

The available theories of organizational change primarily serve a descriptive function. They describe organizational changes and uncover their causes, process, and consequences. The theories and perspectives of organizational change are of an academic nature, with their core mission being to expand knowledge and understanding of the phenomenon they focus on.

Based on theories of organizational change, individuals will be able to comprehend changes, but they may not necessarily be equipped to lead them. The theories and perspectives of organizational change, for the most part, are not sufficiently practical. They are descriptive, aiming to depict changes rather than providing recommendations on how to carry them out.

On the other hand, models of organizational change are practical. Their mission is more prescriptive than descriptive – they aim to prescribe rather than merely describe organizational changes. Models contain practical knowledge in the form of recommendations on what actions should be taken to ensure efficient changes. These models are, of course, based on specific theories and concepts of organizational change, using the knowledge accumulated in these theories and concepts to translate them into actionable practices that can be recommended to managers leading changes.

Furthermore, alongside theoretical knowledge, many models incorporate the experience of their authors. These are often experienced consultants who have been involved in real changes across numerous companies. The best change models combine theoretical knowledge with practical experiences. They consist of activities that managers or change agents should undertake to successfully implement changes. These activities are usually grouped into phases, steps, directives, frameworks, strategies, and more.

Process models of change view the process in an applicable, practically oriented manner. They focus on the "how" – the actual steps to be taken during changes, their sequence, and the measures that follow. The process models of change that will be further analyzed in this study are presented in Table 1 and are identified as the most influential process models of organizational change from 1950 to 2020 (Vrčelj & Karabašević, 2022).

Table 1. The most influential process models of organizational change

Model name	Reference
Transitional models	
Lewin's Change Management Model (1951)	(Badham & Santiago, 2023; Burke, 2011; Cawsey & Deszca, 2007; Ceranić, 2003; Cone & Unni, 2020; Hussain et al., 2018; Janićijević, 1993; Jaško, 2000; Mašić, 2012; Špiler, 2012; Zakić, 2007)
Beckhard & Harris Change Process Model (1987)	(Čudanov et al., 2019; Principe, 2023; Young, 2009; Zakić, 2007)
Bridges Transition Model (1980)	(Burke, 2011; Hemmeter et al., 2015; Miller, 2017)
The Seven-stage Model of Change by Edgar Huse (1980)	(Burnes, 1996; National Organisation Development and Design Directorate, 2006)
7 Stage Model of Change by Ronald Lippitt (1958)	(Barrow et al., 2021; Kritsonis, 2004)
Bullock and Batten's Planned Change Model	(Bamford, 2006; Cameron & Green, 2012;

(1973)	Karasvirta & Teerikangas, 2022; Kennedy et al., 2020; Rosenbaum et al., 2018; Ullah, 2021)
Kotter's 8-Step Change Model (1995)	(Čuturić, 2005; Henry et al., 2017; Janićijević, 2002, 2004; Kotter, 1995, 1998; Kotter & Ratgeber, 2007; Passenheim, 2010; Stojanović-Aleksić, 2007; Stojković, 2006; Toor et al., 2022)
Judson 5-step Change Model (1991)	(Cheung, 2010; Stouten et al., 2018)
Kanter et al. - The Challenge of Organizational Change (1992)	(Kanter et al., 1992; Stouten et al., 2018)
Galpin's Change Wheel (1996)	(Cheung, 2010; Galpin, 1996; Green-Wilson, 2011)
Readiness for Organizational Change by Achilles Armenakis, Hubert Feild, and Stanley Harris (1999)	(Armenakis et al., 2000)
Luecke's Model of Teamwork and Change (2003)	(Luecke, 2003)
Janićijević-Babić Organizational Change Process Model (1998)	(Čuturić, 2005; Janićijević & Babić, 1998)
Janićijević's Model of Organizational Change Management (2004)	(Janićijević, 2004; Petković et al., 2012)

Source: (Vrcelj & Karabašević, 2022)

4. Comparative Analysis of Process Change Models

Process models of organizational change, starting with Lewin's from the mid-20th century, are primarily sequential – consisting of steps, stages, and phases. They are highly useful for planning and managing the change process. Sequential planning in a linear and causal sense can be very helpful: if we do A, then B will follow; if Y happens, it's likely a consequence of X. Thus, these models help in understanding the logic behind complex and seemingly unrelated organizational behaviors. On the other hand, if this technique is taken too literally, it can have unintended implications.

It's important to always bear in mind that when organizational changes occur, they are often more intricate, unclear, and complex than what models depict. For this reason, the process of implementing organizational changes is non-linear and frequently unpredictable (Burke, 1994).

Lewin's simple model of organizational change has certainly stood the test of time. Change agents have underlined its value for over 80 years due to its simplicity and the reminder it gives that we cannot anticipate any type of change without first "unfreezing" the system! However, on the other hand, we require much more complex models of organizations and change in order to ultimately understand what needs to be unfrozen and changed within a company (Cawsey & Deszca, 2007).

The specific limitations of Lewin's model are as follows:

- The change model is viewed as simple and linear, while in reality, changes are complex, interactive, and unpredictable.
- Creating the need for changes requires more attention, and a key role here is played by the vision of the future state that employees need to be aware of.
- In today's conditions of constant change, the process of freezing never ends; however, stability is still necessary to some extent because without it, achieving

effectiveness would be impossible (for companies that are firmly frozen, they might not be able to melt in time when new markets or consumer segments emerge).

Huse's model excellently illustrates the multi-layered process of organizational development and change. It stands apart from other similar models as it distinctively highlights the complexity of organizations and emphasizes that unforeseen factors can greatly influence the implementation of change plans.

Lippitt's model represents an extension of Lewin's three-stage model of organizational change. The focus of this model is on the change agent, rather than just the change itself; in contrast to Lewin's model, which emphasizes the analysis of forces for change (those driving towards change or those resisting it). However, Mitchell (2013) highlights that Lippitt's model is extremely detailed and its application still requires a higher level of understanding of change theory.

The Beckhard & Harris model can assist managers during the planning and implementation of organizational changes as it highlights the phases of the change process and contributes to a common-sense way of thinking about this issue. The mentioned authors defined a simple framework that primarily highlights the linear nature of the change process. Certainly, it helps us think causally – if I do this, it will result in that. However, applying only this approach to changes can oversimplify the entire process. One should always consider that the cause-and-effect analysis is complex due to the non-linear and intricate nature of organizations. For this reason, a too simplistic and linear thought process can lead to errors in assessment and unpleasant surprises when it comes to change outcomes.

Enterprises are often much more intricate and less predictable than we assume. The reality is that in companies, various changes are frequently carried out simultaneously, and for that reason, different managers will work on several distinct projects to achieve specific desired improvements. In such complex conditions, control is difficult to achieve, and it involves various hierarchical levels, lines of authority, and organizational structures.

The Bullock & Batten model was developed based on the analysis of more than 30 different change models (National Organisation Development and Design Directorate, 2006). It views an organization as a machine, assuming that changes can be defined and managed according to a predefined plan. The applied project management approach simplifies the change process by isolating only one part of it in which changes are currently being implemented (e.g., developing middle management leadership skills, reorganizing the sales team to increase sales, etc.). This approach to change implies that organizational change is a technical problem that can be solved with a precisely defined technical solution. It has proven particularly effective for isolated and smaller-scale changes.

During the 1990s, additional process models were conceived, among which the Judson model, Kotter model, Kanter et al. model, Armenakis et al. model, and Galpin model stand out the most. Judson's five-phase model includes the following phases: analysis and planning of change, communicating change, accepting new behavioral patterns, transitioning from the status quo to the desired state, and consolidating and institutionalizing the new state. On the other hand, Kotter's eight-step model highlighted developing a sense of urgency, forming a powerful coalition, creating a vision, communication, motivation, planning and achieving short-term wins, consolidation, and institutionalization.

Through Judson's change model, the significance of planning within an organized process is evident. It starts with acknowledging the necessity for change and concludes with the actual capacity of the organization to sustain the altered systems. However, what this author emphasizes, which often gets overlooked by other theorists, is the potential outcome of relapse. This occurs when the focus on change diminishes, and the system reverts to its state before the changes. This happens because it's challenging to measure the efforts required for change to

become sustainable indefinitely. Judson's model specifically emphasizes this awareness, making his model seem truly distinct from others.

The greatest strength of Kotter's model lies in its first two phases: creating a sense of urgency and forming a powerful coalition. Many leaders simply rush into changes before they've developed or recognized the actual need for change within the organization. They believe they can lead changes through authority or some other source of power, rather than with the assistance of employees who are often capable and motivated to understand and support the changes. On the other hand, Kotter provides a very comprehensive checklist of all the things to consider during the change process. However, there are at least three shortcomings of the model. Firstly, it's another top-down model. Secondly, the model is mechanistic, and thirdly, it doesn't reveal how to sustain the organization in the new state. "Institutionalizing new approaches" – simply isn't enough, raising the question: how?

The remaining process models of organizational change (Kanter et al., Galpin, Armenakis, Luecke, Jančićević & Babić, Jančićević) share the same fate as the previously mentioned ones in terms of strengths and weaknesses. They are very useful as they allow for sequential planning in a linear and causal sense, but they overlook the fact that the implementation process of organizational change can be nonlinear and often unpredictable. Similar to Kotter's model, they present an excellent checklist, but their foundation is still based on a top-down approach.

5. 10F Process Change Model Identification

What is common to all the presented processes, i.e. phase models (excluding transitional), is shown in the following table (Table 2). A comparison of the 11 described process models has been performed, resulting in the identification of **10 common phases or steps – the 10F** new process change model (Figure 1).

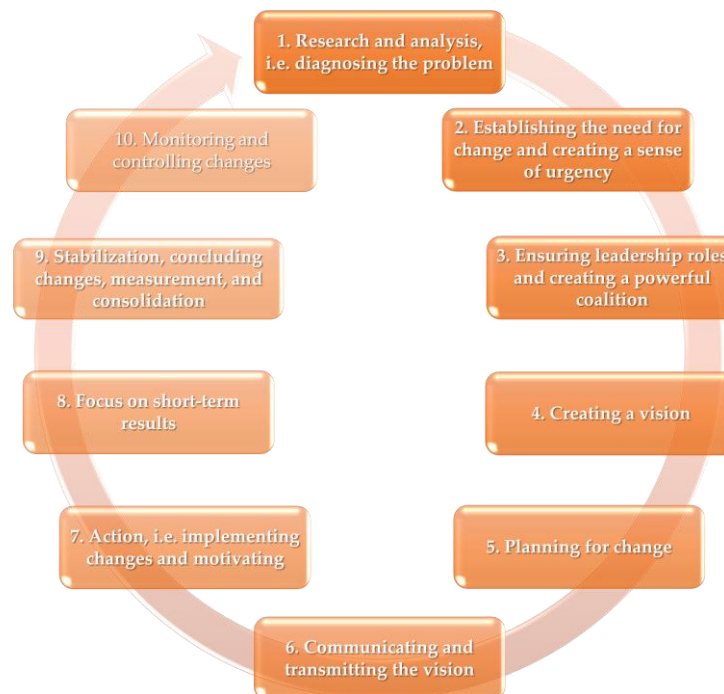


Figure 1. 10F - New process model of organizational change
Source: Author's research

Based on the viewpoints of Kotter, Galpin, Kanter, and others, the foundation of every effective organizational change lies in understanding the need for change. These authors emphasize that by knowing the reasons for change, employees become more aware of the problems, which, in turn, increases their receptivity (openness) to change. Secondly, a new process model of organizational change highlights that forming a group with sufficient power to lead the change is crucial for the success of the organizational change itself. Thirdly, in six out of the 11 highlighted models, creating a vision is mentioned as a way to develop an image of the company in the future, making it easier to communicate with consumers, employees, and other stakeholders. A vision helps visualize a positive outcome of the change. Fourthly, short-term wins allow the creation of an atmosphere that indicates change is possible, i.e., what can be changed and what cannot. Fifthly, the process of consolidation involves ensuring that everyone understands how new approaches, behaviors, and attitudes lead to better and improved performances.

Table 2. Comparison of the most significant process models of organizational changes by phases

Common phases		Huse (1980)	Lippitt (1958)	Bullock & Batten (1985)	Judson (1991)	Kanter et al. (1992)	Kotter (1995)	Galpin (1996)	Armenakis et al. (1999)	Luecke (2003)	Janičijević & Babić (1998)	Janičijević (2004)
2. Entry 4. Planning		1. Scouting 3. Diagnosis	1. Problem diagnosis	1. Research	1. Change analysis	1. Analyze the company and the need for change		3. Diagnosis and analysis of the current situation		1. Direct energy and commitment to the joint identification of problems and solutions in business		2. Diagnosis
2. Assessment of motivation and capacity for change 3. Assessment of resources and motivation of change agents												
2. Planning												
1. Planning the change												
7. Sketching the implementation plan												
4. Generating recommendations 5. Description of recommendations												
4. Preparation of changes												
4. Planning of changes												

6. Stabilization and evaluation	5. Action		
7. Conclusion of changes	5. The role of change agents should be chosen and understood 6. Implementation of change: group coordination		4. Selection of progressive objects for change 6. Implementing change: communication
4. Integration	3. Actions		
5. Consolidation and institutionalization of the new state	3. Acceptance of new patterns of behavior 4. Change from the status quo to the desired state		2. Communicating change
10. Reinforce and institutionalize change	8. Develop the necessary structures		9. Communicating, involving people, and being honest
8. Institutionalize new approaches	5. Motivating and achieving short-term progress	6. Planning and achieving short-term progress	4. Communicating the vision
9. Measure, reinforce, and refine change	8. Implementation of recommendations		
	3. Human resource management practices 7. Formal activities that demonstrate support for the change initiative	4. Symbolic activities	1. Persuasive communication
6. Institutionalize success through formal policies, systems, and structures		4. Focus on short-term results, not on activities	
7. Articulation of the connection between changes and success	5. Implementation of changes	6. Support for employee behavior change	
9. Stabilization of changes	7. Implementation of changes 5. Motivating for changes		8. Managing the personal transition

Special phases								
		7. Termination						
	3. Forget the past				5. Ensure a strong leadership role 2. Form a powerful coalition to lead change	4. Create a sense of urgency	2. Create a shared vision and shared direction 3. Create a vision	
		7. Consolidation of improvements and further changes				1. Develop a sense of urgency		
6. Pilot testing of recommendations						1. Determining the need for change	2. Establish and disseminate a vision of the planned change	
		5. Diffusion of knowledge about how things are done			2. Active involvement of those affected by the change 3. Identify a leader			
		. Start changes from the periphery and let them spread to other departments without pressure from the top					2. Develop a shared vision on how to ensure and manage competitiveness	
8. Evaluation and modification of changes		9. Ensuring successful succession			3. Assemble a powerful coalition for change	1. Maturing and spreading awareness of the necessity of change	2. Create a vision for the new organization	
		10. Monitoring and control of changes			. Manage the power structure	1. Initiating change	3. Create a vision	

								7. Preparation of recommendations for implementation			
								6. Management of internal and external information			

Source: Author's research

6. Conclusion

Although there is no consensus in academic circles on the best way to manage organizational changes, there is agreement on two important facts. First, the pace of change in the business environment is faster today than ever before. Second, change is caused by specific internal and external factors that can take various forms and shapes, and can have different intensities and magnitudes of impact; this applies to all companies in all industries. Thus, in practical encounters with problems in companies, descriptive and analytical approaches dominate, while an active approach toward identified organizational problems is lacking. On the other hand, the performance of change management is jeopardized by numerous diverse individual interpretations of all actors in this process.

All the described theories, concepts, classifications, and programs of organizational change aim to provide managers with sufficient knowledge about how this process unfolds within a company and how to manage it. To achieve this goal, the 10F process model of organizational change has been proposed, which systematizes all the most important experiences and insights gathered by researchers and practitioners (managers and consultants) in the field of organizational change. A review of the literature clearly shows that despite significant differences, there are numerous similarities and common elements in the process of organizational change, whether it is spontaneous or planned, incremental or radical, partial or comprehensive.

The 10F organizational change model identified in this research can be valuable in enhancing actions and decisions necessary for the successful implementation of organizational change projects. Moreover, the results can enable managers to focus their efforts and resources on critical issues that must be addressed in order to ensure successful change management. As a result, managers can improve the performance of organizational change initiatives by applying the findings of this research to develop better strategies for enhancing the success of change management in their companies.

This model would provide a comprehensive framework for understanding and managing various types of organizational changes and would contribute to a more holistic approach to change management. In further research, it is necessary to define a universal change model that would satisfy both descriptive and prescriptive goals, and that would encompass both first-order and second-order changes.

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