

Change: The same river

A change model built standing on the shoulders of giants

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Purpose – The purpose of this paper is to present a new model of complex change that builds on the ‘giants’ of change such as Kurt Lewin, Rosabeth Moss-Kanter, Peter Senge, & John Kotter. This work includes much recognizable material but addresses some of the key weaknesses of, especially, the gold standard of change: the Kotter Model of Change.

Design/Methodology/Approach – this new model, named, without hubris, the Gillies Model of Change, will be presented and reviewed. Each of its steps and feedback loops will be examined and supported using some of the relevant literature.

Limitations & Implications – Further studies should examine the validity of the Gillies model. Even more importantly, the reliability and validity of all change models should be rigorously tested and proven. To date, there seems to be only tangential or anecdotal evidence supporting the most used models of change.

Practical Implications – Any improvement that we can make, even to Kotter’s ‘gold standard’ can and should be embraced and tried in organizations experiencing a gap between what they have and what they need. This paper will provide an unvarnished view of what should be an excellent change management model that incorporates the best of class academic and practitioner inputs as well as addressing weaknesses found in, primarily, the Kotter model.

Originality/Value – This is a new model that has been taught at the Master of Business level and implemented in a sizeable change management initiative. The model has shown itself to be robust and a good source of insight with feedback loops that drive a focus on the ever changing landscape of change.

Introduction

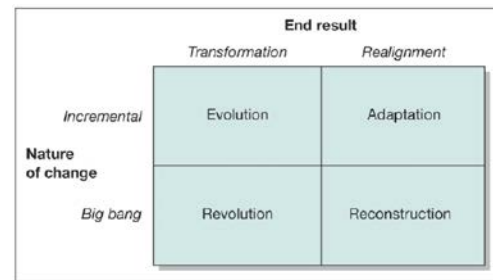
Organizations are experiencing ever more change – gaps, that is, between what they have and what is wanted or needed. In order to maintain their competitive positions, not to mention organizational equilibrium, they need to deal effectively with change or any question of survival, let alone growth and expansion, is a foregone conclusion. (Biedenbacha and Soumlerholma, 2008). As Heraclitus say, “You cannot step in the same river twice” to which some clever chap retorted, “You can’t step in the *same* river once!”

The need for a model of change is like the slowly dawning awareness of an immense background. Initially, one doesn’t even see the need, but finally the problem seems to stretch from horizon to horizon. It is at this moment the author has too often been called in to help. It is that moment when the organization thought it had been blessed with a bigger beach, only to spot the coming tsunami on the horizon.

The current level of complex change for Western Capitalist businesses is immense – technology changes are so fast we cannot even keep up and when Artificial Intelligence (A.I.) moves away from simply being “massive data management” into its own potential we will only see the impossibly fast disappear over the virtual horizon. Couple this with the sociological change around climate, organizational purpose, organizational structures (e.g. Holacracy), the Millennial generation, Diversity & Inclusion and any hope of maintaining coherence in the mind of one CEO or even the team of the CEO becomes absurd. (Armenakis and Harris, 2009). Considering the apparent ‘fact’ that change initiatives are laughably ineffective – from 35%-80% fail according to their own measures of success - (Hirschorn, 2002), it may not be overkill to plug a new and arguably more effective roadmap into the complexities of this world.

This paper will focus on the Gillies Model of Change management and compare it to its ancestors parents: Lewin, Moss-Kanter, Senge, & Kotter. Each of these models has very little in the way of empirical and verifiable and predictable outcomes; they are philosophies – helpful and insightful, but nonetheless they lack the rigor of, say, the STEM fields (See A. Boulting’s work on Ebbflow). “Theories

and approaches to change management currently available to academics and practitioners are often contradictory, mostly lacking empirical evidence and supported by unchallenged hypotheses concerning the nature of contemporary organizational change management” (Godnem, 2005, Boulting, 2019). To be sure, change is not a type, it is more like a tangle,... a tangle of types. Julia Balogun, whose model the Change Kaleidoscope will feature in this paper, identifies a number of types of change on axes from Big Bang, to Incremental, and Transformational to Re-alignment. The Gillies Model of Change Management can be used in any of these types of change, but is rather more suited to large-scale Adaption, Reconstruction, or Revolution.



Change is tricky – like psychology – most people figure that since they are people, they have a psychology. This may be true, but when then psychology changes or migrates or otherwise manifests itself as something different, the rules of thumb and way we thought about it before isn’t a good way of thinking about it now. If we were to re-arrange the furniture in your living room and turn out the lights, you may, as some of my clients do, just run like blazes in order to get to the other side and pray that the only legs that get broken are those on the old chair you inherited. Picking one’s way inch-by-inch is only slightly less dangerous, as its glacial incrementalism won’t allow the needed progress – better to have a coherent philosophy of moving through dark and re-arranged rooms before ever encountering the beast. This is what the subject of this paper addresses.

Get Coaching

This paper will go through the steps of the Gillies Model in summary, then look at the pedigree, and finally address each step more broadly before ending with some general insights. As Dr. Ross Wirth’s research shows, any large change initiative should be guided by a coherent and robust model as well as advice and coaching from an experienced practitioner in order to maximize progress. In his Linked In work, he asked the question in several discussion groups: “As a (frontline) change management novice, how do you prefer to learn about organizational change? To put the responses into some context, the categories are normalized where 100 is the average.

- 150 – Mentorship with an experienced practitioner
- 134 – Access to worksheets and decision flow charts that lead you through the planning & implementation of a change initiative
- 118 – Access to a concise knowledgebase to find quick answers
- 111 – Video lectures or podcasts complemented with summary documents
- 103 – Absorb knowledge by eavesdropping on discussions among change experts
- 95 – Just-in-time access to experts to ask questions
- 71 – Traditional face-to-face classroom training (3-day seminar)
- 63 – Webinars (lecture, Q&A, & support documents)
- 55 – Simple principles to guide the planning and leading change without excessive detail

To be frank, most people in organizations are change novices or change ‘experts’ with some very bad habits and techniques. More to the point, learning in change is a huge component of success (Senge, 1999) and a comprehensive model combined with experienced practitioners will allow the greatest possibility for successful change.

Now on to an overview model before diving deeper into the components:

Planning the Change:

- (1) **Identify the Need:** This is akin to Kotter’s Sense of Urgency and provides an important psychological gap between what the organization has now and what it needs.

- (2) **Craft a compelling Vision:** this can be done by the owner, the CEO, the Executive Team, or in the Guiding Coalition. (Vroom) Think about how this relates to the organization and – just as importantly – to people’s lives and futures.
- (3) **Assemble a Guiding Coalition** – a calibrated diversity of expertise and influence. This must include the Executive Team for organization-wide initiatives, but should not be bound and limited by hierarchy.
- (4) **Map Business Dynamics:** silos and specializations are not conducive to understanding the topography of the business; too few employees actually understand how the business works as an entity or even where the money comes from.
- (5) **Map People Dynamics:** anecdotes, prejudice, and fear too often drive how we understand the people component of change – understanding, anticipating, and adjusting is a key part of this model.
- (6) **Craft the Implementation Plan:** now that so much pre-work has been done, the Implementation Plan itself can be crafted. All teams from firefighters to pilots in the cockpit and SEAL teams to soccer teams are characterized by rigorous and detailed planning and practicing. The goals, measurements, deliverables, and criteria for success need to be determined *now*.

Implement the Plan:

- (1) **Communicate the Vision:** this is not only telling people about the change and its direction, but opening them up to the fact that there is a gap between what we need and what we have. It also includes crafting communications to match what people can hear at each change stage.
- (2) **Re-visit People Dynamics:** “everyone has a plan, until he gets hit in the mouth”. As soon as the plan is implement the People Dynamics need to be understood, addressed, and responses re-calibrated.
- (3) **Organizational Learning:** this is another feedback loop for the change as well as an important opportunity for learning in the organization (Senge). This is where people can be helped to understand where their empowerment lies, what progress has been made, and can give feedback as to the effect at ‘ground level’ and what other actions and low-hanging fruit can be plucked.

Anchoring the Change:

- (1) **Active Convergence and Anchoring:** embedding the effects and goals of the change into the organization. Showing definitively what progress has been made and retained. Ensuring minimal ‘slippage’ into old ways of working or defeatist psychology.
- (2) **Re-measuring:** recognizing and actively re-measuring and re-setting the organizational benchmarks. This is of key importance to any declaration of ‘victory’.

The Gillies Model - Origins

The pedigree of this model reaches all the way back to Lewin, 1947 and incorporates the insights and corrects the criticisms of Kotter’s model from 1995. The Second World War was in full swing and Lewin was tasked with getting Americans to eat all of their livestock – livers, gizzards, feet, etc., so that more protein would be available for the war effort. An appeal to patriotism had not been enough to effect change. Lewin’s fundamental insights from this time informed his model and every model since then. Kotter, since the 1990’s has had an equally profound effect on organizational change philosophies. The Gillies Model attempts to build up these models and other with more focus on mapping, initially, learning during the process, and ensuring that there are feedback loops; that is to say, issues are not just dealt with once and checked off a list.

Lewin 1947	Rosabeth Moss Kanter 1992	John Kotter 1995	Peter Senge 2000	Peter Gillies 2018
Unfreezing	Analyse need for change	Establish a sense of urgency	Initiating Change	Need
	Create a shared vision	Form a guiding coalition		Vision
	Separate from the past	Develop a vision		Guiding Coalition
	Create a sense of urgency			Map Business Dynamics
			Map People Dynamics	
				Craft the Implementation Plan
Moving	Support a strong leader role	Communicate the vision	Sustaining Momentum	Communicate the Vision
	Line up political sponsorship	Empower others to act on the vision		Re-Visit People Dynamics
	Craft an implementation plan	Planning & enabling		Organizational Learning
Refreezing	Develop enabling structures	Solidifying change & checking for more change	Redesigning & rethinking	Active Convergence & Anchoring
	Communicate, involve people & be honest	Anchoring and Institutionalizing new approaches		Re-Measuring
	Reinforce & institutionalize change			

We will now look at each step in somewhat more detail and compare it to the relevant literature and empirical evidence.

Planning the Change:

Identify the Need: According to Kotter (1995), successful change efforts must begin with individuals and groups evaluating a company's "competitive situation, market position, technological trends and financial performance" (Burke & Litwin, 1992). Senior management supported by external consultants can be a great help in evaluating and communicating the topography of the organizational landscape and the problems that need to be overcome. Most initial change drivers can be categorized into 10 areas (Personnel Today, 2006):

- (1) Mergers and Acquisitions
- (2) New Boss
- (3) New Management
- (4) Shared Services
- (5) Out-sourcing
- (6) Unwanted Exposure
- (7) Downsizing
- (8) Growth Mode
- (9) New Technology
- (10) Initial Public Offering (IPO)

Understanding the dynamics of each of these on the organization and the people will be key to helping people *feel* the need for change rather than simply being told of a need (Heath & Heath, 2008).

Armenakis et al. (1999) refers to five key beliefs that the initial stages of any change model need to address:

- (1) *Discrepancy* – "the belief that a change is needed; that there is a significant gap between the current state of the organization and what it should be".
- (2) *Appropriateness* – "the belief that a specific change designed to address a discrepancy is the correct one for the situation".
- (3) *Efficacy* – "the belief that the change recipient and the organization can successfully implement a change."
- (4) *Principal Support* – "the belief that the formal leaders (vertical change agents) in an organization are committed to the success of a change"
- (5) *Valence* – "the belief that the change is beneficial to the change recipient"

These will be referred back to in the other steps of Planning the Change. Under “Identify the Need” the most relevant part of Armenakis’s paper is *Discrepancy* – creating the feeling of a gap in order to galvanize the sense of urgency.

Craft a Compelling Vision: following on from Armenakis’ *Discrepancy*, the Vision, or BHAG, or point on the horizon helps create the needed ‘gap’ in the minds of the organizational stakeholders. It must also be fitting and broadly supported, so the Vision’s *Appropriateness* is of key importance.

It is important that the Need and the Vision are related, but not the same. A move to an Agile organizational model is not a Need and a Vision. Too often, Agile implementations are envisioned in order to satisfy someone’s preference for having an Agile organization instead of it being cast as a response to the need for efficiency, speed, or reliability. It is not appropriate to say that the Need is to be Agile so the Vision is to create an Agile organization.

Too often, the visioning process is considered to be ‘owned’ by the Guiding Coalition. While this sounds like good Democracy, we forget that organizations are not Democracies. In the author’s experience, the most compelling visions are the ones that senior management – the Owner, Partners, or CEO – will get behind and stay behind. It is said that a camel is a horse put together by a committee and therein lies the danger – a Guiding Coalition just might give you a functional camel rather than amazing horse.

Often the very top of the organization is not driven by the quality of democratic inputs but by what they feel in their heart is right... regardless of the feelings of other hearts. This can and should be mitigated to some extent, Armenakis’ *Principle Support* is a key success factor, but so is *Valence*. Nevertheless, pushing the square peg of an Owner’s thoughts into the ‘round hole’ of a Guiding Coalition’s good intentions is a recipe for stagnation, irritation, and disaster. Never try and trump the Owner or CEO of the business with a majority vote from the Guiding Coalition. You might want to read that last sentence again.

Assemble a Guiding Coalition: Kotter states that the Guiding Coalition is critical to the success of a change initiative (Kotter, 1996) and enumerates four attributes: Position Power, Expertise, Leadership, and Credibility. As stated by Appelbaum “Each of these characteristics has some support in organizational change literature. Lines (2007) explored the relationship between two of these characteristics (amounts of expert power and position power) at a large telecommunications firm and their influence in implementing organizational change.” Lines (2007) concluded: “Change agent power was found to predict the use of influence tactics and some direct relationships were found between power and implementation success.”

- a. Position Power – this is usually the executive team. Naturally, the discussion always arises about certain influencers like secretaries or maintenance personnel with great influence, organizational longevity, etc. but these are usually distractions and time-wasting attempts at value-signaling.
- b. Expertise – in the author’s experience these people are hugely insightful, practical, and no-nonsense... which makes them interpersonally toxic when inappropriately mixed with politically astute senior management in a Guiding Coalition. Include them with great caution or call on them regularly for discrete expert inputs.
- c. Leadership – again, leadership is often too broadly defined and can include discussions and consideration of amazingly inappropriate characters for the Guiding Coalition. Leadership is characterized by understanding where the organization needs to go, being able to articulate the overall direction, being able to build trust, and understanding oneself in order to manage away the sharpest edges. Leadership combined with Expertise is worth its weight in gold.
- d. Credibility – whoever is selected for the Guiding Coalition must be taken seriously. A Diversity and Inclusion approach, in its most usual manifestations, is time-wasting value-signaling. Get only as much diversity of thinking and perspectives as needed, not more.

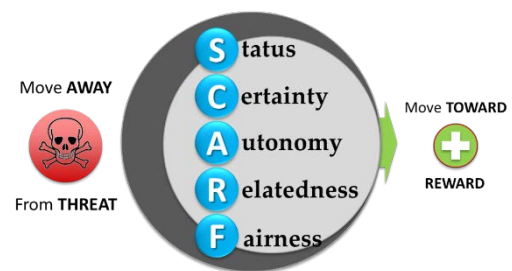
Other necessary features include a Guiding Coalition that is actually allowed to lead. Kotter says to “kill hierarchy” – ‘kill’ is a big word and ignores a staple of organizational life, but the sentiment is good and the Guiding Coalition should be able to compete with the motivations and dynamics of the hierarchy. Finally, the Guiding Coalition should report into the most senior team – in that way, hierarchy is given a place beside – and not above – the Guiding Coalition.

Finally, Penrod and Harbor conclude that the Guiding Coalition is in degree less important than frontline managers engaging in adaptive behavior to the Need and the Vision (Penrod and Harbor, 1998). This

indicates that a diverse and credible Guiding Coalition is no substitute for continuously engaging with the people in the organization that actually operationalize the change.

Mapping Business and People Dynamics: generally, little attention is paid to the deep thinking that goes into mapping business or people. Even with senior managers there is something test-like in talking through the interconnections of the business and agreeing with each other how money is *actually* made. Some businesses are more amenable to this sort of exercise than others. A one-man ice-cream stand is straightforward, but a General Motors car dealership is a flurry of changing prices, discounts, trade-ins, financing, warranties, repairs, and maintenance. Usually, financial statements will capture much of the complexity, but they do have to be read and interpreted and the time and concentration needed to do that is often trumped by other, more immediate, concerns.

A very helpful way to envision business dynamics is something like the Business Model Canvas or even the Operations Model Canvas – anything that allows people to see how their actions can affect the whole. Similarly, mapping human dynamics brings complexity that most people have not engaged with much before. Most people assume others will act on base motives, like money or free time, and so attribute these incorrect prejudices to others and use these attributions to plan for behavior in a change initiative (Heider, 1958). Too often, it seems that people are hesitant to learn the psychology of change since learning new techniques or gaining new insights in people issues almost automatically obliges them to do something with it, to be a better leader, or to take the effect of the change on people more seriously. This adds great complexity in a change management initiative that is constantly trying to simplify and streamline the whole exercise – and, consequently, it remains undone. But this should not deter the serious change agent and People Dynamics can be mapped using things like the Kubler-Ross grief model (very unpopular, but helpful in discussions) (Kubler Ross, 2014) or the SCARF neuroscience model of threat and reward (Rock, 2008).

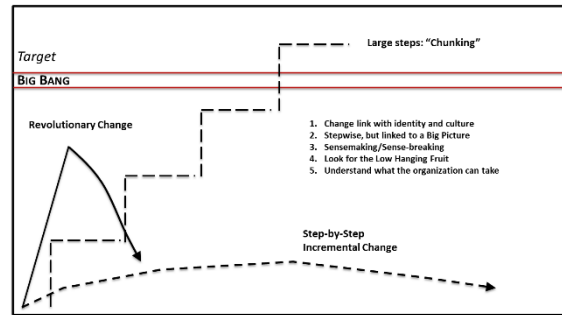


Craft the Implementation Plan: This is the phase of putting all the pre-work together and ensuring that the change gets measured. Here we refer back to Armenaki's *Valence* and *Efficacy* and codify the Convergence and Anchoring phase which comes at the end of the model. Top things to consider:

- 1) The Strategy – Culture link, that is to say the “Driving Path” (Strategy) and the “Guiding Path” (Culture) (Tosti, 2003) expressed in a Balanced Scorecard (Kaplan & Norton, 1992)
- 2) Vision matched to the Goals in the Scorecard
- 3) Processes, Meetings, Checkpoints matched to the change initiative
- 4) Philosophy of change: using financial and objective data that is reviewed regularly in the Processes, Meetings, and Checkpoints and achieved in the Convergence and Anchoring phase.
- 5) Rollout

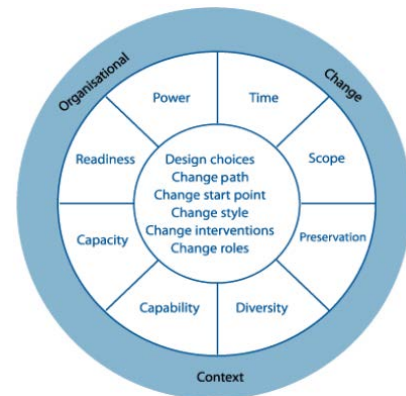
Now would be a good place to address the philosophy of the change type. Too often organizations choose for a Big Bang (see Balogun above). This shows masochism or intellectual nervousness, but is rarely ever successful since it almost always violates the “Zone of Indifference”, or “the range in which attempts to influence a person will be perceived as legitimate and will be acted on without a great deal of thought” (Barnard, 1938); in other words, much of what happens in organizations is just people ‘following orders’. A manager says, “Do this.” It seems legitimate, so you do it. The Big Bang approach is simply Hope over Experience that people will suddenly expand their capacity to follow your orders. A broadened and deepened ‘Zone of Indifference’ is what Armenakis, et al. (1999) is trying to achieve with: *Discrepancy, Appropriateness, Efficacy, Principle Support, and Valence*.

Alternatively, Incremental change efforts seem to never build up enough critical mass to make enough change in a timely manner. In other words, ‘eating the elephant one bit at a time’ masks the fact that the elephant keeps growing while you are trying to ‘eat’ it. What appears to work best is a communication that announces the Big Bang or the Big Idea, but ‘chunks’ the change in large, but manageable steps. (Reger, et.al. 1994)



Another necessary model for Crafting the Implementation Plan is Balogun’s Change Kaleidoscope (Balogun, 2008). This is an outstanding model – a checklist, essentially – for large, complex change. Julia Balogun developed this after seeing that large, complex changes in large organizations were a hit-and-miss affair with no coherent approach to consider how the change should be approached and what was important (personal conversation with the Author). She focuses on key Design Choices like the starting point, style, roles, etc. and continues with considerations for:

- Power – where is power concentrated in the organization?
- Time – what are the timelines/time pressures?
- Scope – what degree of change is needed?
- Preservation – what do you want to keep?
- Diversity – how diverse is the organization?
- Capability – does the organization have the right capabilities to change?
- Capacity – how much can the organization invest in the change?
- Readiness – how ready, business-wise & people-wise, is the organization for change?



Finally, for this section, taking a cold, objective look at the plans with something like the DICE model (Sirkin, 2005) will ensure that what is being started has a statistically good chance of succeeding. This model looks at four key areas of organizational support and predicts change success with startling accuracy.

Communicate the Vision: communicate and roll-out the vision and the implementation plan.

Communication is a crucial part of organizational change and whatever you think is enough needs to be multiplied by three... and you still will get no medals pinned to your chest for great communication. People are hungry for it, but are often irritated by the message, the messenger, and means. Still, too much, is about right.

Following the SCARF approach, communication focuses on the “C” for Certainty and predictability. Bordia (Bordia, et al. 2004) showed how uncertainty is reduced with competent communication. This, in turn, has ameliorating effects on psychological strain, job satisfaction, and turnover intentions.

If one accepts the premise of Kubler-Ross’s phases of ‘organizational grief’ communication can be ‘tuned’ to the situation that most of the change recipients are experiencing at any one time. For example, chirpy videos or posters should not be the focus of communication in the first couple of months after a merger, but more emphasis should be given to helping people understand what is happening and predicting what is to come. Unfortunately, the author’s experience with ‘grief cycles’ is that the grief is only starting to be really dealt with and incorporated and management loses interest or becomes fed up and jumps to the next big idea: the Boredom Cycle.

A key focus of the Guiding Coalition should be Sensemaking, but not only “making sense” of what is coming, but “breaking sense” with what was before (Weick, 1995). Post-merger research shows that past situations receive a halo effect with stories of great managers and prosecco on Friday afternoons abounding.

Re-visit People Dynamics: now the change should be rolling and it has lost its abstract nature and become very real to people. Mike Tyson said, “Everybody has a plan, until they get punch in the mouth.” By this point in the change, the Guiding Coalition has gotten ‘punched in the mouth’ and the standard

'fight' or 'flight' reactions, defensiveness, or rationalization will not do. This is the time to re-examine things like the Organizational Grief Cycle (Kubler Ross, 2014), re-examine any work you have done with Force Field Analysis (Lewin, 1947a) – are things working? Have you cleared the change path enough for people to make progress?

This is also the time to connect with people face-to-face. One technique the author uses is “Meet ups” where groups of people (8-15) are invited to have a cup of coffee and to share their questions and concerns. Re-visiting People Dynamics answers at least one of the criticisms of Kotter’s Change Model in that it explicitly ‘loops around’, resets, and recalibrates the efforts of the Guiding Coalition. In Kotter’s model this is implied, but not explicit.

Organizational Learning: not unrelated to People Dynamics is Organizational Learning (Senge, 1995). Here we can use the concepts from Senge’s Field Manual – as an example – of taking people off the ‘playing field’ and put them on the ‘practice field’. New tactics, problem-solving methods, skills and tools are examined, practiced with, and taken back to the organization to enhance the effectiveness of the people and the change effort. Senge focuses on five aspects of Organizational Learning:

- 1) Shared Vision – is the vision still shared? What needs to be added and how are we proactively shaping it to fit our unique needs?
- 2) Systems Thinking – People Dynamics and Business Dynamics can be mapped with Systems Thinking tools with concepts like Feedback Loops and Reinforcing Loops that give people a language with which they can understand the dynamics they find themselves in *and* communicate it to others effectively.
- 3) Mental Models – pulling out and examining key biases of the clients, personnel, and the Guiding Coalition to ensure that the organization has not over- or under-cooked its chosen direction.
- 4) Personal Mastery – allowing people to get acquainted with new ways of working, new systems, and so forth allows those who want to engage to do so in a way that builds confidence and competence.
- 5) Team Learning – Like the ‘Meet Up’ meetings from Re-visit People Dynamics, team learning provides an opportunity where all the aspects of learning – Shared Visioning, Systems Thinking, examining Mental Models, and building Personal Mastery – come together so that the overall capability for learning in the organization is enhanced.

Again – this is an iterative process of feedback loops to the organization as an embedded part of the overall change initiative and answers some key criticisms of other change models. In Kotter’s model this would fall more in the step: Consolidate Gains and Produce More Change, especially producing more change. A study of empowerment in frontline employees at a number of hotels ($n=16$) in seven European countries revealed that structure, supervisor attitudes, and training all play a role in employee empowerment (Klidas et al., 2007), so this model proposed taking this a step further with cycles of interactive learning which may include training, but are not limited to classical workshop setups.

Active Convergence and Anchoring: when working on the Business Dynamics and Crafting the Implementation Plan, much thought should be given to anticipating the issues around convergence and anchoring of the change. Be careful not to over-plan, much of the convergence and anchoring will occur in the Organizational Learning initiatives, but there should be clear goals, defined and measurable synergies, deadlines, behaviors, culture values, and critical success factors defined from the start of the initiative. This will give the Vision and the whole change program credibility (Pfeifer et al., 2005). Kotter (1995) writes that new behaviors and ways of thinking developed during the change reduce if they are not rooted in social norms and shared values (organizational culture) once the pressure for change is alleviated. Kotter goes on to further suggest two ways of anchoring behavior:

- 1) show people “how the new approaches, behaviors and attitudes have helped improve performance”
- 2) guarantee that “the next generation of management personifies the new approach”

Re-measuring: Active Convergence and Anchoring spill over easily into ‘re-measuring’... conceptually. Practically, ‘life’ intrudes on the often exhausted organization and, perhaps in true Western management style, the next change has already gotten started. This step is akin to taking stock of Lewin’s (1947) last phase of ‘Refreezing’. We have declared victory – so what does the organization look like now? If

change is the only constant, then understanding the Business Dynamics and the People Dynamics after we have accomplished our goals will be the most important input for the next phase of organizational life. Taking this phase seriously will also allow the organization to test the level of success and the level of robustness of the change (Hall & Duval 2015).

This paper has focused on presenting the Gillies Model of Change (2018), a model that attempts to build on the best of the Change Management Literature while addressing the most frequent criticisms of the ‘gold standard’, i.e. Kotter’s Change Model (1995), the main criticism being the linearity of his concept. The Gillies Model of Change has a number of feedback loops built in, especially Re-visiting People Dynamics, Organizational Learning, and Re-measuring. The reader will have observed that many issues were not covered explicitly in this paper, issues such as empowerment, leadership styles, and perhaps most glaringly: quick wins, episodic or continuous change, and low-hanging fruit. The reason is that there are dozens of tools, techniques, insights, and issues appropriate for each step and what is covered in this paper seemed to the author to be the most pressing issues for an introductory paper. The book that *does* address all these areas is on its way!

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