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FACULTY OF MANAGEMENT

Bachelor Thesis

IMPLEMENTATION OF CHANGE
MANAGEMENT AND ITS IMPACT ON
SUSTAINABILITY

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ABSTRACT

In a changing business environment, organizations must also change. Therefore, various change management models have been developed in order to enable effective and efficient organization development. Change management is undoubtedly one of the most important competencies that management must develop and master. In this study various stages of the change management process, influencing factors and their impact on organizational sustainability were examined. In addition, the change management process executed by AK Automotive, Netflix and Nokia are presented.

Keywords: change management, organizational culture, case study, business process reengineering, leadership.

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POVZETEK

V spreminjajočem se poslovnem okolju se morajo spreminjati tudi organizacije. V ta namen so bili razviti različni modeli v podporo managementu sprememb. Ti naj bi omogočili uspešen in učinkovit razvoj organizacij. Management sprememb je nedvomno ena najpomembnejših kompetenc, ki jo mora management razviti in obvladati. V tej študiji so prikazane posamezne faze managementa sprememb, vplivni dejavniki in njihov pomen za trajnostni razvoj organizacije. Poleg tega je predstavljen proces managementa sprememb, ki so ga izvedle podjetja AK Automotive, Netflix in Nokia.

Ključne besede: management sprememb, organizacijska kultura, študija primera, prenova poslovnih procesov, vodenje.

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ABBREVIATIONS

| | |
|----------|--|
| d. o. o. | Limited liability company |
| SWOT | Strengths-Weaknesses-Opportunities-Threats |
| ADKAR | Awareness-Desire-Knowledge-Ability-Reinforcement |
| Inc. | Incorporation |
| DVD | Digital Versatile Disc |
| UK | United Kingdom |
| GSM | Global System for Mobile Communications |
| LTE | Long Term Evolution |
| CEO | Chief Executive Officer |
| CM | Change Management |
| Diff. | Differences |

1. INTRODUCTION

At every stage of the human life scope, there is a rapid change taking place; this does not exclude the business ecosystem. In the past, businesses used to produce products that they believed people would buy, to make a profit. The aim of the businesses was to achieve the highest profits by reducing the costs of products as much as possible. To achieve this goal, companies have reduced the quality of products or other elements of the offer, without taking into account the needs and wants of customers. Such an approach, which brought only short-term profits, has lost its significance with the development of production technology and diversified product offerings. With technology development competition in the markets increased and the quality of final products became crucial in order to compete. Businesses that fulfilled the customer's needs in the best way have succeeded and came to the fore. The best and more profit-making businesses were the ones that best meet customer needs and wants. In contrast, businesses that compromised on quality experienced an inevitable downfall. To adapt to the increasing competition, businesses have been innovating new ways to create and bring value to the marketplace. However, competitive pressure is creating an increasingly difficult situation and companies need to accelerate change. Therefore, it is necessary to examine the quality and efficiency of all processes in the company. In this respect, technological development stands out as it encourages more frequent and rapid changes. For these reasons, the business world has become more “fluid” and confused. Change can lead to growth, opportunities and innovation, as well as to threats, discord and resistance (Pascale, Millemann and Giojan 1997).

Furthermore, in a changing business environment, a strong market position does not determine the sustainability of the organizations in the long term. Only organizations that can consistently adapt their own strategies, systems, products and cultures to the rapidly moving business environment, will have the necessary agility and strength to persist in the future. This represents the cornerstone of organizational change management.

Change is a slow, and sometimes, painful process. There are many examples for the change process and model applied in different industries and time periods. Nowadays, change is happening rapidly (Lowenthal 1994). Many changes are associated with the adoption of new inventions such as global communication tools, microprocessors, plastics, and synthetics. New technologies and products are introduced almost daily through seminars, scientific journals and other communication tools.

The second chapter of the thesis will focus on the historical development of the change management process. Different approaches and models, together with the importance of organizational culture for the successful implementation of changes, will be presented.

In the third chapter, the tasks of the individuals who are involved in the change management process will be explained with a special emphasis on Kurt Lewin's 3-step change model.

In the fourth chapter, ways to ensure sustainability, which is the main goal of the change process, will be described together with the topics of measurement and evaluation.

The fifth chapter will describe the change processes applied by Netflix and Nokia that have been chosen as case studies. In the empirical section the case of AK Automotive d.o.o. will be presented.

2. CHANGE MANAGEMENT

In this chapter we'll address the history of organizational change management, the change of organizational culture, change management approaches, change management models, comparison of Change Management models

2.1 History of Organizational Change Management

The origins of change management go back to the organizational development and human relations movement in the United States in the 1930s. During experiments of improving performance at Western Electric's Hawthorne factories, Roethlisberger and Mayo found that employee performance increased less than employee attention relative to working conditions (Kostka and Mönch 2009).

Kurt Lewin researched group behavior and the benefits of the group work at the National Education Laboratory in the 1940s. Under real circumstances, however, group work was only practiced in a few organizations such as Union Carbide, Volvo, and Esso Standard Oil in the 1950s. In addition to for-profit organizations, workshops were organized by Lewin and his students in the 1940s to gauge the impact of leaders on the community (Hirsch 1987). Comprehensive studies consisting of Group Training, Team Development, and other Intervention measures were created within the scope of Lewin's research. It revealed that these researches did not provide enough information about the interactions of previously existing individual psychological approaches on general systems (Kostka and Mönch 2009).

In the late 1940s, the University of Michigan's Institute for Social Research created the "Survey - Guided Feedback Report" through Lewin's approaches. These reports made visible the ideas/ thoughts of the employees and the top managers of the organization. Collected feedback gave an opportunity to the organization's top managers to design its own specific improvement method (Meyerding 2016).

In the mid-1950s, the concept of organization and organizational change underwent considerable change. The organization and employees began to be seen as a whole, with changing world and market conditions, while the individuals forming the organization and organization were seen as separate until these years. It was concluded that the organization's objectives must also include individual perspectives (Kostka and Mönch 2009).

With the development of different change management approaches in the late 1980s, the change management process became compatible with different business strategies. Since the beginning of the 1990s, change management has started to be used effectively in the business world by using different methods and approaches depending on increasing needs of change (Kostka and Mönch 2009).

2.2 Change of Organizational Culture

Despite some organizations are offering the same type of product or service, they have their own cultures that contradistinguish from each other. These differences can be easily noticed by the customers, stakeholders, and especially by the employees of these organizations. Cultural difference may be the relationship between a mid-tier manager and a top-tier manager, or parking space reserved for employees of the organization. These are small but visible differences from the outside of the organization.

Organizational culture is also one of the key points of change management as it has a strong impact on sustainability, which is the main aspiration of organizational change.

2.2.1 The Importance of Organizational Culture for Change Management

Existing organizational culture can be seen positively by managers. In this case, current culture can be seen as an object to develop. On the other hand, if it is seen as negative, it can also be an element that needs to be changed in order to reach the desired point.

Considering them, we can explain the impact of organizational culture on change with 5 basic assumptions:

- Organizational culture persists in time.
- Culture differs from organization to organization.
- It's a socially constructed concept.
- Organizational Culture provides a perspective for employees and supports their sensemaking.
- It is the “Polar Star” that drives the organizational behavior (Uyguc 2019).

Based on these assumptions, the direct impact of organizational culture on change management effectiveness is inevitable and managers need to consider that. Sharp transformations, especially in planned change management models, must take place in harmony with organizational culture. Because every change meets resistance from managers/employees. At this point, organizational culture needs to be well analyzed by change managers and three questions need to be answered:

- Is the organizational culture the best culture to achieve the desired business goals?
- Will the existing organizational culture support or prevent the change?

- Has it been realized that the existing culture will shape the discussions and the stages of change?

Considering these questions, we can consider the organization's capacity to change as follows (see below Figure 1):

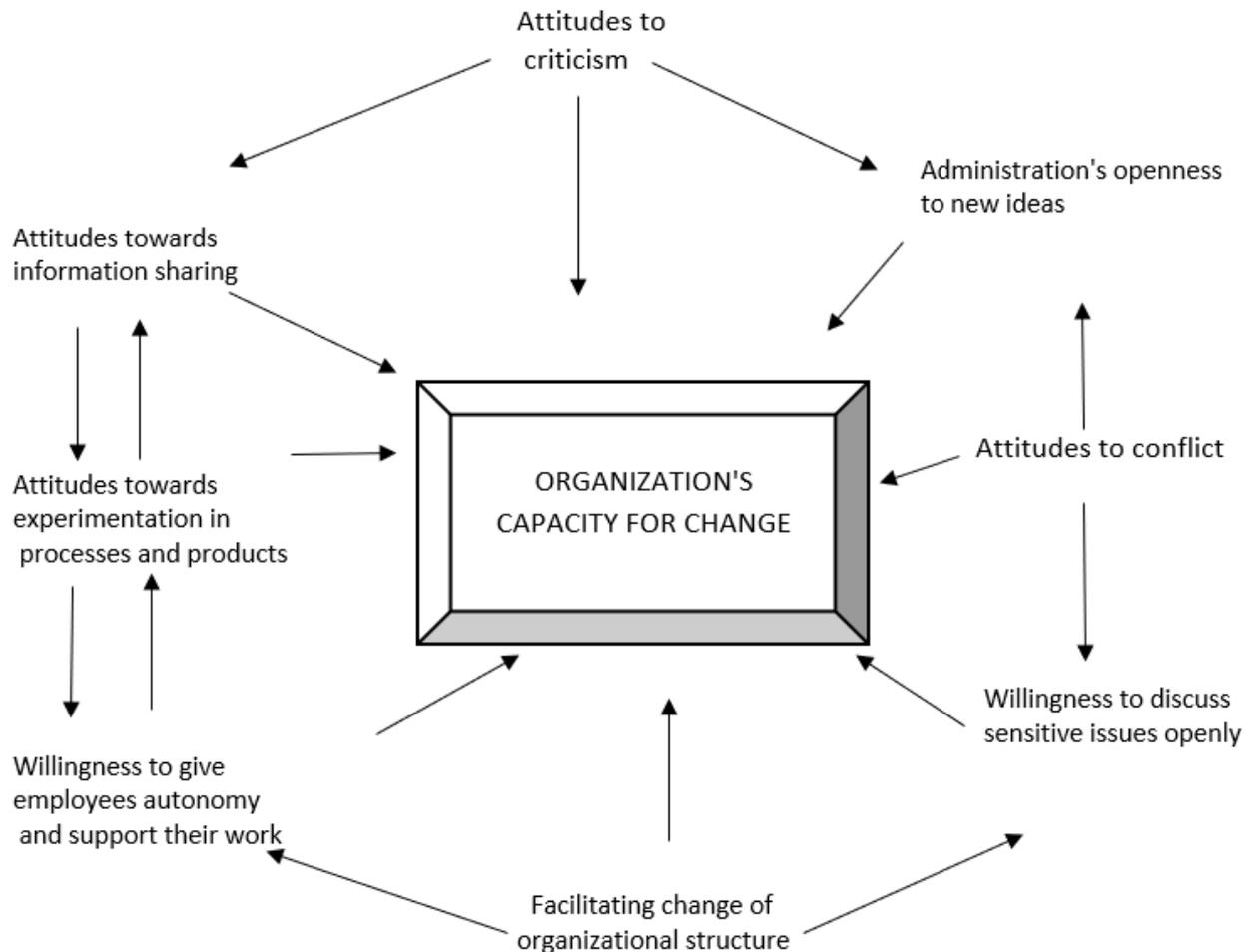


Figure 1: Organizational Culture and Change Capacity

Source: Uyguç 2019.

As it has been understood, there is a direct impact of organizational culture on change. For this reason, organizational culture must be managed well to lead to the intended success in its change. Hence, it is necessary to determine the suitability of organizational culture for organizational change, even when the organizational culture is not fit for change. That happens often to organizations that have used the same sales and management methods for a long time within a branch of industry that experiments minimal change, such as the essential ones. Because they have an ingrained manager and employee profile whose responsibilities have long been the same. In these cases, change can meet high resistance. That kind of

situations should be anticipated in advance and necessary measures should be considered to manage them.

2.2.2 Impact of Culture on Employees “Attitudes Towards Change”

The psychological effect of change can be defined as the "attitude" brought by the employee. Attitudes towards change depend on the individual's ability to cope with the demands that a change creates. A self-confident employee who feels himself as a resilient person will consider the change positively. However, on the other hand, an employee who feels himself as a weak and incompetent person (due to previous experiences) will be opposed to change. Table 1 shows different attitudes to change.

Table 1: Attitudes to change and effects on Behavior

| Attitudes to Change | Effects on Behavior |
|---------------------|--|
| Accept | Support, Cooperation and Effort |
| Disregard | Neutral Response, Minimal Performance |
| Passive Resistance | Disregard, Refuse Orders, Limit Activities |
| Active Resistance | Retreat, Sabotage |

Source: Harris and Hartman 2002.

2.2.3 Cultural Change

Organizational culture when established is difficult to be changed but sometimes it happens because of some internal and/or external factors. This cultural change might be due to the management’s vision or radical market changes. However, as each person has different beliefs, traditions and values that he / she receives from his / her family and developed while growing up, this cannot be expected to change quickly without the shock effect (Burnes 2004).

Therefore, cultural change is the final stage in Kotter's eight-stage change model. Leaders of the change process want to see the effects of the new culture on employees and managers. For this reason, the expected behavior of employees and managers during the change process has a great importance for the future of the organization (Bate, Khan and Pye 2000).

Changing organizational culture also depends on the social environment. For example, in Estonia, employees are highly susceptible to cultural change. This is because the Estonian economy’s structure, which has been changing and developing for the last 25 years, and these

developments have made the need for self-improvement, especially on young people (see Figure 2) (Sengupta, Bhattacharya and Sengupta 2006).

On the other hand, in countries such as India, where there are higher cultural ties and hierarchy, changing the existing systems is more difficult than in Western countries. Much more challenging phases (see Figure 3) await the initiators of organizational change in India (Sengupta, Bhattacharya and Sengupta 2006).

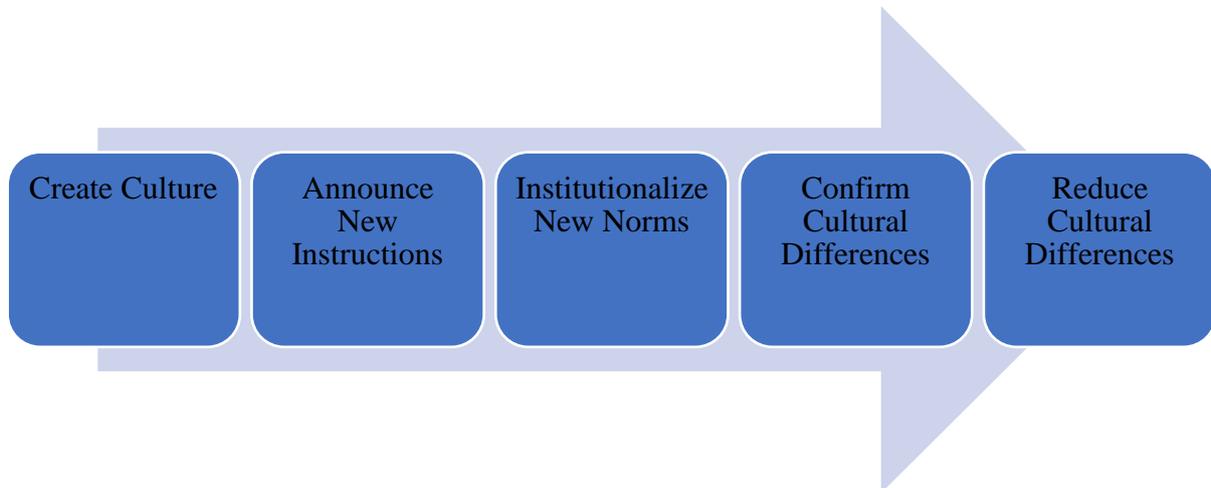


Figure 2: Guide to Managing Cultural Change

Source: Sengupta, Bhattacharya and Sengupta 2006.

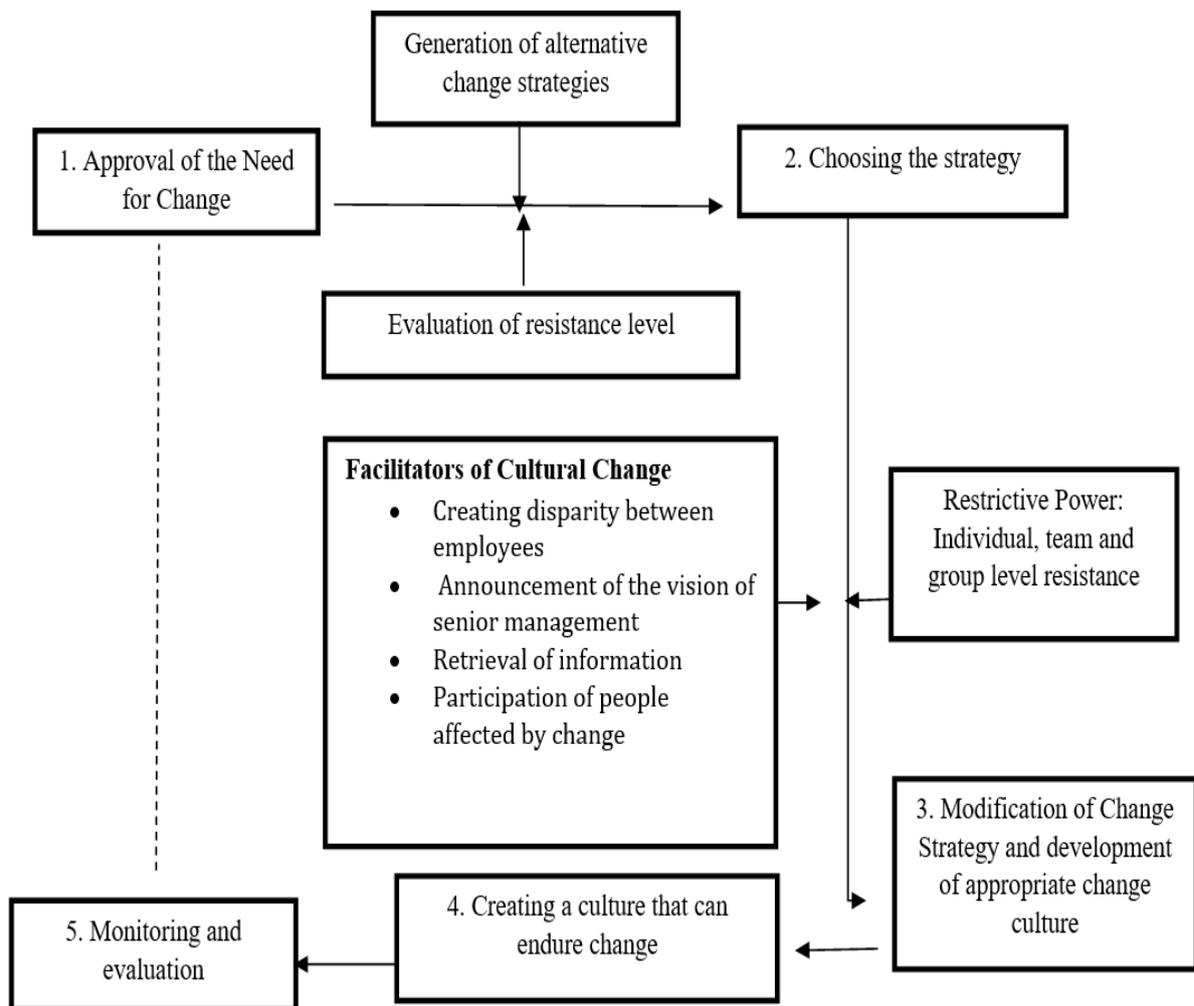


Figure 3: Steps to Manage Cultural Change in Indian Organizations

Source: Sengupta, Bhattacharya and Sengupta 2006.

2.3 Change Management Approaches

Another important issue in effective change management is to decide for change management approaches. The change management approach deals with management methods to be applied during the change process in order to change one or more elements of the organization especially culture, structure, product portfolio, organization's systems and processes. Most of the time the final aim is changing people's behavior.

Each organization and change management objectives are different. It is necessary to adopt the most appropriate methods and approaches in accordance with the organizational character and aims. Change methods and approaches applied are key factors in organizational change.

Organizations can adopt multiple approaches to create change.

2.3.1 Planned Change Approach

Planned Change Approach will be described in three different titles.

Concept of planned change and its properties

The planned change approach, also called the "top-down" or "one-form" approach, is based on the work of Kurt Lewin and has dominated the theories and practices of change management for the past 70 years. The planned approach considers organizational change as a process that moves from stable position to desirable position through predetermined stages. This process can be analyzed with a structure as "Lewin's action research model".

Lewin's 3-step change model, which we will examine in the implementation chapter, is the basis of the planned change model. The philosophy of change is based on the idea that the old behavior will not disappear until the new behavior is adopted, which is determined to be the path to efficient change (Bamford and Forrester 2003).

There are numerous and widely different definitions of the planned change. Some of these definitions are:

- Planned change is a purposeful decision to influence the developments in personality or social system with the help of professional guidance (Lippitt, Watson, Westley, Spalding 1958).
- Planned change is an effort to develop the workings of a system (which may be an individual, social, or cultural system) in a conscious, predetermined, and collaborative way by leveraging scientific knowledge (Bennis, Benne and Chin 1985).
- Planned change can be managed proactively and actively and is scientific in terms of the process of change. It's suitable for organizational-level and large-scale changes (e.g. structural, technological and cultural changes) (Weldon 2000).

According to Burnes (2000), planned change approach:

- A repetitive and cyclical process that covers stages of diagnosis, action and evaluation.
- Change agent's cooperation is important for its effectiveness.
- The aim of the planned change approach is to ensure that the effectiveness of the human aspect of the organization increases.
- It requires attentively hard work, common sense and purpose.
- For successful organizational change, it is necessary to understand the organizational dynamics, i.e. internal and external relationships that can facilitate or complicate the change process.
- It uses behavioral sciences (Psychology, Sociology, Social Psychology), systems theories and management practices in relation to realize the change.

Assumptions of Planned Change

- In addition to re-learning everything from the beginning, a person also adopts the ideas that (s)he couldn't adopt before because of organizational culture and social relations.
- Motivation is undoubtedly the most important factor of change. There can't be any change or transformation without a motivation of the management. The key to change is that everyone affected by change, especially those involved in change management, has the necessary motivation.
- Organizational transformation starts with individual transformation. New structures, processes, etc. without individual transformation can't be expected to be effective.
- The resistance of individuals cannot be denied especially from those who have long years of experience in organizations. Having spent a long time in an organization, their behavior and values have become established. Gaining these individuals for the change is one of the biggest challenges faced.
- Processes are being long and multi-stage, especially when radical changes such as changing organizational structures and culture are needed. Change management has to be planned very well and should be discussed thoroughly by those in decision-making positions (Schein 1989).
- The concept of "harmony" is important. The position, strategy and structure of the organization must always be in harmony with the environment. Adaptation to the changing and evolving environment is the starting point of change management, and that cannot be ignored (McMillan 2004).

Types of Planned Change Management Approach

Change management is a long-established and disruptive process because of changing of the environmental factors. These factors usually begin with "Wake-Up Call", which means that the organization loses its position in the environment/market, as well as faces with reduction of the resources it has. This process of change involves one or more types of change in itself.

– Strategic Change

Strategy can be defined as the chosen path to achieve the goals set by the organization in general. When the external and/or internal factors triggered an organization to change, the path is determined, i.e. strategy, changes. Strategic change occurs at this point (Ozkara 1999).

There are certain points that need to be considered in strategic change.

- Strategic change can include other types of change. Because, for example, changes in products and/or services may result in improved customer satisfaction.

- Various analysis methods are made, especially SWOT, to make the best road map by realizing the opportunities and threats that the environment shows. The most important thing here is to point out the causative factors clearly.
- The structure of the organization is extremely important. Because to change or remove some strategic positions, a new organizational structure is needed. This brings to disagreements and resistance to change with, especially among senior managers (Uyguc 2019).

– Technological Change

Especially with Industry 4.0, technological changes have become more important than ever as production cost tends to decrease with the developing technology. At this point, organizations differ greatly from each other in their equipment and production tools. However, technological change does not only differ from the vehicles used, but also in the ways the beam is made while using these vehicles.

At this point, technological change can be handled in two different ways.

- The purpose of producing equipment changing is to make the product/service faster, higher quality and less costly. An example of this is the use of more advanced computers and machines in industrial manufacturing organizations.
- The way of changing business is to increase the efficiency of the work done rather than increasing the number machines, and to ensure that it is done in a less strenuous way. But it should be noted that this would cause a change in worker's standards (Penfield 1969).

There are two types of approaches to technological change: the bottom-to-top change, where there is too much freedom and initiative within the organization, and the centralized top-bottom change, where there are often high-cost changes (Daft 2000).

– Change in Products and / or Services

Change in product and/or service is a change in the output of the organization's product or service. But it is not right to change it alone. Because this type of change brings with it a new field of activity. That's why organizations must consider strategic change and, in some cases, also structural change (Daft 2000). However, this type of change is a must for organizations with the resulting behavior change in customers and increased competition.

– Structural Change

A general definition of structural change is to regulate the existing or expected works in line with the planned objectives of the organization, the characteristics, positions and the powers created by them in the people who will do the jobs.

Structural change can occur in two ways. Technological and strategical changes to gain the better position in competition and increase profitability or structural problems caused by internal factors affect the performance of the organization's order system.

The main shortcomings leading to structural change are (Keating 2000);

- Inability to adapt to environmental change,
- Loss of control due to structural errors
- Communication problems
- Change in strategic planning
- Crisis Management
- Low customer satisfaction due to employee
- Changes in the production and marketing of products
- Failure of processes because of the employee

– Cultural Change

Organizations have their own culture, as has an individual person. In order to achieve sustainability, which is the object of the change, it must comply with the object of the change in its organizational culture.

It would be right to evaluate all the activities of the organization, rather than seeing organizational culture as a single factor. This covers everything from the hierarchy in the organization to the way the activities are conducted.

2.3.2 Constructivist Change Approach

It is a form of approach towards continuous development that has been put forward in line with the need for change of organizations that are afraid of sharp changes and rely on their organization's culture, especially since the 1980s. Many organizations have adopted a constructivist approach within the definition of "learning organizations".

Constructivist change can occur in two ways (Iles and Sutherland 2001)

- Managers ignore change and make decisions based on assumptions about the environment and the future of the organization's position. According to these decisions, managers can be expected to have completely different opinions from each other. In this case, change can be subjective. It's rather than being more in the direction of change, it obliges the organization to go into the current and change.
- External factors or organizational characteristics influence managers' decisions. Even in the planned change approach, whose aim is to make objective decisions, it is possible to see constructivist effects.

According to the proponents of the constructivist change approach, it is not possible to plan too many factors together. Especially in today's world, changing and developing technology, laws and market factors do not allow a planned change. Organizations with a constructivist approach should focus more on continuous experience and harmony. Changes in this process should be well monitored and analyzed (Burnes 1996).

Considering the proponents, the constructivist change approach is characterized by features as (Holman 2013):

- Versatility
- Focus on the mysterious - an aspect behind what we understand and know
- Being common, cumulative
- Invite and support
- Enable interactions between the parts that make up a new Whole
- To take advantage of and adapt to new arrangements as much as possible
- To have a streamlined hierarchy
- Ensuring sustainability through discussions

2.3.3 Diff. Between Planned and Constructive Change Approach

The planned change approach has a more outward-looking and objective outlook for sustainability than the constructivist change approach. Planned approach pays more attention to statistics and figures, therefore it's more linear. On the other hand, the constructivist approach sees the different thinking of the participants as a gain and seeks to benefit from it. Constructivist approach is also more open to ideas coming from the organization rather than from an external environment. Thus, by giving priority to intrapreneurship, it both reduces new project costs and increases individuals belonging to the organization.

The planned change approach aims to spread the process from the top to the bottom. Despite the positive aspects of this, such as shortening the process of change, it brings disadvantages for organizations in the long term, such as low binding. The constructivist change approach considers the change process as multi-channel where ideas are obtained from bottom to the top in a cumulative manner. Although it is not intended to bring solutions in the short term, it is intended to be highly binding by developing organizational culture in the long term.

The constructivist approach to change is opposed to the radical change of an existing phenomenon. It aims to create tradition, to act rationally and spread change over the long term. The planned change approach takes into consideration individuality and, where necessary, radically changing traditions. Because the planned approach to change is devastating. It aims to change existing facts completely and in doing so, episodically seeks to end them in the short term.

Finally, the role of participants also differs in these two change management approaches. In the planned change approach, employees are the individuals who perform the tasks given in the process but in the constructivist approach employees are the problem solver and actor in the change processes (Uyguc 2019).

2.4 Change Management Models

There're several change management models. In this chapter three frequently used models will be explained

2.4.1 Kirkpatrick Change Model

According to Kirkpatrick, a systematic approach is required to manage the change effectively, and seven stages must be followed for the successful realization of change (Kirkpatrick 2001).

1. Determination of change request:

This can be done in various ways. For example, a manager can determine that change is needed based on facts or personal opinions.

2. Preparation of a temporary change plan:

Temporary plans must be made to implement the change. At this stage it is important that the people, who are making these plans, are open to change and do not take a defensive stance when there are negative reactions and/or when some change is proposed. Because at this stage, being open to different views is a prerequisite for effective implementation of change. In addition, participation is an important factor and relevant opinions should be consulted on the subject of change even before provisional plans are made. For example, it can be very productive to take advantage of brainstorming to come up with ideas that can be used in these plans at this point.

3. Analyzing possible responses:

Almost every proposed change process encounters three different reactions. Some people, if applied, resent and resist change, while others act neutrally. Some others agree to change. Predicting these attitudes and behaviors are especially important for breaking resistance to change and for successful implementation of the process.

4. The final decision:

The final decision must be made after the plans and approaches evaluated are compared. Reactions to the interim plans could help make the final decision. Two approaches must be considered at this stage. The first is the manager who will evaluate all the data and make the

decision. The fact that the manager is respected by his subordinates and that the data (opinions and information) from his subordinates make decisions will increase the success of the change practice. Taking advantage of Group-level problem solving is the second approach. At this stage, the manager must convene all or part of the group involved in the change and ensure that a decision is made together. This approach will be successful if the manager is able to manage the meetings effectively and reconcile people.

5. Creation of the timeline:

Sometimes change can be simple and can be implemented in one step. Some other changes are complex and may require a timeline to be implemented. Change can be either coercive or participatory. The coercive approach is fast. On the other hand, participatory approach is slow and evolutionary. The importance of speed defines which change approach is carried out. Change can be implemented quickly if employees are willing to change. If there is a strong resistance to the change, it can be carried out slowly and with pilot applications before if possible. In this case, a timeline of how the change will be implemented needs to be drawn up.

6. Informing people about change:

Communication in change is a continuous process and that begins with the first phase of the process. Communication should be a two-way process, such as listening to responses and suggestions, as well as providing information about change and the change plan. An excellent communication is imperative when the final decision is made, and the timeline is drawn up.

7. Implementation of change:

This stage is an action stage where the final decision is applied according to the timeline prepared in the fifth stage. Continuous evaluation is an also integrative part of this step. If change does not work as planned and there is resistance, it is necessary to stop and re-evaluate the situation. For this, the decisions/decisions taken in the fourth step and the other steps that follow must be reconsidered (Uyguc 2019).

2.4.2 Kotter's Eight Steps

John Kotter's change management model follows 8 steps.

– Create a Sense of Urgency

According to Kotter, the people who work for the organization should be able to leave their comfort zone and produce new ideas or products. For this, employees must feel the future fear and move towards innovation. This is the only possibility to adapt and support change easily.

Only in this step are the managers in the organization responsible for being a permanent Navigator to their employees (Kotter 2008).

- Build a Guiding Coalition

Director committee must be established to guide the participants. It can be from professional consultants who have previously worked in change management or managers from various levels within the organization. The most important point at this stage is to eliminate the question marks in the minds of those who will be affected by the change. While committee's member doing that, they have to use as much professionalism as possible (Kotter 2011).

- Form a Strategic Vision and Initiatives

Creating a vision and moving forward in this vision is a challenging situation. But it is very important that the change is needed to achieve the established goals and they adapt to the created vision. For this reason, in order to be understood on the organizational basis, the agreed vision needs to be very clear and understandable by all (Kotter 2011).

- Enlist a Volunteer Army

Being able to communicate and read feedback at this stage directly affects the success of change management. For this reason, managers should not avoid one-to-one meetings that make people feel even more important and make their thoughts easier to read. Through a strong communication network, communication between employees will ensure that the effects of change can be clearly understood by the top managers (Kotter2011).

- Enable Action by Removing Barriers

Resistance to change is a situation that can be encountered in any change model. This can sometimes be caused by people and sometimes by the structure of the organization. It is important to remove the barrier in this stage (Kotter 2011).

- Generate Short-Term Wins

Change management is a long process. For this reason, it is important to celebrate small gains both for the motivation of the employees and to see the process. The fact that these celebrations are with those who lead the change and those affected both evokes the desire for a long, exhausting process to be shorter and more exciting (Kotter 1998).

- Sustain Acceleration

The reason for many failed change projects, according to Kotter, is the rapid disclosure of success in change. But the success of the process is measured by being felt at all levels of the

organization, and that takes time. Drawing up a longer and more flexible plan makes change continuous (Kotter 1998).

- Institute Change

For change to be permanent, your company needs to be fully integrated into its corporate culture. The values within your vision must have been embraced by your corporate culture and become commonplace in daily activities. For this, the management of the company must support change continuously. The lack of support could lead to all that effort being wasted and back to the point of origin. (Kotter 2011).

2.4.3 Lewin's Three Steps

Kurt Lewin developed a model of change consisting of three steps: freeze, change, and re-freeze. The Model represents a very simple and practical model for understanding the process of change. For Lewin, the process of change requires creating the perception that a change is necessary, then moving towards a new, desired level of behavior, and finally solidifying this new behavior as the norm. The Model is still widely used and is the basis for many modern change models (Van Poelje 2015).

- Unfreeze

You need to unfreeze a frozen meal before cooking it. That can be said for change. For a change model to be implemented, it must go through the first unfreezing step. Because of many people resisting change, the goal at the unfreezing stage is to raise awareness of the current level of acceptability somehow hampers the organization. Legacy behaviors, ways of thinking, processes, people, and organizational structures must be carefully studied by managers to show employees how change is necessary for the organization to create or maintain a competitive advantage in the market. Communication is especially important during the unfreeze phase so employees can be informed about the logic behind it and how it will benefit each employee. The idea is that the more we know about change and the more we feel that these are necessary, the more motivated we will be to accept them (Van Poelje 2015).

- Change

Now that people are 'unfrozen' the change process can start moving. Lewin acknowledged that the change was a process by which the organization had to move or take action to this new state of existence. The step, also called 'Crossing' or 'moving', is determined by the implementation of the change. That's when the change becomes real. As a result, it is time for most people to struggle with the new reality. This is a time marked by uncertainty and fear, and it is the most difficult step to overcome. During the changing step, people begin to learn new behaviors, processes, and ways of thinking. If they are prepared for this step well, the

change aims will be easier to be achieved. Therefore, training, communication, support and time are critical for employees as they are familiar with change. Change is certainly a process that needs to be carefully planned and executed. Throughout this process, employees should be reminded of the reasons for the change and how they will benefit after it is fully implemented.

– Re-Freeze

Lewin called the final stage of the change model as refreezing, but many researchers call it to symbolize the act of reinforcement, the main goal being to stabilize and consolidate the new situation after the change. Changes in organizational processes, goals, structure, proposals are considered by people as a new norm, then they will be re-frozen. Lewin found that the refreezing step was particularly important to ensure people did not revert to their old ways of thinking or doing before the change was implemented. Efforts should be made to ensure that change is not lost; rather, it should be entrenched in the culture of the organization and maintained as an acceptable way of thinking or doing. Positive rewards and acceptance of individualized efforts are often used to reinforce the new situation, as it is believed that positively amplified behavior will be repeated (Van Poelje 2015).

2.5 Comparison of the models

Although the Prosci ADKAR model, which is a goal-oriented change management model (Awareness- Desire- Knowledge- Ability- Reinforcement), has been popular in recent years, the three methods mentioned protected their validity. All three methods require the support of employees and managers who are in the organization. For this reason, the stages of the change process are shaped according to the support from the participants.

Although Kotter's method and Lewin's method were gutted to preserve sustainability both through organizational structure and culturally, Kirkpatrick's model of change did not consider post-process sustainability. However, Kirkpatrick also developed post-process management as an assessment method and divided it into four phases.

As a result, all planned change management models involve sharp transformations. For this reason, the process needs a good management and the strong will of the executive board. Although separated from each other by small differences, each has been used and tested in various organizations.

3. IMPLEMENTATION OF THE CHANGE PROCESS

Implementation of the change process consist four headlines. They're Establishing the change management group, Unfreeze, Change and Refreeze.

3.1 Establishing the Change Management Group

Change Management group is being with five different key elements.

3.1.1 Leader

Leader one of most important person in the change management process and that position need some characteristic capability.

Character of leadership

Leadership is a person who guides those around him to the intended goal. Because change management practice is based on radical changes in the organization and it's expecting the person who will lead the practice the combination of skillful determination and the ability to make critical decisions.

Here are three quotes about leadership from three prominent leaders and leadership researchers which display some of the different aspects of the complexity of the subject:

“A leader must be a guide, not a person walking ahead” (Ataturk 2010).

“Managing is helping to make happen what is supposed to happen anyway; leadership is making happen what isn't going to happen anyway” (Pascale 1981 ins Green 2007).

“A crucial difference between managers and leaders lies in the conceptions they hold, deep in their psyches, of chaos and order. Leaders tolerate chaos and lack structure... managers seek order and control” (Zaleznik 1963 from Green 2007).

In the first reveal, the founder of the Republic of Turkey, M. K. Atatürk describes how a revolutionary leader should be. He became a symbol of radical change in the newly established Republic of Turkey. He pointed out that in radical changes, leaders must take the responsibility and lead the followers.

Second and third quote reveal the fundamental difference between managers and leaders. In quotes, two positions are taken together, despite discussions of “considering leaders and managers together in organizations”. But it is worth separating them.

While Pascale has made it clear that leadership is fundamentally about change that affects change in the organizational world, Zaleznik is more interested in the idea that it should lead a certain kind of person, a certain point of view.

The following figure (see below Figure 4) is revealed when we summarize the characteristics of senior executives and political leaders (Green 2007).

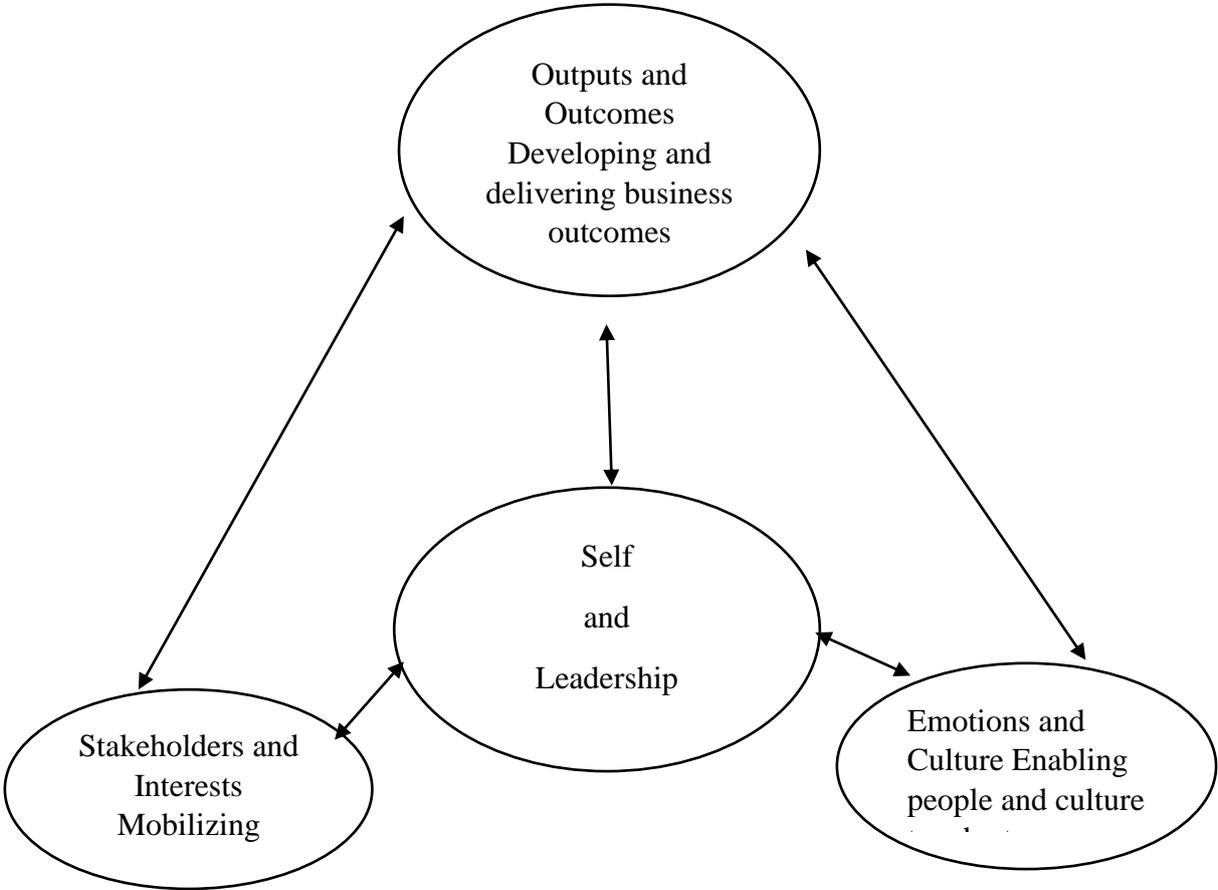


Figure 4: Leading Outcomes, interests and emotions

Source: Green 2007.

The Leadership Task

Change creates itself a sense of pressure and urgency who’s part of the organization. Therefore, leaders must communicate well with their partners. Because for successful change management implementation, its partners need to leave their comfort zones.

Creating a strong vision and providing the necessary capacity for change is the domain of the executive team, even in cases where the entire organization is involved in these matters. But developing people's imaginations, providing them with different looks is one of the basic tasks of leadership. Because strong changes need inspiration, and the leader has to provide

that. The leader is also the one who needs to anticipate outsourcing when the organization does not have the necessary capacity and capability for change.

When change management begins to be implemented, it is natural for there to be partners in the organization that will inevitably oppose change. Because the ongoing working rules and principles in the organization, especially in people who have been in organization for a long time, creates resistance. At this point, the leader has very important missions. Because leadership has missions such as increasing the participation of partners and raising their motivation - satisfaction levels where necessary, providing short-term gains within the created new vision, rather than just being the person who leads the process (Green 2007).

Heifetz (1994) sees his leadership task (see below Figure 5) first as “going out onto the balcony to know what's going on strategically and operationally, what's happening now and what's on the horizon.” From this perspective, “going out onto the balcony” can show the leader with a road map of the challenges that may arise and the problems that may occur in the future.

As in different process management methods, a leader must emphasize psychological rather than physical changes. While doing that increasing the awareness, maximizing the satisfaction of partners through created vision. During this administration, without leaving the discipline is the best way to provide the balance.

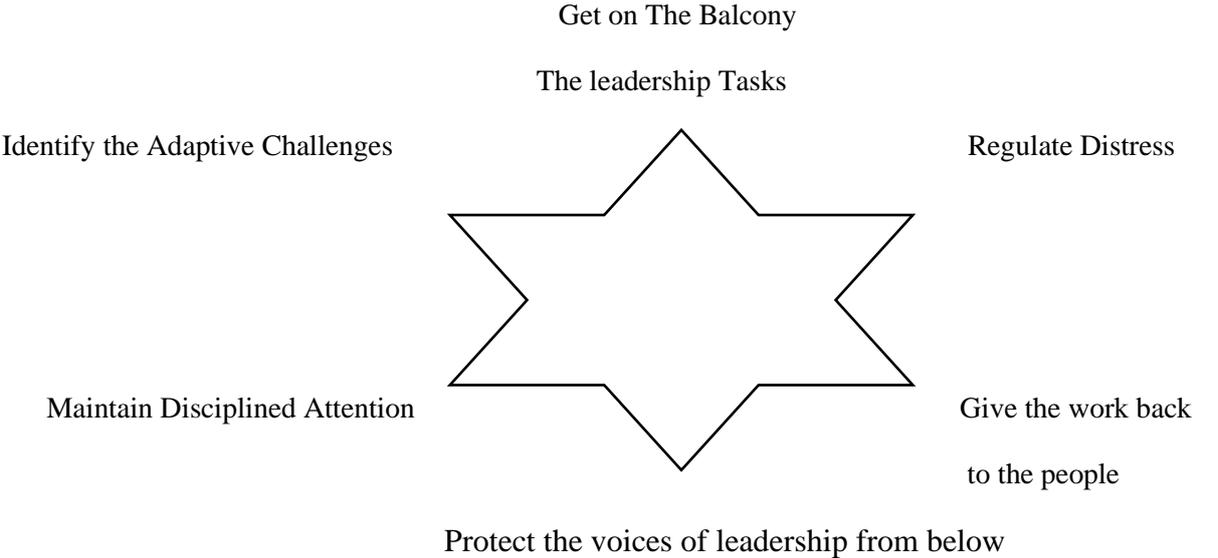


Figure 5: The Leadership Task

Source: Heifetz 1994, Heifetz and Linsky 2002.

Who is eligible for a leadership role?

As is generally thought, the change leader does not have to be the CEO or the general manager. In fact, it would be much better for the leader not to have one of those positions. People in peak positions in the organization often have intense responsibility and work tempo, which can delay the success of the change management process. For these reasons, the fact that the leader is a member of the sub-department in the company, provided that he has high authority and respect, will both facilitate the observation of the process and the acceptance of it by the lower partners in the organization (Akinli 2001). However, due to the hierarchical lack of understanding that may occur the change process in a department that is outside his jurisdiction, it is so critical for good management of the process to have the necessary powers before initiating the change (Hammer and Champy 1997).

Changing their work from top to bottom over a long period of time undoubtedly dominates fear and anxiety over people. These factors also make resistance to change inevitable. As a result, managing a process that leads to radical change is undoubtedly difficult and requires strong willpower, dedication, empathy and multifaceted thinking. Often problems with leadership can be seen in failed change management practices.

3.1.2 Process Owner

Process owner is a person who is responsible for all the tasks within the change management process or some part of them beyond the limits of organizational functions. They are mid-level executives with prestige and self-confidence. Traditional organizational structures focus overall process rather than thinking of it as a process. However, due to changing organizational structures and management styles, especially those organizations which want to transition from traditional style to modern style, the first thing they need to do in the implementation of change management is to pay attention to processes besides the whole in the implementation of organizational culture change.

Once the processes are determined, the person who will lead the organizational change appoints the process owners. The task of process owners is to implement the process in a positive way, to manage the teams created for Change Management in an orderly manner, and to keep the motivation level of the teams high by considering different perspectives and making constructive criticism when necessary (Hammer and Champy 1997).

3.1.3 Change Management Team

Implementation of the planned changes within a company as successfully and smoothly as possible depends on the created change management. Their tasks include integration and

consolidation of new changes in the workflow of organization's members (Vahs and Weiland 2013).

The actual work in Change Management is done by the change management team determined in the plan. The team members are the ones who implement the ideas in line with the defined visions. But just like process owners, change management teams are only responsible for specific processes. Therefore, there must be more than one team in the change management process.

Change Management teams must have a small number of people to be able to work as a team. In this way, they can have high communication and can find quick solutions to problems that may occur. These teams range from 5 to 10 people in the studies (Vahs and Weiland 2013).

Each team has two types of members. Insiders and outsiders. The insiders are the ones working in the process. They can vary according to the work in the process and the skills needed. The team members inside can be computer engineers or business development specialists. The most important point here is to get to know the process closely, because they are obliged to give regular and detailed information about the operation of the process to the process owner and the administrative committee.

At the same time, since change management processes will be shaped according to the information they provide, both the process owner and the administrative committee and the leader must have full confidence in them. For this reason, employees who have been in the company for many years are preferred for change management teams. For Insiders on the change management team, managers may abstain from receiving help/services from outside the organization.

However, these team members also have some disadvantages. Although they have a high knowledge of both the work done and the working principles of the organization, they fear breaking down the walls. The instinct of working within the same organization for many years may be lacking at the point of innovation. This is exactly the point where the organization can add a different group to this team.

The outsiders are the ones who bring the destructive power that the organization needs. Team members of this type are people who are not directly involved in the process but have knowledge of the process. Organizations that have never done change management work before, Outsiders may even be outside of the organization. The main goal of outsiders is to be objective and bring new perspectives. They can take risks more easily because they are not directly in the process.

It is essential that outsiders are good listeners and communicators, can think at large scales and work fast, because they will need to learn a lot about the process in a short time.

When two different members of change management, insiders and outsiders, come together, there are often discussions. This is exactly what the process owner wants. Because the goal here is to find contradictions and then to have common orientation. In this way, the insiders convey their knowledge of the process, while the outsiders convey their knowledge of how this process should be and where it should be reached (Sezgin 1996).

Traditional organizations are analytical and detail-oriented in solving problems. They give great importance to finding the right solution in the first try and believe in a flawless plan that can be easily implemented as a result of long-term analysis. However, the change management team believes that the solution can be developed in the process. For this reason, the change management team may contradict the administration. To prevent this, the team appoints a team leader. This person works both to share the work section of the team and to prevent any disagreements between team and administrative committee.

Finally, those people, who are working in the change management team, must devote a large part of their time to this change process. As a result, they're being far from their current jobs until the process finishes. It means disruption of existing organizational activities, especially in case of shortage of human resources in the organization. On the other hand, those on the change management team will want to be part of the new process they have created instead of returning to their old jobs at the end of the process. For this purpose, giving a proper role to members of the team will increase their satisfaction and motivation (Yalniz 2006).

3.1.4 Administrative Committee

The administrative committee is optionally involved in the structure of the change management process. However, it is very useful for process's work's and develops well. This formation, presided over by the leader, includes process owners, as well as, in some cases change agents too. Also, the main mission of this committee is to plan the overall change process.

The administrative committee may decide where change management teams need permission or additional resources, where individual powers are not enough.

3.1.5 Change Management Agent

Change, whether at individual, group or organizational level, whether continuous or discrete, or planned or constructive, must be managed. So, the responsibility to carry out the change must be assumed by someone. In change management, there are usually persons who bear the duty and take responsibility (Burnes 2004). The concept of change agent was developed by the founder of planned change, Kurt Lewin. Accordingly, there are three important elements

of planned change. These are change management agents, interventions, and the process of change (Uyguc 2019).

Change management researchers suggests that there are four basic functions of change agent in planned organizational change:

1. Diagnostic activities:

Diagnostic activities “What's the problem? What are their abilities to deal with the problems of the customer system? What are the reasons for the change agent's willingness to help the customer system? What are the practical, ethical, psychological and sociological constraints of the ability to assist a particular customer system?” cover the answering of their questions.

2. Clearly specify and define the aims of change:

“Apart from what can happen, what is the most important and capable thing that the customer system wants to achieve?” By answering the question, the purpose or objectives of the change must be clearly laid out and defined.

3. Develop useful strategies and tactics to solve problems:

In addition to developing strategies and tactics in these functions and activities, when and how the strategy and tactics will be implemented is the most important question that needs to be answered.

4. Creating and maintaining working relationships with customer system:

This function is jointly agreed upon and mutually accepted responsibilities of change management agents and client system to solve its own problems such as how to identify the frame of reference of his efforts throughout the process of change an important position covers the activities to be performed (Jones 1969).

3.2 Unfreeze

The first stage of change is acceptance in almost all change management models. At this stage members of an organization should be aware that the current situation will change drastically and that the existing culture will undergo transformation.

In this first stage, people may have fears and future concerns that arise from the change of existing habits. Therefore, it is important that communication has to be high as much as possible. Be aware that there can be no radical change without proper motivation.

We can examine the dissolution process in 3 stages:

3.2.1 Determining what needs to be changed.

Analyze the organization

Analyzing the internal and external factors of the organization is extremely important. Tools such as Statistics, reports and customer expectations help to analyze external factors. However, since the main goal of organizational change is sustainable growth, each individual person who is part of the Organization (employees, managers, stakeholders, etc.) should be well rested and understood. At this stage, face-to-face interviews can be conducted, or a form can be filled out to measure expectations.

Determine the desired situation

It should be explained where the organization should be in the future so that the doubts in the minds of everyone affected by change management are cleared. Undoubtedly, the desired situation for the organization is the vision and it has to be well determined by the leaders and top-tier managers.

Understanding why change needs to happen.

The process of continuous development should also be clear within the vision. These development processes should be explained in the organization's future plans for goals such as growth, increased level of competence and increasing the market share in previously inactive regions. At this point, the desire to become more perfectionist and internationalist at the end of the process of change management can play a facilitating role in explaining the necessity of the change.

Discrepancies between the current situation and the desired situation

Organizations need to develop within their field of activity and changing economic patterns. The infrastructure of the organization may not be sufficient to achieve the desired goals and what transformation needs. In such cases, the organization experiences inconsistencies within itself. To make clear the inconsistencies between the existing point and desired point, increases the success of change management.

3.2.2 Ensuring support from top management level.

One of the main factors in a successful change, according to the researchers, are strong will and orientation. In order to achieve this, practitioners must convince senior management of

the usefulness and realization of the project. Only in this way can top managers act as a real role model and influence those in the lower level managers of the organization.

Gain the support of key people within that organization

Key persons may be among the managers and the board of directors, as well as the heads of various groups within the organization. Even in these situations it is important to gain the support of the employees as technicians/assistants.

Framing a major problem across the organization

The support provided must undoubtedly have an answer. In this regard, a detailed information should be made about what to do against an ongoing and pending problem within the organization. In this way, confidence in the planned change will increase even more. However, the most important trick here is not to think that change is only about cost reduction. Because it varies from organizational culture to structure in radical changes (Kotter 2011).

3.2.3 Creating the need for change.

Creating the need has to follow four different titles.

Increase individual accountability

Individual accountability is the belief that everyone will be responsible for their behavior or performance in what they do. Individual accountability can be seen only after the evaluation phase following the collection of data.

In order to increase individual accountability has to be the first step, loosening the hierarchy within the organization, if it has. Because in strict hierarchies, individuals can be away from the reactions that may occur in the mistakes made. This inevitably leads to individuals fleeing responsibility. Communication is an important key alongside hierarchy. Strong communication allows any mistake to be noticed and asked for help before it happens. And good communication brings with it a culture of trust.

Increase awareness of the real situation.

The purpose of the change may be to ensure the sustainability of an organization whose current status is good, or to ensure the survival of an organization that has received a “Wake-up Call”. In order to raise awareness of the real situation, it would be useful to first describe the situation well and then prepare possible future scenarios. So that the present and tomorrow of the organization can be better understood (National Research Council 1998).

Encourage honest discussions about issues.

An honest discussion environment enables the implementation of change management to address more realistic problems and goals by providing a clear discussion of ongoing problems within the organization. However, the most important issue here is the strict hierarchical order, as we mentioned earlier. The more the difference between top-tier managers and bottom-tier managers, the more valid the honest debate environment is. Individuals can't speak freely or even cover up existing problems.

Marketing the future opportunities.

People, by their very nature, think about the future and are concerned about the future. One of the strongest points of resistance in change management practices is the possibility that employees will lose their positions in the future. Turning this disadvantage into an advantage gives the company great pluses in the process of change. To give an example, the fact that a local company becomes a multinational company after the process of change makes individuals believe in change and pushes them to work for it.

3.3 Change

Strong uncertainties arise during the unfreezing phase. The phase of change should not be started until these uncertainties are resolved. However, it is not possible to resolve all of the uncertainties during the unfreezing phase. Because, like any person, employees in the organization will want to see tangible objective things. It is impossible to do this simply by showing some statistics and assumptions. For this reason, it can take a lot of time to move from unfreezing to change and change management practitioners need to be ready for it. When the needed "loyalty to change" is seen in managers and employees, the change phase can proceed strongly.

Although it differs according to organizational structure, the change phase can be handled in two different ways;

3.3.1 Empower Action

The main purpose of strengthening action is to make change by removing all possible obstacles. An important factor that facilitates change is to prevent actions by spreading the change to a wide base and reducing resistances.

Remove barriers to change

Cooperation is the easiest way to remove barriers. Different departments and teams should use their capabilities to drive change efficiently. For this reason, making groups heroes within themselves is the easiest way to ensure their loyalty to change. Because senior managers are in competition with their colleagues within the organization as usual in the other organization. This makes them motivated and ambitious. Using an existing energy is one of the most rational ways to change.

The main point of resistance to and against change is future anxiety. Current senior managers in the management of possible failed change know that there are consequences, such as losing their jobs or shrinking the organization. This assumption drives managers to look at change with suspicion. Organizing meetings to ignore this assumption can increase their belief in change.

In fact, "removing the barriers to change" shows the place of the concept of sharing Management "which the organization wants to create after change within the organizational culture. Before the evaluation phase, the change within the organizational culture can still be seen in the implementation phase of the change. In this way, they have the opportunity to evaluate this long process of change earlier (Van Poelje 2015).

Provide needed training

With the changing information technologies and organizational culture, in-organization trainings have also gained importance. An employee who lacks the necessary skills will not be able to do the task at the right time and in the right way. In the end, the employee will lose his personal confidence and his belonging to the business. Considering these factors will make the in-organization training and make employees more efficient and motivated.

In addition, in-house training brings with it less supervision. A trained and motivated employee will need less supervision. However, the money and time that the organization's management should spend on auditing and control will remain in the organization's pocket.

Besides, talented and knowledgeable people are needed for the sustainability of the organization. With in-organization training, employees can get the knowledge that they need to have to work in a higher position in the future. It is also known that in-house employees are less cost-effective and more reliable than those who come from outside the organization.

Adjust systems according to vision

The vision set by the organization is like the lighthouse that the ship follows. The organization needs to follow the vision to implement a change process. However, it is necessary to make the vision clear, understandable and traceable.

This vision should be followed both in change management and outside of change management. These actions include factors such as the evaluation of employee performance and the right to work.

Face managers who don't believe in change

There may be sabotage by managers, especially in organizations that are going to downsize or are going to make layoffs. This may be due to the lack of faith in change or promises, loss of authority. Such factors will undoubtedly adversely affect change management.

Strong communication is an indispensable organizational ability, as there will always be people who will not believe in change while change management is going on. In this case, increasing the expectation may be a good solution. But unrealistic expectations and goals will exacerbate the existing negativity. For this, increasing expectation in a consistent balance provides a positive orientation.

Besides, effective delegation helps to manage workload as well as increase sharing within the organization. With increased sharing, it enables managers to use the energy expended for change efficiently while increasing their belonging to organization and change.

3.3.2 Set Goals

Change management is a long-running process. Therefore, loss of motivation is inevitable. Fatigue symptoms occur in both top-tier managers and employees and loss of desire occurs. For this reason, many organizations divide change management into asunder goals. In this way, motivation is keeping high and that gives possibility to maintain the change management.

Build on short-term gains to strengthen change

Generating short-term gains is vital to make an organization sustainable. This is because, although change management practices often take sharp turns, they aim to keep change and development constant. For these reasons it is necessary to keep momentum stable.

Short-term gain is a form of organizational development that the organization wants to achieve within 6-18 months. It can be described as a fraud by some managers as covering up

the failure, but it is certainly the key to strong organizational development. Short-term gain is based on 3 basic principles. These principles:

- Success must be clear and perceptible.
- It must be visible to all individuals of the organization.
- Must be in direct relationship with change management (Kotter 2011).

3.4 Refreeze

Contrary to popular belief, the refreezing phase is the most important stage in change management. Although piecemeal goals are established, Change Management is a long and exhausting process. This is also high cost and energy loss. Since it is not always possible to make radical changes, it is important for the future of the organization to maintain and sustain the new culture and organizational structure that is formed after a long process. As Kurt Lewin, founder of organizational change, says,

“A change towards a higher level of group performance is frequently short-lived, after a <<shot in the arm>> group life soon returns to the previous level. This indicates that it does not suffice to define the objective of planned change in group performance as the reaching of a different level. Performance of the new level, or permanency for a desired period should be included in the objective.” (Lewin 1947)

3.4.1 Fix Changes in Culture

Fixing changes is an important issue and must be followed these rules:

- Identify Supporting Factors in Change.
- Sense of Togetherness.
- Departments Develop Projects Together.
- Effective In- Organization Training Programs.
- New Workspace Concepts.

3.4.2 Identify the Barriers to Sustainable Change

The way to make the organization sustainable is undoubtedly through collaboration and communication. The weak relationship between departments directly threatens gains in change. However, many organizations prefer a non-rigid hierarchical order so that people can express themselves more freely. This is also part of the organizational culture creation. However, the acceptance of the new organizational culture by individuals is another inhibitory factor.

3.4.3 Find ways to drive change in the long-term

Sustainable change is one of the objects to achieve at the end of the change management process. The last thing that managers never want, employees to behave in an old way or to disrupt the organizational culture. An unsustainable organizational change would mean years of wasting.

We can add the sustainable management of change in 3 topics.

3.4.4 Secure leadership and management support

A leader cannot contact each individual, no matter how strong he is, but he can influence the entire organization according to the directives he gives to senior managers.

There may be strong disagreements between managers or departments at the first time after the change. Although it may seem bad, more innovative ideas can be reached as a result of the discussions. Here, however, the leader must stay at the same distance to both sides and disperse the negativity that may occur in the environment.

It should also always be concerned with change and organizational development. If the leader is aware of the changes in other organizations, he can give different examples to those who disagree and give them another perspective.

3.4.5 Care about feedback

Caring about feedback isn't important just in the feedback phase. For this reason, whether it is a formal or informal meeting or event, the management of the organization needs to take care of a continuous feedback process with the employees.

3.4.6 Create reward system

The reward system is one of the biggest factors that motivates employees and must be implemented after a long-term transformation, such as change management. It has been discovered that the reward system directly affects factors such as Job effort, performance, attendance, retention, and employee commitment to the organization (Mowday, Porter and Steers 1982).

3.4.7 Offer support and training

As we mentioned earlier, in-organization training has a direct effect on Change Management. Training provided by the organization is the most powerful tool to enhance the employee's abilities and personal motivation, as well as to convey the vision of the organization to the

employee. If training is provided effectively and professionally, the likelihood of employees leaving the organization is significantly reduced.

3.4.8 Celebrate success

Everyone wants to be appreciated, no matter what. This is also the case for organizations. This situation does not change, whether it is a senior manager or an employee. A celebration can be with a party or it can also be with a bonus.

4. SUSTAINABILITY OF CHANGE MANAGEMENT

Sustainability is the main reason to implement the change management process. This chapter consist three titles.

4.1 Measurement and Evaluation of Change Management Process

Although it is difficult to measure and evaluate effectiveness of the change process, this is an important issue that must be considered by management. For successful change management, it must be analyzed and evaluated in a good way.

4.1.1 The place and importance of measurement and Evaluation in C. M.

Evaluation in organization development is the most important stage of the organization development process and takes a place in almost all process models. The main purpose of evaluating the organizational development interventions is to prove the effects of interventions and/or to develop them for the future. The evaluation phase helps the organizations to understand, how they are done, and how the change process effects on organization and its members. Assessment has many benefits for organizational development practitioners. Some of these benefits are (Alzahmi, Rotwell and Woochel 2013):

- Support the organization,
- Improve Change Planning and implementation processes,
- Gaining the support of the participants,
- Strengthen customer-consultant relationships,
- Improving the skills of the advisor,
- Meet professional criteria,
- Improve mobility during intervention,
- Improving environmental quality

The aim of evaluating organizational development interventions as long-term organizational change is to produce information that will enable managers and organizational development

practitioners to see how they are moving in their desired direction and to create a feedback system that will guide change activities. In this perspective, the assessment was to determine the effects of the change program and to say, "Was the change successful? Which changes were made? What were the causal mechanisms? Are we happy with the results?" "so as to find answers to questions. In short, with the measurement, evaluation and control stages in organizational change and Change Management, senior management can determine the effectiveness of the change process by revealing the effects of various organizational effectiveness and effectiveness indicators on employees' attitudes and behaviors. It is expected that organizations will be better after the change than before the change (Uyguc 2019).

In change management, measurement and evaluation is the determination of the effects of change interventions that are expected to be achieved by the implementation of interventions (Jellema, Visscher and Scheerens 2006). These results, for example, determine to which training is given, how the new organizational structure works, which new technology has been adopted, or whether it has changed or changed business behavior. In this context, measurement and evaluation of change tries to find answers to the following questions:

- What happened after the change?
- Have the expected results been achieved?
- What things have happened that we didn't expect?
- Has there been an increase in performance at various levels (organization, unit and individual)?
- Was there a decrease in performance?
- Is it necessary to make adaptations? (Chapa and Gonzalez 2010)

Harrington underlines that measurement is important in determining progress and improvements, because:

1. Focuses on important and imperative factors.
2. Shows how resources are used.
3. Monitors trends and developments.
4. Provides data for the analysis of the root causes and sources of errors.
5. Identify opportunities for development and progress.
6. Provides tools to determine whether you are a winner or a loser (Harrington 1991, from Taskinen 2002).

As a result, measurement and evaluation is one of the basic elements of "change management". The concept of change management is based on the continuous measurement and feedback rule for individuals, processes and systems in the organization. For example, in Kirkpatrick's step-by-step change process model, "continuous evaluation" is the Integrative part of the step of implementing change (Step Seven). According to Kirkpatrick's model, if

change is not carried out as planned, resistance will arise, in which case it is important to stop and evaluate the situation and what has been done until then (Berger 1993).

In short, as Davidson mentioned it, "Assessment is perhaps the most important activity that enables us to evolve, evolve, make improvements and ultimately survive in the ever-changing environment. Assessment can be made to thrive, to decide on the best possible activity for the future, and/or to draw lessons from our failures and successes" (Davidson 2004, from Alzahmi, Rothwell and Woochel 2013).

4.1.2 Effective Measurement and Evaluation of Change

Measurement and evaluation are the "sine qua non" of organizational change and change management. However, success in change requires "effective measurement and evaluation." Effective measurement and evaluation have some requirements. They are different but dependent concepts. Because of their interdependence, they were often used interchangeably. The word "evaluation" is taken from French, meaning "to be valued" or "to have a value".

Sonpal-Valias (2009) review, "of a program, Project, policy, or a systematic inquiry process aimed at collecting, analyzing and interpreting information so that conclusions can be drawn about the usefulness, value or importance of any subject being studied."

Although there are a wide variety of definitions, we can specifically identify seven different characteristics of the evaluation.

1. Evaluation is a systematic process.
2. Evaluation is a planned and purposeful activity.
3. Evaluation interest with questions about society in general, therefore it requires the collection of data on topics.
4. Evaluation is a process that enriches knowledge and decision making.
5. Assessment is vitally.
6. The assessment deals with asking questions about issues that arise from daily work and practices.
7. Assessment is a tool in the context of culture, society, and the working environment that provides a better understanding of the work done and the effects of the activities performed (Stellnberger 2010).

"Measurement" is the process of digitizing the characteristics of people according to clear and precise procedures and rules. In other words, it is the process by which the attributes or dimensions of a physical object are determined (Uyguc 2019).

Measuring the effectiveness of change management is as difficult as it is important. At the same time, it has a dilemma. Measuring the change is not just about finding evidence that

change efforts contribute positively to the performance problem of the organization it also tries to find answers to the question of what to measure (Smith and Carstens 2003).

1. There are two main considerations in measuring change in this context. Determination of the purpose of measuring change. Measuring,
 - Monitoring the implementation of change,
 - Determination of progress or progress made,
 - May be intended to determine the process of change and/or the results of change.
2. Depending on the first point, which is the most appropriate way of measuring change? What kind of data will be needed? What would be the most appropriate approach to data collection and analysis? Measurement may cover the process of change, its consequences, or both (Bond 2013).

4.1.3 Measurement of Change

The main steps in measuring change according to the planned change management approach are:

1. Planning
 - Determining change goals.
 - Making sure goals are realistic and measurable.
 - Determine what kind of data is needed to measure change.
 - Identify data sources.
 - Determine the data collection time.
2. Determining the methods of measuring change
 - Use of organizational records and documents.
 - Use of Question form and interviews.
 - Using observation-based techniques.
3. Analyzing the results and disseminating the lessons learned
 - Identify interest groups in terms of sharing the lessons learned.
 - Identify effective dissemination tools.
 - Integrating those extracted lessons with future decisions (Bond 2013).

When we consider these three basic approaches, reliable and valid information is needed for an effective measurement method (see below Table 2). For this reason, the methods of measuring change are very important.

Table 2: Methodology of Measuring Change

| Method | Purpose | Advantages | Disadvantages |
|-----------------------------------|--|---|--|
| Impact Data | Evaluating the change in a specific variable | Can measure the resulting change and help evaluate the effectiveness of the change. | Data are not always available or easily obtainable. |
| Question form, Survey, checklists | Collect data quickly and/or easily from a group of people without threat | It is nameless, not expensive and easy to analyze. | It needs a sampling expert to fully understand the results. |
| Interviews | To fully understand a person's experiences or impressions | The depth of knowledge is high; the interviewers can relate to it. | It requires time and money. It may be far from neutrality. |
| Review of documents | Review brief notes and minutes to understand how the process works | It is of extensive and historical significance. There is no deviation in knowledge, it is reliable. | It takes time, information can be inadequate. |
| Observations | Gathering short notes about how the process actually occurred | It can be adapted during and after the change. | Interpreting behavior is open to debate. It is far from objectivity. |
| Focus Groups | Exploring the topic in depth through discussions | Impressions can be collected quickly and reliably. | The reactions are difficult to analyze and compare. |
| Case studies | To make inferences with comprehensive analysis of experiences | Objective comments can be made about the process. | It is time consuming and has limited facilities. |

Source: Uyguc, 2019

4.1.4 Evaluation of Change

Several evaluation models have developed for change management. These models differ from each other depending on how the change management process is being implemented. One of the most popular evaluation models used in the evaluation of planned change management, such as Lewin's 3-stage change management, is Kirkpatrick's four-level evaluation model.

Kirkpatrick's Four-Level Evaluation Model

It's an evaluation model or approach that is widely used and very popular in the field of training by organizational development practitioners.

There are several reasons why Kirkpatrick's model is so popular. The first is that it draws attention to the need for training practitioners to evaluate study in a systematic way. The second is that knowledge for output at level four, according to Kirkpatrick, is the most valuable or most descriptive information on training. The third reason is that the approach simplifies the intervention of this evaluation process by making it easier to explain and execute.

The purpose of the Kirkpatrick model is to measure the impact of training on the organization and consists of four assessment results or levels.

1. **Response:** this stage expresses the participants' satisfaction with the intervention, thoughts and feelings about the training. At the end of the training program, the participants' reactions data are collected. Information at this stage can be collected using feedback forms, surveys, surveys or verbal responses. Gathering and analyzing information should be fast, easy and cost-effective. It is the most widely evaluated level for being easy to measure.
2. **Learning:** learning refers to how well knowledge, concepts and techniques are understood by participants. The goal at this level is to assess whether the learning objectives of the program are met. Information is collected from participants to determine the level of learning during the training program. Information is usually carried out using interviews, observations, or assessment tests before and after training.
3. **Behavior:** measuring at this level attempts to measure how much new knowledge or skills effect on participants ' work behavior. In other words, it is intended to evaluate whether the work performance of the participants has changed as a result of the training. Evaluation of this level may require intervention measurements, observations and interviews before and after. Behavioral change may require information, which are collected from the supervisor, coworkers and other employees.
4. **Results or organizational impact:** the goal at this level is to evaluate the costs and benefits of the training program. It is the least practiced level among the four levels, as it must be considered, the most difficult level to measure. Result are measures such as low cost, improving the quality of work, increasing the amount of production, increasing the morale, reducing the turnover rate of the labor force. Change at this level can be measured by existing reporting systems or other measurement tools such as interview, observation and secondary data (Alzahmi, Rothwell and Woochel 2013).

The Kirkpatrick model has been used successfully in various fields and has served for many years as a good basis for Educational Research and Evaluation of Trainings. However, it has been criticized, misused, improved, refined, adapted and expanded. However, since a richer and more complex model is needed, it has been suggested that in recent years, in addition to developing models based on multidimensional learning perspectives, progress has been made to help organizations better understand the design and presentation of education, both from the point of view of theory development and research (Salas and Cannon-Bowers 2001).

4.2 Organizational Sustainability After Change Management

The starting point of change management is that the organization can continue to grow stronger and adapt to the environment. For this reason, sustainability is the primary goal for organizations implementing change management. The only way is for the organization to keep changing.

When your first seedlings begin to take root, they meet environmental features that will resist the formation of a new entity, such as predators, competitors and other life forms. Your task now is to sustain life for years, not just for a few months (Senge et al. 1999).

Indeed, when people try such changes once, they find it quite difficult to keep up the change. For example, the new roles of the team may not sound as comfortable as the old ones, and members may yearn for the old ones, where the old roles do not function well. Because people don't know who is responsible for what decisions, the new structures of the departments can create confusion and mistakes. Communicating with a colleague in a different way may seem strange at first. In such cases, there is a possibility that the way things are done before intervention will relapse. Relapse is likely for many reasons. First, when a change agent/expert, manager or non-organizational consultant is watching the employees, everyone is driven to continue the change. But when observers leave the environment, they turn to the convenience of the old methods. Leaders may support change because they feel compelled to fulfill the change expert's recommendations, but they may not be able to work on change once the work of developing an organization is over.

Secondly, change is a more difficult situation, requiring more conscious energy, senses, or attention. However, members of the study group should change their individual behavior and habits, and they should stick to that change. Because it takes constant focus, attention and discipline to try to maintain new behaviors alongside the ongoing challenges of work (Longenecker and Riemann 2007).

With the challenges of daily workload, continuing to pay conscious attention to change requires enough dedication from a psychological standpoint. Maintaining the requirements of changes on the personal, team and organization level in this way can be very difficult (Anderson 2016).

Third, members of the organization can be inherently incompetent at first when adapting to new methods. Training may be needed, and it can take weeks or months to achieve results as people learn. If patience is not shown during the natural and disturbing stages of trial and error and the inevitable first mistakes, many members of the organization may think that change has failed and demand a return to the old ways.

Fourth, fundamental and system-specific organizational forces, such as rewards or cultural values, expectations, and beliefs, may be too strong to overcome and prevent members from fully adapting to change. A manager who gets coaching to be more sociable when presenting his ideas may be forced to return to his old habits by being seen as "confrontational" in the manager's next performance assessment. A manager who has included others in key-level decisions in his department can reverse this approach fully when a promotion is omitted, and he is labelled as a poor decision maker. Other organization members as well as established systems, structures, or processes can put difficult obstacles to the change process (Anderson 2016).

Some methods are needed to sustain and balance the gains achieved, to overcome the obstacles to sustain change and to meet the challenges in the early stages of change. The challenge is developing techniques to ensure that "new methods" remain in the system. Most experts recommend institutionalizing it to sustain change. The change is institutionalized when members of the organization no longer consider the change, it's being a private venture or project.

In the "final analysis," the expression that we do things here is that change is permanent when it flows through the veins of the business unit or the company's structure (Kotter 2011). Change management is sustainable when it becomes part of the culture or an integral part of the ordinary practices, programs, values and beliefs of the members of the organization. Depending on the number of members of the organization for change and the strength of change, this maturation can be a significant effort that can take years. Many authors place an emphasis on "fixing" change and irrevocably placing it within the organization. This approach helps drive change, but in itself has some drawbacks.

4.3 Mechanisms to Sustain Change

Change is more than a process for the organization only if it is supported by seven applications that provide regular maintenance and renewal. They state that these practices will help leaders to understand the effectiveness of change and offer the opportunity to share information to members who see only part of change because of their own individual role. Most of these recommendations are not intended for individuals but for changes at team and organization level but can be adapted to individuals as well.

1. Regular team meetings.

Perhaps the most basic mechanism for maintaining change is regular meetings where team members can share their ideas, perspectives and thoughts about how change works. According to Beckhard and Harrise, such meetings encourage members to see change as an ongoing process rather than an independent event and invite "team members to think about what they have done since the last meeting and what has happened and where they are going in the medium term."

2. Organizational perception meetings.

Hearing directly from members of the organization about how change works, especially in large-scale organizational changes, is quite useful for senior managers. Perception meetings are processes in which senior leaders can meet with groups of employees from various parts of the organization. These may consist of randomly selected sample groups of employees or may include employees at similar levels and roles. Given that these meetings are aimed at gathering information, not punishing or disciplining someone, they can be valuable ways to reduce hierarchy and clarify change for both managers and employees.

3. Regular intergroup meetings.

It can serve as a point of iteration and evaluation of changes, especially in the intergroup changes where new roles, processes and relationships occur, with a regular meeting between members of the groups involved in the change.

4. Regeneration conferences.

A renewal conference is a special event usually held outside the organization for organization leaders or members to evaluate and discuss the change. It is known that many organizations organize these external events annually within the strategic planning cycle. These can also be effective at team and division level.

5. Target-based performance evaluation.

Performance evaluation systems "teams and individuals are measured against specific measurable goals, if effective, goal-oriented planning process if the organization is usually vibrant, energetic and is clear about priorities" (Beckhard and Harris 1977). Having clear and consistent goals, along with awards to support members of the organization, provides a definite boost for the desired change. Documenting these goals and expected outcomes in performance plans helps Organization members focus on the most important activities that support change.

6. Regular visits by outside consultants: visiting the organization by change management experts who assist in organizational change enables the organization to develop an objective view of the process.

When these visits were persistently continued for at least a year and beyond, we found that we had made a fundamental change by encouraging the leaders of the organization to organize "follow-up meetings." In this way, we focus on the promises made during the last visit, evaluate the process and think consciously about the priorities when planning for the future (Beckhard and Harris 1977).

The change management expert's visit provides a better understanding of what the latest developments should be like.

7. Awards Despite the best intentions and regular reviews, organizational change takes place (such as promotions, wage increases or simply compliments. it depends on the Rewards. When movements towards change are rewarded, members of the organization will adopt change. The actions and values supported by the awarding systems should be carefully analyzed and "especially members of organizations that continue to use different paths, even when working under pressure, should be rewarded. "(Jackson 2006).

5. CASE STUDIES

Change management has different theoretical perspectives. In this chapter change management will be explained by Netflix and Nokia.

5.1. Netflix

Netflix is the best online media services provider in the World. In this chapter their history, business areas and change management process will be explained.

5.1.1 Introduction of the company

Netflix Inc., an American technology and media services provider and production company headquartered in California. It was founded in 1997 in California by Reed Hastings and Marc Randolph. The company's main activity is a paid subscription-based video streaming service. Subscribers can watch a comprehensive archive of various films and series over the internet. This archive includes Netflix-made films and series. As of April 2020, Netflix has 193 million paid subscribers worldwide and 73 million in the United States. Netflix services are available all over the world except mainland China (due to local restrictions), Iran, Syria, North Korea

and Crimea (due to US sanctions). The company has offices in the United States, Brazil, the Netherlands, India, Japan and South Korea (Hosch 2020).

5.1.2 History

Two entrepreneurs, Reed Hastings and Marc Randolph, started a DVD distribution company called Netflix to provide online DVD rental services in 1998. Through Netflix.com they introduced unlimited DVD rentals with a monthly subscription that had not been available until then. In 2000, they started using the personalized film recommendation system based on statistics and software knowledge. In this way they started to offer their users content that is likely to be liked. They went public on Nasdaq in 2002, raising capital. In 2007, they launched the feature where they could watch all of their published content. It became available on mobile devices in 2010 and began to go global from 2011. In 2013, they started producing their own content for the first time. He made his name all over the world, especially with the series House of Cards (Hosch 2020).

5.1.3 Netflix's Change Management

Unfreeze

Netflix, like every company growing in a changing and evolving world, had lost its ability to resilience by solidifying hierarchically. It was likely to be the beginning of the end for a company whose main outlet was Start-ups and startups. For this reason, they decided to implement change management.

They started with an analysis of the problems that existed in the first phase. Once the problems were identified, the change plan had to be comprehensively explained to all stakeholders of the company. Because it was an inexplicable fact that an inexplicable plan would cause suspicion and put pressure on the leader and the board.

Netflix has always been opened to change throughout the process in which it operates. This is by an existing Start-up culture. Although it has more than 5000 employees, it has managed to maintain its line both through the traditions of the past and through the employees who have participated in the organization knowing this culture.

Traditional industrial organizations tend to reduce errors. Because every mistake means wasted money and time. But modern organizations like Netflix prefer trial and error and use their financial resources in this direction (McCord 2014). However, in recent years, this organizational culture began to change with the attachment of people with different cultures to the company.

Change

Netflix was not in a predicament in the context of the product and service it offered. For this reason, they decided to focus solely on organizational culture. Because they were leading the entertainment industry with their innovative ideas at the moment. But the sustainability of this depended entirely on intrapreneurship.

For this reason, they envisage changes in three issues.

- Respect for Cultural Differences

Netflix has been a very different culture from the beginning as a result of being a company that emerged as a result of a US venture. On top of that, when the plan to open to different countries was revealed, even more different employees had to be in the company. Confident that this would actually increase intrapreneurship, the board chose to increase this cultural diversity. At the same time, by maintaining these differences, they provided environments where employees could come up with new ideas.

- Honest communication-flexibility of hierarchy

The only characteristic every company/organization has is that it has honest people. But if there is a strict hierarchical order there is a possibility of seeing harsh behavior in situations where honest people say what they think. Although there has been entrepreneurial-spirited management at Netflix, there has been change with as a growing organization. The managers determined to solve the problem in the process of change management by calculating that it will grow further in the future decided to remove the differences between the newly formed levels (UKessay 2018).

- No holiday policy

Netflix has decided to change the same number of holiday days because it has a very variable working power. In this way, employees give themselves the vacation days they need in accordance with the permission of the managers when they need it. Of course, the intensity of the work is important.

However, this situation has a disadvantage. If not treated fairly, it could cause unrest in the company. This is what the Netflix administration is encouraging the administrators to do (UKessay 2018).

Refreeze

The most challenging phase of organizational change is, without a doubt, the refreeze phase.

- Protecting organizational culture

With the change that was made, organizational culture created the change that was needed. But protecting it is even more important. To this end, the attitude of managers towards employees was very critical. Changes such as the increase in incentives made during the change phase and the shaping of holiday days depending on the employee were supported by senior management.

- Talent management and skills development

It is the future of the company, both culturally and financially, for the company to recruit talented employees who are good at their jobs to achieve a more sustainable structure and to generate new ideas in these employees. For these reasons, he decided to support talented individuals to join the company.

In addition, the company decided to increase in-house training to prepare existing employees for future changes. Thus, if needed, they will be able to create new positions for employees who have experienced and proven loyalty by promotion or by working in other departments.

5.2 Nokia

Second case study will be about Nokia.

5.2.1 Introduction of The Company and History

Nokia Corporation is a multinational information technology, telecommunications company based in Finland, founded in 1865. Founded mainly as a paper pulp factory, the company has entered various industries over its 155-year history and currently focuses on large-scale telecommunications infrastructures and technology development and licensing. Nokia has made a significant contribution to the mobile phone industry, helping to develop GSM and LTE standards, and has been the world's largest mobile phone vendor for some time. Nokia's dominance also extended to the smartphone industry through its Symbian platform, but eventually overshadowed those of its rivals.

5.2.2 Nokia's change management

During the 90s, Nokia, the world's largest mobile phone manufacturer by responding to customers' needs, began to lose their power from the mid-2000s. Especially during these

years, competitor companies started to produce touch-screen mobile phones such as Dopod, HP, Sony Palm. In 2007, a different company from other manufacturers entered the touch screen phone market. Apple has developed a system focused entirely on user feedback. At the same time, after Google developed their open-source Android software, as well as Nokia's use of the Microsoft System lost power (Lam 2013).

In the context of all these developments, the biggest factor in Nokia's loss of power is undoubtedly its rigid bureaucratic system. The biggest example of this solid system is that it made a prototype of a large touchscreen phone years before its competitors but failed to implement it. The clearest example of this is that even when a change decision is made in a single product, it has to go through hundreds of principals (Lam 2013).

Nokia followed Kolb And Frohman's Change Management Model (Kolb and Frohman 1970).

1. Scouting

The feasibility of the change to be made at the scouting stage should be investigated. Different levels of executives and shareholders are required to negotiate over it. Thus, by providing an atmosphere of discussion, what needs to be changed should be discussed. However, at the first stage Nokia management made mistakes.

January February 11, 2011 had a promotional event and it was not clear which platform would be preferred in January 2011. In 2011, there were IOS and Android operating systems on the rise. These operating systems were powered not only by manufacturers but also by independent software developers. However, Nokia's failure to make a decision on a platform one month before the event caused great concern to employees and shareholders.

2. Entry

After the scouting phase has passed, expectations need to be seen. In particular, the concerns of the various stakeholders should be considered. However, anger over the failure to disclose the platform has made this stage unenforceable.

Concerns were further heightened by the memo from Stephen Elop (CEO), which was subsequently leaked to the media under the name " Burning Platform." In addition, in this note, he openly blamed the employees, lamented that the necessary communication within the company could not be achieved, and said that Nokia was burning because of low communication and intrapreneurship. This note not only caused employees concern, but also upset the shareholders (Ziegler 2011).

3. Diagnosis

The causes of change should be determined at the stage of diagnosis. These factors can be internal and external factors. The continuity of the existing system should also be discussed.

Strong competitors such as Apple, Google, Sony and the ecosystems they have, are mandating change. In connection with this, Nokia, which held a high market share in the 90s, reported a large proportion of losses.

In addition, intrapreneurship needs to be given importance to ensure sustainability. The biggest obstacle to this is the rigid hierarchical system.

4. Planning

The results analyzed at this stage are evaluated in 6 main headings. Those; People, Authority, Information, Task, Policy/Culture and Environmental (Kolb and Frohman 1970).

However, it was not possible to be efficient at Nokia, which failed to do the previous stages correctly. When the Plan was announced, all of the company's participants, from employees to shareholders, knew there was going to be an earthquake.

5. Action

Change management is a very complex and well managed process. But Nokia had not managed the process well from the beginning and did not realize that it needed to go back to the first step.

Of course, the late disclosure of the strategy changes and the leaking of the "Burning Platform" note to the head Played a big role in this.

As a result, Nokia faced strong resistance from both employees and shareholders. With the exception of layoffs caused by the change of platform used, there were large losses in the company, especially with the resignation of brilliant talent. Nokia found itself in a major slump as it began selling shares it owned in its shareholders (Lam 2013).

6. Evaluation

Nokia, a well-established company, suffered huge financial losses after this failed change management attempt. Nokia has displayed poor management from the very beginning of the process of change. Many mistakes were made, such as leaking in-house notes to his head, failing to listen to concerns, poor process analysis. The result was a financial meltdown and the loss of talented people.

7. Termination

Change management needs high knowledge and analysis. It is always helpful to work with professional consultants for this. In addition, as Nokia does, the product-based thinking structure is more the subject of Project Management. Change management focuses on sustainability. Innovation occurs spontaneously when a strong organizational culture is built.

6. EMPIRICAL PART

Out of suitable resources in the research, also AK Automotive's change process will be described in this chapter.

6.1 Presentation of AK Automotive d. o. o.

Founded by Ibrahim KÜÇÜKOĞLU in 1985, Küçükoğlu Holding has set out with the goal of producing original spare parts for the world giant brands of the automotive sector.

AK Automotive, which operates in the automotive supplier sector under Küçükoğlu Holding, started operations in 2018 by acquiring Cimos, operating under Palladio Holding.

AK Automotive manufactures safety mechanism products with pedal boxes, hinge groups, hand brakes and also the body in white parts in Koper – Slovenia, with 17,000 square meters of indoor space for automakers worldwide.

AK Automotive provides product development, simulation methods, prototype production, design and process verification services to meet the expectations of its customers through its sample testing laboratory (AK Automotive 2018).

6.2 Research Methods

I had a semi-structured interview with Bülent Göral, the factory director of AK Automotive, which is part of Küçükoğlu Holding. I referred to him 10 Questions, and he answered my questions with sincerity, keeping in mind the company's privacy policy on certain issues.

After the interview, I analyzed the notes I made during the interview, tagged them and created coding. The content analysis revealed the sustainability as the main factor, while growth and resistance to change were the side factors.

6.3 Research Sample

AK Automotive is a growth-oriented company directly associated with Industry 4.0.

Bülent Göral is someone whose knowledge and experience I trust and has been my mentor throughout my internship. For this reason, I was convinced that I would be able to obtain accurate and reliable information from him.

6.4 Findings

It can be concluded that organizational change is appropriate and beneficial for AK Automotive and Küçükoğlu holding. Especially at a time when industrial change is so rapid, they are preparing to make radical change, taking into account organizational culture (Bülent Göral, interview with author, 23rd July 2020).

We can divide the data from the interview into 5 different categories based on content analysis (Bülent Göral, interview with author, 23rd July 2020).

- Growing: the company has new customers, projects and new production facilities that it expects to be in the future.

“Daimler will also be our customer in 2021.”

- Changing: depending on the growth, it will enter into an organizational change with the addition of new structures. For this, radical changes are expected.

“Because of the addition of locations outside Turkey to the organization, the organizational structure will change radically.”

- Challenging: there will be various compelling factors depending on the change. Both culturally and organizationally. For this reason, there are situations that can prevent change.

“Human. Where there is change, the most compelling factor has always been the people.”

- Controlling the Process: control is needed to manage the results of growth, change, and challenge factors.

“But there are also managers in charge of change management.”

- Sustainability: the main reason for this whole process is sustainability. It is the reason for all the changes and administrations that have been made. For this reason, it is the most important category in the hierarchy.

“But we can expect it to keep us open to constant change and development in order to ensure sustainability.”

As a result, sustainability has more than one factor in itself. For this reason, factors within the process must be well managed for success (see below Figure 6).

Growth is undoubtedly what every organization wants and aims for. However, when new customers and markets are found, it needs to be harmonized to the target point in its organizational situation. In this process of change, there can sometimes be sharp and sometimes smooth transitions. But in any case, there will be factors that will prevent change. For this reason, the most important step in almost every change model is the compatibility of those who create the organization with change (Kotter 2011).

In order for all these processes to work properly, there must be supporters of the process from within or outside the organization. Consultants from outside the organization who support the process have experience and are experts in these issues (Anderson 2001). But the effects of consultants alone are also not enough for the process to progress in a healthy way. Harmony can be achieved by including groups created from within the organization in the process.

Finally, for sustainability, which is the ultimate goal, it is necessary to successfully complete the previous stages and achieve cultural harmony.



Figure 6: Hierarchy based on interview

7. CONCLUSION

This study explains how the concept of change management, which is widely implemented in the business world, is applied. Change management is essential to make organizational improvements and assure organization effectiveness in the long run. Change management is based on developing and transforming the business processes. It highlights the redefinition of tasks, the necessary improvement in the organizational structure and the use of information technology in order to effectively change business processes. Often, this means abandoning functional organizational structures and shaping the work by focusing on processes. Managers also aim to reach a development point that is higher than the actual organization's position is.

As with Netflix and Nokia, organizational culture can be a supportive or inhibitory factor. As we examined in the prior chapters, organizational culture is seen by managers as the polar star that drives organizational behavior and it needs to be always taken into proper account.

In change management, the process usually begins with external factors and continues with internal factors. When the organization begins to lose its competitiveness, it needs change to fix the mistakes in itself. Both internal and external factors, rather than just one factor, affect the change management process.

7.1 Recommendations for Future Research

Change management is not a process with a specific path. It differs from organization to organization. For this reason, it is more of a discovery study than a result study. For future research, the following is recommended:

- Examination of units that want and oppose change in organizations on a sectoral basis
- An attempt to access the information that is not found in books, by conducting more empirical research.

7.2 Research Assumptions

- Participant in the interviews will give honest answers to the questions.
- The statistical data used will be based on the data of internationally recognized institutes.
- The researches mentioned in the bibliography are accepted studies in their field.

7.3 Research Limitations

1. Organizations which are doing change management, do not share detail information or information that can be considered as:
 - Effect of Change Management on Employees
 - Detailed Financial Reports
 - Detailed Strategic Plans

2. Scarcity of available studies connecting change management and sustainability.

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