Global Scientific JOURNALS

GSJ: Volume 13, Issue 4, April 2025, Online: ISSN 2320-9186
www.globalscientificjournal.com

Adopting a Pragmatic Change Management Framework: A Review of Critical Success Change Management Determinants

Tendai James Mapanga

Lecturer –Business Management
Reformed Church University
3982 Jabavu Drive
New Canaan-Highfield
Harare
Zimbabwe
mapanga@rcu.ac.zw

Dr Milton Gwakwa
PhD in Business Administration
Lecturer-Business Management & Entrepreneurship
BA ISAGO University
Botswana
drgwakwa.africahorizon@gmail.com

© GSJ

Abstract

Managing change *is* tough, but part of the problem is that there is little agreement on what factors most influence transformation initiatives. Several studies on change management show that in most organizations, two out of three transformation initiatives fail (Allport, 1954; Burke, 2011; Bansal et al; 2021). The more things change, the more they stay the same. The purpose of this paper is to interrogate present episteme on change management across organizations, highlighting challenges and opportunities; making it possible to construct an effective contextual based change management framework that organizations pursuing change initiatives can get insights and guidance. The framework is not a prescription perse but a recipe for dealing with critical success determinates. The paper draws its literature from various documents and past researches, including contemporary studies on change management. Having read through, assessed and analyzed existing literature on key success factors to change management, we conclude that there is no single best formula to manage change, and that experience is not a key factor to success. Every change comes as a new phenomenon and must be treated as such. However, the researcher has developed and identified a list of pragmatic and useful determinants or factors that managers and leaders spearheading change needs to embrace. We have in this paper coined the framework 'Mapanga-Gwakwa Change Management Framework' well explained in terms of its details in the body of this study. The study however, acknowledges its limitations and proposes further studies on limitations and constraints that hinder successful

change management across sectors of the economy in both the developed and developing nations.

Key words: Change management, Change trajectory, Critical success determinants, Resistance to change, Change Management framework, Change failure

1.1 Introduction

In modern society, the speed of change is unbelievable and unprecedented. Organisations therefore face constant change, and cannot remain in a statue mode or posture (Burnes, 1986; Beer and Eisenstat, 2000). Thus the need to adapt to the 'new' cannot be overemphasized. This paper emerges, among many other papers as a recipe that organisations have to draw lessons from for adoption and implementation. It is a tool box with a significant number of 'change management and leadership spanners, bolt and nuts' critical to the successful 'diagnosis and operations' needed to manage change successfully. The paper raises a fundamental and pragmatic key question; what are the key determinates of successful change management (critical success factors)? The same question provokes the need to raise the 'reverse question, culminating in the need to also delve deep into the challenges, barriers or obstacles to successful change adoption and implementation. The paper further consolidates key determinants to be put in place in place for sustainable change processes and systems. As we explore and delve through other researchers, writers and authors perspectives and my own personal reflections based on my observations, experiences as a scholar and business practitioner, We with high enthusiasm construct and develop 'a fluid change management framework' to guide managers and leaders in doing the 'right things and doing things right' as their chat on both the stable and turbulent business environments.

1.2 Over view to change

To effectively and efficiently manage any form of change in an organisation, propelling it to greater heights requires concentrated effort and application and adoption of pragmatic methodologies and strategies of change management. 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. The need to have an understanding of fundamental principles that lays the foundation for successful change process cannot be taken for granted. Managers and leaders need to understand their roles, roles of employees, roles of change agencies and the external environment as well as roles of other stakeholders whether they have direct or in direct interest in the change-must be understood unquestionably. Research by Gwakwa (2016) in his paper 'Change Dilemma at SADC' argues that the process of change requires a willing intention and a conscious effort on the part of the change driving authority. The study argues that successful change is dependent on support from the top, skilful implementation and informed allocation of adequate resources. Change management is not a distinct discipline with rigid and clearly defined boundaries-instead is a fluid structured

discipline that allows for change in itself (change within change). Existing literature is clear to the effect that the theory and practice of change management draw on a number of social science disciplines and traditions (Arthur, 1994; Anna et al.2016; Barnes, 2009).

1.3 Conceptual and Theoretical framework

The present study sits on the shoulders of the giants, those who have heard the privilege to walk this path before us. This theoretical framework provides the basis for acceptance and validation of the theories that informs this study allowing the researcher and reader to develop critical understanding of the subject being studied (Bespayeva, 2018; Bhadam and Santiago,2023); also bearing in mind that the framework provides a platform for analysis by showing the various variables and constructs presenting explanations for such (Mehta, 2013; Bamford,2016). In order to comprehend the concepts and theory that guides this study, we will dedicate this section of the paper to explore on key concepts, definitions and the major underlying theories of change as contextualised by contributors to this discipline of change management and refocus the study within the lens of change management. Just to jump start this conversation, this section is divided into two parts-general concepts ad meanings of key concepts and words ; followed by discussion of Kurt Lewin's change theory; the key theory that influenced my choice of this study on change management best practices (critical success factors/strategies) and other related models. As part of the conceptual framework of this study, it is paramount to walk the reader and consumers of this study–conscientising them of the fundamental reasons why change takes place; planned or unplanned. Studies conducted across the globe conclude that there is no one reason for change dynamics, and suggest that there are multiple causes that drives organisational change (Brierer et al.2021; Brem et al.2021; Barrow et al. 2021; Beer and Eisenstat, 2000). Cited among others include advanced technology and digital transformation that has metamorphosed ways of communication, markets and led growth of online and other industries; complexity of work within organisations that require and calls for new and better ways of doing the work, increased globalisation requiring increased speed in doing things and swelling competition. A closer look at various studies shows that these changes can either be internally or externally motivated (Nadler, 1988; Harris, 1997; Burke, 2011). Summarily, the major causes for change are political, economic, social, legal and environmental. Whatever other causes could be, they will find themselves falling in either one or more of the just mentioned change pillars.

1.4 Critical components and concepts of change Management

Acknowledging that change management is a fundamental building block for organisation's success, this study will therefore explore change facets from a diverse but coherent angles starting with the subsequent explanations and definitions of key concepts. 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 (Beer, 2009). Changes are always present within every company, at all levels-from operational to strategic. The present study views change management is fundamental practice that no single organisation can afford to ignore. Considering this importance of

organizational changes in contemporary enterprises, managing organizational change becomes a highly valued and sought-after managerial skill (Amenakis, 2000; Maali et al., 2022).

We must acknowledge that to characterise organisations as successful, they need to have several features, including the ability to adapt to new processes and systems (Barmmett and Carroll, 1985; Maesich, 2001). We note with no apology that many organisations to date face the challenge of establishing relevancy in business which overall translates to success, with the task before them being for leadership to coalesce the best skills that are germane to the quest for change. In trying to understand the pressures of change and its various forms, it is noble at this juncture to look at change in its two extreme forms: the predetermined versus constructed trajectories. Van de Ven and Poole (1995) argue that life cycle and evolutionary theories present change as a predetermined process that unfolds over time in a pre-specified direction. We opinionate that this kind of change involves the adapting of organizational forms in predictable ways. Conclusively, studies have shown that teleological and dialectical theories, on the other hand, view change trajectories as constructed, in the sense that goals, and the steps taken to achieve goals, can be changed at the will of those involved in the process (Badham and Santiago ,2023; Wiggins, 200 ; Vaishnavi and Sures2022). The biggest challenge is for the unplanned change trajectories, but mechanisms must be put in place to deal with such change. 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.

Reflections on dominant theories of change management drove this study to develop interest on Kurt Lewin's change model. In this study, this theory illuminates the kind of model, together with other determinants, strategies and factors-that organisations should develop interest and draw lessons from for practical application in their change processes. In his book Principles of Topological Psychology, 1936, Lewin argues that to understand group behaviour, there is need to firstly identify the areas that shows changes in behaviour (Back, 1992; Todnem , 2005). We argue at this stage that, the views of Lewin are paramount , given that , leaders and managers should at the minimum make an analysis of group behaviour, and deduce the underlying motives of the group and organisations so that proper ' attention' is paid to those behaviours through strengthening or weakening them to enable successful launch of the change initiatives. Other researcher tend to agree with the views of Lewin, and the thoughts that we have just connected to lewin's psychological path, in their reiteration that changes in groups behaviour should be treated with utmost focus in comparison to the individual-connected change. In order to understand how organisations can adopt and implement change with little or no resistance at all, Lewin suggested a three legged phase (three step model) of change management (Lewin, 1947a). He starts by exploring on unfreezing, Moving (transition) and Refreezing. Lewin argues that understanding human behaviour is at the juncture of change management success. Unfreezing involves destabilizing the balance of driving and restraining forces. Kotter (1995) argues that the current state of equilibrium can be destabilized by alerting organizational members to the need for change. Creating a vision of a more desirable future state and providing information that creates a sense of urgency can weaken restraining and strengthen driving forces.Thus the need to understand the status quo, and find ways of deconstructing a sense of resistance cannot be overemphasized. In this case the state of equilibrium must be dealt with first (unfreezing the

status quo) to allow sweeping away old behaviours. This will be followed by the adoption of a pristine but fluid behaviour that allows the trickling in of new behaviours.

In the second phase of movement or transition, Lewin posits on the need to strike a balance of driving and restraining Forces enabling the modification needed to shift the equilibrium to a new level. Experience assumes many forms, tend to manifest in terms of behaviour that affect performance (Todnem , 2005;Ford and Greer, 2006). Lewin goes on to argue why it is necessary to give reasons for dropping the old, giving the merits of the new order. This creates anxiety for the new impetus, and psychologically positioning employees for psychological safety. He further argues that leaving out these steps in the change process, may render the whole change project ungovernable. The second step in the model is unfreezing, which according to Schein (1996) is not an end in itself; it creates motivation to learn but does not necessarily control or predict the direction of learning. Schein, here is echoing Lewin's views that any attempt to predict or have in mind a specific change outcome from the planned change is complicated due to the complexity of forces involved. This is an important phase as managers need to ensure that all involved must be given the support they deserve. The last leg of Lewin's model is refreezing. Refreezing involves reinforcing new behaviours in order to maintain new levels of performance and avoid regression. The fundamental aim of this stage is to ensure that the new set of acquired behaviours, norms, systems and overall culture are shielded from falling back into the old status quo. I opinion ate that this is critical in solidifying new behaviours and avoid regressive behaviour. Thus refreezing in business requires a change in organisational culture, standards, rules, practices and procedures (Cumming and Huse, 1989; Senge, 1999 ; Pendlebury et al.1998). Despite the contribution and success of this theory to businesses change management, the theory has received many criticisms from various scholars. Their main argument is that it is too simplistic and may not be applicable where there is continuous change (Dawson, 1994, Garwin, 1993; Kante et al; 1992; Wilson, 1992). However other researchers have an ounce of respect, just as for this study –a case in point being Hendry, (1996) and Nadler (1997) who testifies to Lewin's lasting contribution to change management, by noting: 'Scratch any account of creating and managing change and the idea that change is a three-stage process which necessarily begins with a process of unfreezing will not be far below the surface. For the purposes of this study, we will not dwell much on the negative criticism but have interest more on the positivity that the theory has brought to the field of change management. Possibly the issue of the loopholes the theory has will be covered in another study in the near future.

While Kurt Lewin's model is at the centre of my proposed framework; we need to be transparent in terms of other theories that seem to have common convergence with propositions put forward by Kurt Lewin. we have gathered faith and patience to assemble a kit of models that addresses issues of change management, despite not digging deeper, in this study to explain how the models will be operationalise, assuming that this is work to be done in other subsequent studies. However, the arguments from the findings from these models played a significant role in influencing the collected views supporting the outcome of this paper. Below is a summary table of fundamental models that addresses critical issues in change processes and change management.

Table 1Summary of Change Management models

Change model	Author /Researchers
Kotler's Change Management Theory	Kotler, 1996
McKinsey's 7-S Model	Robert Waterman and Tom Peters, 1980
Kibbler-Ross Five Stage model	Kibbler-Ross, 1960
Beckhard & Harris Change Process Model (1987)	(Čudanov et al., 2019; Prncipe, 2023; Young, 2009; Zakić, 2007)
The Seven-stage Model of Change by Edgar Huse (1980)	(Burnes, 1996; National Organisation Development and Design Directorate, 2006)
Janićijević's Model of Organizational Change Management (2004)	(Janićijević, 2004; Petković et al., 2012)
Luecke's Model of Teamwork and Change (2003)	(Luecke, 2003)
Readiness for Organizational Change by Achilles Armenakis, Hubert Feild, and Stanley Harris (1999)	(Armenakis et al., 2000)
Judson 5-step Change Model (1991)	(Cheung, 2010; Stouten et al., 2018)

Source: Created and Compiled by Mapanga & Gwakwa (2024)

© GSJ

1.5 Fundamental principles of change management and Change Management strategies

So much has been written on the basic principles of change management, and in this paper we want to connect with Robert Kennedy who argues that change management principles are a set of rules and policies which aid and take cognoscente the successful adherence and implementation of the change processes, of course all taking place in a consultative process. Below is a summary of sum key principles (factors from within) the organisation that drives change:

Table 2 Fundamental Principles Change Management

Principle Factor	Explanation
Setting the vison for change	• Of significance to note is the role of leadership in setting the vision for change, a shared vision so to be precise • Create a compelling business case for change • Ability to align strategic objectives with individual and departmental objectives • Connecting each employees work to the 'new' brings happiness and create high morale for supporting the change
Human Resource factor	• People are an important factor in factoring successful change • Consult and involve everyone who matters
Empower leadership and lead by example	• Key agencies need to be nominated to lead the change • Leaders to be exemplary

	• When things go right or wrong someone needs to be accountable • Clarity of leadership roles • Leadership to support employees competencies through resource availing and moral support • Encourage knowledge sharing and collaboration on the anticipated change
Cultural framework	• Explore current believes, behaviour and culture and assess their influence to the current vision and and the envisaged change-design an embracive strategy to diffuse resistance • Foster culture of change • Create an environment where innovation, continuous improvement and adaptability are valued • Being visible, approachable and humane • Leverage best practices in embracing change
Create an Ownership mind frame	• Sell the change • Impress upon employees • Let them buy the change • Allow them to own the change
Risk-Taking	• Managers need to create an environment that rewards risks takers to do so; promoting innovation and creativity
Open communication doors	• Communication is key-bottom- up; Top-Down communication; lateral and horizontal; slopping and otherwise should be encouraged • Discourage information hoarding to create 'unnecessary power'

Source: Compiled by Mapanga & Gwakwa (2024)

Researchers have also zeroed in to discuss change management strategies that organisations can use (Burke, 1994; Amah et al. 2008; Meyer & Rowan, 1977; Maciej, Xu Hang, 2005). This section of this paper will summarise the five key strategies used mostly by organisations in the context of their change initiative. The strategies are not mutually exclusive and therefore can be applied contextually. The table below summarises the strategies as alluded to.

Table 3 Change Management Strategies

Strategy	Application
Participative Strategy	This strategy as the name suggests is based on participation of all individuals in the change process. Though the decisions are taken by the top level management, discussions and meetings are held for taking the view of the individuals before implementing the change. Studies show that the focus is on full involvement of those who are affected by the changes. The views of the experts and consultants are also sought in the process
Educative Strategy	According to existing literature, this approach is based on redefining and reinterpreting people's norms and values thus motivating them to support the changes being made. The theory behind this approach is that people's behaviour and mindset is governed by social norms and values and to change them first these existing norms and values must be changed and redefined.
Directive Strategy	Findings from several researches show that in this strategy authority and power of the manager is used to manage change. This is mostly used by the top-level management with no or minimum involvement of others. The advantage of this strategy is that it can be undertaken quickly as it involves less number of people. Notably, the disadvantage of this strategy is that it does not consider the opinion of others who are involved or affected by these changes

Expert Strategy	Several researchers have alluded to this strategy emphasizing on expert power one has to influence and control change. In this approach the change is viewed as a problem solving process and for this purpose help of an expert is taken to resolve it. In this approach also there is little involvement of those who are affected by these changes. The main advantage of this approach is that with the help and guidance of experts the change can be implemented quickly and effectively
Negotiative Strategy	Literature on change management strategies shows that the negotiative strategy is quite prominent in democratic organizations. In this strategy the top management discusses the various issues with those who are affected by the changes. This approach involves negotiation and bargaining on the part of the top management to implement the changes in the organization. An important practice is that the changes to be made are discussed and the methods of implementation and the possible outcomes are also agreed upon. The major advantage is that this approach have major involvement of all those who are affected by these changes which results in participation and support from all.

Source: Created and Compiled by Mapanga & Gwakwa (2024)

1.6 Forms of change and Related Models

Exploring on the disciplines of change provides a basic chassis upon which successful strategies can be developed to drive the type of change intended. This study will be incomplete if we do not make a stopover on a number of types or models of change that managers must know, for them to be able to define and contextualise their change, and decide on the closest practices that will sustain it. In this section, We are going to present some of the prominent types of change that organisations should know and experience. Before delving deep into this kind of discussion, let me briefly touch on organisational development and change. It would be naïve to have a conversation trajectory on critical success factors for sustainable change, if I fail to 'tik talk' on organisational Development (OD). According to French and Bell (1995), OD is a unique organisational strategy that emerged in the 1950s and early 1960s. The strategy has evolved over years, and is all about change that is getting individuals, team and organisations to function better. Below is a summary of types of change at the disposal of organisations. Research at hand shows that there are several types of change that organisations face but these can be best understood, when they are classified under a model approach. Within each model, one would be able to categorise the type of change perse. Three critical models will be discussed herein, and these models emerge depending on the primary focus of the change as it relates to individuals, groups or systems or subsystems

Table 4 Critical Change models

Critical model	Elaboration
Incremental model	In this model change is seen as being a process; with individual parts of an organisation deal incrementally and separately with one problem and one goal at a time. This approach originates from Linblom (1959) and Cyert and March (1963) and was further developed by Hedberg et al; (1976). Quin (1980; 1982) argues that strategic change is also best seen as 'muddling through with purpose, using continuous, evolving and conscious and consensus building approach.
Continuous	Proponents of the model argue that in order to survive, organisations need to develop the

Transformation Model	ability to change themselves continuously in a fundamental manner (Quin, 1999). Quin argues that change isa pattern of endless modifications in a work process and social practice. I note in between the lines that this is driven by organisational instability and alert reactions to daily contingencies. So, in precision, the underpinning rationale for the continuous transformation model is that the environment in which organisations operate is changing and will continue to change. Proponents like Tom Peters (1997a,1997b) and Kanter et al; (1997) argued for continuous transformation model of change.
Punctuated Equilibrium Model	Several researches have also propounded on this model (Miller and Freisen, 194; Tusman and Romanelli, 1985; Gould, 1989; Romanelli, 1994;) depicts organisations as evolving through relatively long periods of stability (equilibrium periods) in their basic patterns of activity that are punctuated by relatively short bursts of fundamental change (revolutionary) periods.
The Dunphy-Stacey Change Matrix	This model can be used to manage change in multiple ways (Stacey and Dunphy, 2011). Without much elaboration, the model constitute a matrix that embraces fine tuning change, incremental adjustments, modular transformation and corporate transformation with relative style of change management –capturing collaborative, consultative, directive and coercive approaches respectively.

Source: Created and compiled by Mapanga & Gwakwa (2024)

1.7 Myths about change management

No one author, researcher or practitioners can claim to know or have every formula that works best for successful change management. However, a significant number of researchers agree on common determinants that drive successful change. Since the early management writer and business executive Chester Barnard, we have recognized how difficult it is for senior leaders to fully understand what is happening in their organizations. Research shows that leaders find it tough to learn to manage change using experience alone (Lewin, 2018; Kennedy et al. 2020). This means that organizations cannot rely on experience of their leaders to drive change (Gwakwa, 2019; Bagga, 2023). Gwakwa (2019) further argues that each planned institutional/organizational change involves its own specific goals and activities, hence is unique in its own right and need to be treated differently.

Existing literature further reveals that managers and leaders' actions often are not systematic; they tend to have faulty understandings of why they got the results they did (Karasvirta, & Teerikangas, 2022; Flamholtz, 1995; Edwards, 2001; Constantinescu, 2011). Based on these findings, I argue also in this paper that for change managers then, experience alone cannot be relied upon, and can squarely be classified as a 'poor teacher'. Despite these challenges and obstacles likely to impede successful transitions, managers are positioned to benefit strategically by – standing a good chance of making better change decisions by seeking trustworthy information about the organization, its stakeholders, and the change interventions they consider, and adopting information using the evidence-based change framework. The paper will explore the evidence based change management model later after focusing on barriers and critical success factors. The critical question posed in this paper is on the 'critical success determinants. The table below provides key success strategic factors to consider in adopting a fluid change management framework for adoption: The strategic factors here enlisted are not iron-cast but

stands among the best practices in deciding on driving factors for realistic change. One of the un-understood paradigms is the issue of change and alignment of organizational processes. Schneider et al. (2003) assert that internal and external alignment promotes organizational effectiveness because, when aligned, they will be best fit.

He further argues that the various components of a system reinforce rather than disrupt each other, thereby minimizing the loss of system energy (the 'get-up-and-go' of an organization) and resources. Efficient and effective managers are those who set a direction for change and influence others to achieve goals that improve internal and external alignment. This argument is augmented by Miles and Snow (1984) and Conger, (1990) who are of the opinion that instead of thinking about alignment as a state, it is more productive to think of it as a process that involves a quest for the best possible fit between the organization and its environment and between the various internal components of the organization.

1.8 Proposed Mapanga-Gwakwa (Knives) 16 point -Change Management Framework

Our contribution to this study is embedded in the development of this high impact change framework, with several critical success factors, strategies and behaviors. They are 16 points that organizations should consider when adopting change. The framework below is a product of this study, developed after thorough collection and analysis of current literature on change management. We have taken time to put together the factors that are fully positive in supporting successful pursuance of any change project, regardless of its size. We have, compared the critical factors to be adopted with the usage of a knife that is sharp, and is applied to shape, cut, a piece of a thing' or perform any facilitative role in softening hard matter into reasonable pieces. The word Mapanga is a vernacular word representing knifes in English The framework, like a knife can be used to shape, sharpen or cut change projects into meaningful and useful phases allowing incremental achievements. Akin to Mapanga- Gwakwa, an indigenous fruit, which if nurtured well, brings healthy changes to those who feed on it both as a fruit and vegetable. Below is the detailed framework that can be adopted for successfully drive change projects. Real change needs to be nurtured like a fruit and get sharpened to take the new status quo shape.

Table 5 Mapanga –Gwakwa 16-points Change Management Framework

Critical success factor (strategy)	Factor Articulation
Recognizing the need for change and starting the change process	Getting Started by Fact Gathering and Assessing Readiness for change. Assess facts – checking on the validity and necessity for the proposed change. Fact gathering and problem definition is critical at this stage before embracing the need

	for change, officially. A well comprehended problem or opportunity aid mangers and leaders communicate the case for change in the right way and proper context and also collecting and obtaining information from multiple sources can reveal whether current assumptions regarding the "problem" square with the facts .it is also important to assess and address the organization's readiness for change
Important Change-Related Information Comes from Multiple Sources	A success factor in effective change is use of quality evidence from multiple sources. Managers need organizational specific evidence, scientific evidence, stakeholder –based evidence, and professional judgment to build a clear trust worth based information base. Managers are faced with a challenge to determine how one should know whether you can trust the information you plan to use to make change-related decisions. Adopting a multiple–source approach will give one insight in terms of reliability and trustworthiness of information needed for decision making in driving the change. An evidence-based approach means considering several possible problem definitions and evaluating their plausibility—by checking out scientific evidence, reviewing organizational data, consulting experienced practitioners, and gathering input from key stakeholders.
Goal Setting	Goals and objectives are powerful motivators of behavioral change. Setting specific change-related goals helps motivate and direct change towards the desired state. Goals can be organization-wide, group or individuals or locally developed. They are informed by organizational facts or industry metrics, practitioner experience, and concerns stakeholders have regarding valuable outcomes of the desired change. Literature studied presents categorically two kinds of goals pertinent to effective change management namely learning goals which specify change-related skills and competencies to be acquired and performance goals which target change-related behaviors and outcomes.
Develop and create new change leadership throughout the organization	Studies reveal that trusted and supportive leaders create a psychologically safe environment, supporting employees to speak up and learn from mistakes while practicing new ways of working. Training the selected change agents is vital for successful championing of the envisaged change
Communicating Change Vision	Studies on change management reveals that creating a compelling vision is a success factor in evidence-based change. It does express a desired future that members collectively find meaningful. Effective managers understand that vision articulates preferred future members can get behind. Managers tasked in leading the change process need to communicate the adjusted or new vision-which is an expression of a compelling future that motivates the change. Throughout the change phases, frequent reference to the vision, in both public communication and private conversations, directs attention and helps members make sense of the change. Literature shows that - vision communication could be most effective when it reaches intact groups and social networks—at all meetings and department gatherings--rather than individuals as in the case of emails
Commitment.	Research shows that Top-level commitment is vital to engendering commitment from those at the coalface. If employees fail to see that the company's leadership is backing a project, they are unlikely to change. No amount of top-level support is too much.
Effort	It is generally acceptable for project teams to calculate how much work employees will have to do beyond their existing responsibilities to change over to new processes. The normal ration workload is that none's workload should increase more than 10% of the current load, unless otherwise there are associated rewards. If it goes beyond that, the initiative will probably run into trouble. Managers must therefore decide whether to take away some of the regular work of employees who will play key roles in the transformation project or not
Properly architecture transition Structures	Effective change strategies require creative use of temporary arrangements or "transition structures" to fill short and medium term needs of the organization. Transition structures take many forms from spot incentives, temporary task forces, or rotational assignments that help people act and share information in new ways. Initiation by Building Change Capacity and Expectations is key during this structuring phase. Research on change management shows that several transition structures can be used at the same time to build

	change capability. Findings also show , as depicted from studied organizations that short-term experimentation can be pitched as a "pilot" to help create new practices employees can learn from, easing acceptance and ultimate implementation
Tap the influence of social networks	Organizations should identify network valuable to communicate the envisaged change at low cost. It is understood professionally that change is accelerated by tactics targeting social networks, reaching out to groups rather than just individuals. Participation in change activities by intact groups levers the social influence networks promote
Co-opting key resisters	Employees become connected to the way that things have always been done. There are often strong emotional connections to processes and procedures that employees may have been at least partly responsible for developing. Managers must use the strategy of to co-opt ion –engaging those who may be most resistant to change into central roles in the implementation of change initiatives. This can gain the support of would-be resistors relatively cheaply, though it does come with a caveat – placing people who are deemed to be resistant to change in such positions could give them a position from which to influence greater resistance across a wider audience.
Feedback and Redesign Based on Change Progress Over Time	Evidence from the organization and stakeholders can indicate where the change has taken hold, where it lags, and how members experience it. Of fundamental importance is to know how many people are participating in change-related activities and the array of change-related activities they engage in.
Identify evidence-based change interventions	The need for a careful diagnosis reveals likely targets for intervention, that if addressed can move the organization closer to a preferred state. Research shows that results depend on using appropriate change interventions and implementing them well. Literature on successful change also reveals that a search of scientific evidence can help identify interventions of known effectiveness for common change problems
Promote micro-processes ("small wins") and experimentation	Several studies concur that celebrating small wins in change situations is a high motivating practice to enhance further interest in achieving the new goals. Bottom-up, local, or micro processes are essential building blocks in organizational transformation. The studies further reveal that lower-level employees can introduce improvements in the way work is done, providing visible signs of a change's potential. Leader responsiveness to employee-initiated activities is a huge asset in promoting local innovations or "small wins".
Coercion	This strategy should only be used where change is compelling, and there is too much resistance which can lead to the down fall of the organization if change is not taken. In some cases, as a last resort it is necessary to coerce people into accepting change. This is often the case where people feel they cannot learn the new skills needed or if they feel that change is a temporary fad that will be reversed. Research on coercion approach reveals that techniques for implementing change include wielding the threat of disciplinary action while insisting that people fall into line with required behaviors and actions. If speed of change is critical, coercion may be the only viable option.
Creating collaborative teams with collective goals	Organizations should create high-impact teams-that are smaller, more agile, and themselves structured to benefit from individual specialization without regard for a 'pecking order'. Teams are designed to provide maximum flexibility in a constantly changing environment
Sustaining the Change	Literature shows conflicting gains on sustainability of the new change versus the old. Sustaining new practices sometimes conflicts with existing performance management and career systems, which reward people for old ways of doing things. The long term goal is to create Institutionalization of the new ways to sustain the change. Managers must articulate clearly the long term gains of the 'new' and provide clear incentives.

Source: Framework Created and Developed by Mapanga & Gwakwa (2024)

1.9 Resistance, Barriers and Challenges to successful change implementation

Resistance to change is a common phenomenon in many organisations. Several studies have explored this area of change management, but still to date, there is no common and agreeable formula that is available to deal with such. Fear of new conditions in organisations is quite real and does create unwillingness to change. For many people, change involves moving from the known to the unknown, posing threat of loss or opportunity for gain. We need to mention at this juncture that resistance to change is not the only challenge faced by organisations. A myriad of issues arise and organisations have to grapple with these. Managers, therefore, in seeking to create a willingness and readiness for change, need to be aware that stressing the positive gains of any proposed change may have much less impact than they may imagine. Organisations need to establish a sense of urgency for change (Kotter, 1996) to gain the needed cooperation. Kotter further argues that establishing a sense of urgency is crucial and demands that one removes source of complacency or minimize their impact...changing internal measurement systems that focus on the wrong indexes; move on to reward both honest talk in meetings and people who are willing to confront problems; and avoid baseless happy talk from the top. I argue on this matter that managers need to deal with restraining forces for accepting change and propel forces for. In a broader sense, the identified shortcomings in managing organizational changes include partiality, conditionality, and proximity. Several researches has shown that resistance to change is a psychological and physiological reaction (the neuroscience of Leadership). Organizations should expect resistance and what is of essence is to mold effective strategies that reduces resistance (understand why employees resist, identify the causes for resistance before considering appropriate restraint reduction strategy.In consolidating the views of several researchers, we can conclude that employees will only accept change if they believe the risk of doing nothing is higher than the risk of changing direction and similarly, if people do not understand why change is needed, they will question why you are changing something that they believe works well.

Table 6 Resistance, Barriers and Challenges to effective Change Management

Barrier	Explanation
Self-interest and maintaining the status quo	Employees focus on their own self-interest Every stakeholder may have a different agenda for the change. These employees eventually this develops into group resistance to change.
Organizational silence	Studies show that one of the biggest challenges to successful change management is employee silence. Employees are reluctant to speak up their opinions and concerns in their organizations. As Morrison and Milliken (2000) defined as organizational silence is for employees' will to withhold their opinions and concerns about organizational problems. They also mentioned that it is a dangerous obstacle to organizational change and development of the organizations. Senge (1999) explains that managers worked for long periods in environments where fear, bullying and silence are the norms, which they cannot figure out an alternative way of working and behaving. Morrison and Milliken (2000) argue that organizational silence is an outcome that indebted its origins to manager's beliefs like employees untrustworthiness to organizational culture that develops these beliefs
Stakeholder resistance /Misunderstanding and lack of trust	Research indicates that lack of trust and misunderstanding the goals of the change could build resistance among stakeholders. Thus a lack of understanding about the implications of the change is also a driver of resistance to change. An existing lack of trust between the manager initiating change and the workers expected to implement it exacerbates this misunderstanding
Different	A clear state of change must be established to avoid seeing cows as donkeys or the other way

evaluations	round. This situation arises when people assess the impacts of transformation differently to their managers or others who initiate the change.
Low tolerance for change	Employees fear change because they worry that they cannot develop the skills and abilities needed. This is particularly true of projects that require rapid change – the bigger and faster the change, the harder it is for people to come to terms with.
Scarce Resources	The need for change can be compelling, Lack of resources to support the new can be a barrier ' to success. Therefore managers must assess the organization's readiness to move
Lack of participation	Studies on change management are clear and concur on the need to ensure that all stakeholders with a stake in the change needs to be consulted, involved and partake in the change process from the onset. It is critical that the stakeholders and those implementing change are involved in its design. A collaborative effort will engage people in the change, and in the identification of potential issues and solutions. Employees are far less likely to resist change that they have helped to create-although not proven but generally can work as a guiding principle
Magnitude of change	Researchers generally recommends for incremental change to allow for corrections and feedback. If change is too big and complex, it can result in complications
Competing demands	Organisations must manage and prioritise their projects to avoid competing demands which may negatively impact on change envisaged.
Technical problems	Every change comes with its technical issues. Managers must be ready to train and handle these problems in order to successful implement the change
Lack of training	Employee competencies need to be interrogated at the beginning. Identify training required and appraise resources to support the training before it is too late

Source: Created and developed by Mapanga & Gwakwa (2024)

© GSJ

1.10 Discussion, Recommendations and Conclusion

This paper is not exhaustive in terms of what could be the best framework organisations could adopt to spearhead successful implementation and management of change, regardless of which type or form of change. As alluded to by many researchers cited across this paper, the key to successful change management rests with management and the model (s) that they adopt to drive the change. In the majority of cases it has become apparent that there is no best model, as the previous experience in managing change is no guarantee for successfully managing the next change Burnes, (1996; Breier et al,2021). Thus the context of change will pre-determine the approach managers must use to win the game. In a nutshell, having a clear vision of the envisaged change, dealing with forces of resistance, and putting in place an evidence-based tool box, involving multiple sources and multiple stakeholders, assessing the organisation readiness for change, and understanding the internal and external environment impacting on the change are all critical steps needed for successful change management. This is in addition of the Kurt-Lewin model and other models that have been mentioned in this study. The Mapanga-Gwakwa Change Management Framework discussed in this paper becomes the blue print for a successful change management journey; however, it has to be contextualised in adoption and application. What is also interesting in this paper is that all researchers across the globe agree on the fact that change is here to stay and needs to be embraced with speed for organisations to survive.

We conclude this paper by observing with impunity, but with more unanswered questions on the best model and approach to take for each change, despite having set a directional framework for change management best practices. We argue from the review and reflections we have made in studies concerning change management and interpretations we have made throughout literature

search from the described theories, concepts, classifications, and programs of organizational change which aim to provide leaders and managers with sufficient knowledge about how this process unfolds within their organisations and how to manage it. We do not blind fold my support for adopting certain proven approaches by managers and this study acknowledges that while there are success stories on change management by organisations, on the other hand, the performance of change management is jeopardized by numerous diverse individual interpretations of all actors in this process. Despite the absence of consensus in academic circles on the best way to manage organizational changes (Borrow et al,2021; Anna et al,2016; Bagga et al, 2023) , let me allude to at least general consensus on two important factual convergence- that the speed of change is affecting all businesses every day and that 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 on organizational performance. Despite the absence of a concrete model, organizations can however draw critical lessons from the various positions explored in this paper, including the proposed framework. We wind up this study by asserting that we have no regrets of having sleepless nights to find factual truth on change management best practices but could not find the best model, as every time change comes, it comes with its new dilemmas, experiences, challenges and opportunities leaving managers, sometimes standing at akimbo. However, it is always proper to reward one- self for having done, what is doable within the confines of a discipline.

1.11 Conclusion

We are convinced at least for now that my readers and those who by default or accidentally stumble upon this paper, will put a smile on their face–given the proposed change framework, Alluded to in this study which can be valuable in enhancing actions and decisions necessary for the successful implementation of organizational change projects. We close our study with the following two quotes “

"People don't resist change. They resist being changed!" — Peter Senge.
"Change is hard because people overestimate the value of what they have and underestimate the value of what they may gain by giving that up." — James Belasco and Ralph Stayer.

1.12 References

Arthur, W.B. (1994) *Increasing Returns and Path Dependence in the Economy*. Ann Arbor, MI: University of Michigan Press.

Amah, Okey E. and C.A.Okafor (2008) ‘Relationships among silence climate, employee silence behavior and work attitudes: the role of self esteem and locus of control’, Asian Journal of Scientific Research, 1(1), pp. 1-11.

Allport (1954).The nature of prejudice, Reading,M.A, Adison,Wesley

Anna C. van Graan, …, Magdalena P. Koen (2016) Professional nurses' understanding of clinical judgement: A contextual inquiry Health SA Gesondheid, Volume 21,, pp. 280-293

Armenakis, A. A., Harris, S. G., & Feild, H. S. (2000). Making change permanent: A model for institutionalizing change interventions. In Research in Organizational Change and Development (Vol. 12, pp. 97–128). Emerald Group Publishing Limited. https://doi.org/10.1016/S0897-3016(99)12005-6

Appelbaum, S.H., Gandell, J., Yortis, H., Proper, S. and Jobin, F. (2000) 'Anatomy of a merger: behavior of organizational factors and processes throughout the pre-during post stages (part 1)', Management Decision, Vol.38, pp. 649-61.

Bespayeva Roza, Ph.D. (2018) – Senior Lecturer of the Department of Management and Innovation of the Karaganda Economic University of Kazpotrebsoyuz.

Barnett, W.P. and Carroll, G.R. (1995) Modeling internal organizational change, *Annual Review of Sociology*, 21: 217–36.

Badham, R. J., & Santiago, B. M. (2023). Ironies of Organizational Change. Edward Elgar Publishing Limited. https://doi.org/10.4337/9781786437723

Bamford, D. (2006). A case-study into change influences within a large British multinational. Journal of Change Management, 6(2), 181–191. https://doi.org/10.1080/14697010600719841

Bansal, P. (Tima), Grewatsch, S., & Sharma, G. (2021). How COVID-19 Informs Business Sustainability Research: It's Time for a Systems Perspective. Journal of Management Studies, 58(2), 602–606. https://doi.org/10.1111/joms.12669

Breier, M., Kallmuenzer, A., Clauss, T., Gast, J., Kraus, S., & Tiberius, V. (2021). The role of business model innovation in the hospitality industry during the COVID-19 crisis. International Journal of Hospitality Management, 92. https://doi.org/10.1016/j.ijhm.2020.102723

Brem, A., Viardot, E., & Nylund, P. A. (2021). Implications of the coronavirus (COVID-19) outbreak for innovation: Which technologies will improve our lives? Technological Forecasting and Social Change, 163. https://doi.org/10.1016/j.techfore.2020.120451

Burke, W. W. (1994). Diagnostic Models for Organization Development. In Ann Howard (Ed.), Diagnosis for Organizational Change: Methods and Models. The Guilford Press.

Beer, M. and Eisenstat, R. (2000) 'The silent killers of strategy implementation and learning', Sloan Management Review, Vol.41, pp. 29-40.

Beer, Michael (2009) 'High Commitment, High Performance: How to build resilient organization for sustained advantage: building organizational capability for sustained advantage', Jossey-Bass Publishers, San Francisco,CA.

Burke, W. W. (2011). Organization change—Theory and practice, third edition. SAGE Publications, Inc.

Burnes, B. (1996). No such thing as … a "one best way" to manage organizational change. Management Decision, 34(10), 11–18. https://doi.org/10.1108/00251749610150649

By, R. T. (2005). Organisational change management: A critical review. Journal of Change Management, 5(4), 369–380. https://doi.org/10.1080/14697010500359250

Beer, M., Eisenstat, R. and Spector, B. (1990) Why change programs don't produce change, *Harvard Business Review,* 68(6): 158–67.

Collier, R.B. and Collier, D. (1991) *Shaping the Political Arena: Critical Junctures, the Labor Movement, and Regime Dynamics in Latin America*. Princeton, PA: Princeton University Press.

Conger, J.A. (1990) The dark side of leadership, *Organizational Dynamics,* 19(2): 44–5.
David, P. (1985) Clio and the economics of QWERTY, *American Economic Review,* 75(2): 332–7.

Constantinescu, S. (2011) Leaked: Nokia's memo discussing the iPhone, Android, and the need for drastic change, IntoMobile, 8 February, www.intomobile.com/2011/02/08/ leaked-nokias-memo-discusses-need-for-drastic-change/.

Edwards, J.C. (2001) Self-fulfilling prophecy and escalating commitment: Fuel for the Waco fire, *Journal of Applied Behavioral Science,* 37(3): 343–60.

Flamholtz, E. (1995) Managing organizational transition: Implications for corporate and human resource management, *European Management Journal*, 13(1): 39–51.

Goffman, E. (1959) *The Presentation of Self in Everyday Life.* New York: Doubled

Kaur Bagga, S., Gera, S., & Haque, S. N. (2023). The mediating role of organizational culture: Transformational leadership and change management in virtual teams. Asia Pacific Management Review, 28(2), 120–131. https://doi.org/10.1016/j.apmrv.2022.07.003

Kennedy, M. M., Lewa, S., Maingi, C., & Mutuku, S. (2020). Being Mindful of Change. In The Routledge Companion to Inclusive Leadership. Routledge.

© GSJ

Lewin, K. (n.d.).(2018) Force Field Analysis and Diagram. Retrieved from: http://www.valuebasedmanagement.net/methods_lewin_force_field_analysis.html [accessed: 22.11

Maciej Teczke, Ph.D. (2017) – Assistant Professor in the Institute of Economics, Finance and Management at Jagiellonian University in Krakow. His current research interest includes dynamic capabilities, resource-based view, organizational change.

Meyer, .W., & Rowan, B. (1977). Institutionalized organizations: Formal structure as myth and ceremony. American Journal of Sociology, 83(2), 340–363.

Nadler, D.A. (1997). Champions of Change: How CEOs and their Companies are Mastering the Skills of Radical Change. San Francisco: Jossey-Bass.

Newstrom, J.W., & Davis, K. (1985). Human Behavior at Work: Organizational Behavior. New York: McGraw-Hill.

Nickolas, B. (2006). Essentials of Change. London: Thousands Oak.

Pendlebury, J., Grouard, B., & Meston, F. (1998). The Ten Keys to Successful Change Management. London: John Wiley & Sons.

Senge, P., Kleiner, A., Roberts, C., Ross, R., Roth, G., & Smith, B. (1999). The Dance of Change(Vol. 24). New York: Doubleday.

Senge, P. (1999), 'The Dance of Change: The challenges of sustaining momentum in learning organizations, Nicholas Brealey Publishing, London.

Todnem By, R. (2005). Organisational change management: A critical review. Journal of Change Management, 5(4), 369–380.

Van Dyne, L., Ang, S. and Botero, I. (2003) 'Conceptualizing employee silence and employee voice as multidimensional constructs', Academy of Management Journal, Vol.34, pp. 110-35.

Vaishnavi, M. Suresh (2022) Assessment of healthcare organizational readiness for change: A fuzzy logic approach Journal of King Saud University - Engineering Sciences, Volume 34, Issue 3, 2022, pp. 189-197

Xu Hang, Evert Van de Vliert and Gerben V. der V. (2005) 'Breaking the silence culture: Stimulation of participation and employee opinion withholding cross-nationally', Management and Organization Review, 1(3), pp. 459-482.

Wiggins, L. (2008). Managing the ups and downs of change communication. Strategic Communication Management, 13(1), 20–23. Notes about the Authors